



From Data to Action: CCA 101

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OUR MISSION

CCA is a bold national advocate for dramatically **increasing college completion rates and closing institutional performance gaps** by working with states, systems, institutions, and partners to scale highly effective structural reforms and promote policies that improve student success.

WHY COMPLETE COLLEGE AMERICA DOES THE WORK



We see a future where all learners graduate on time because the higher education system – every pathway, institution, and state – supports them.

VISION

The barriers to that vision are complex and intertwined.

No one educator, department, institution, or state can solve them.

Without a simultaneous and intersectional approach, those barriers will continue to rob all of us – educators, advocates, and students alike – of the life changing benefits of a **complete college journey**.

<23% / of community college students graduate in two years

70% / of low-income or first-generation students who enroll in college leave without a job related to their studies or without entering graduate school

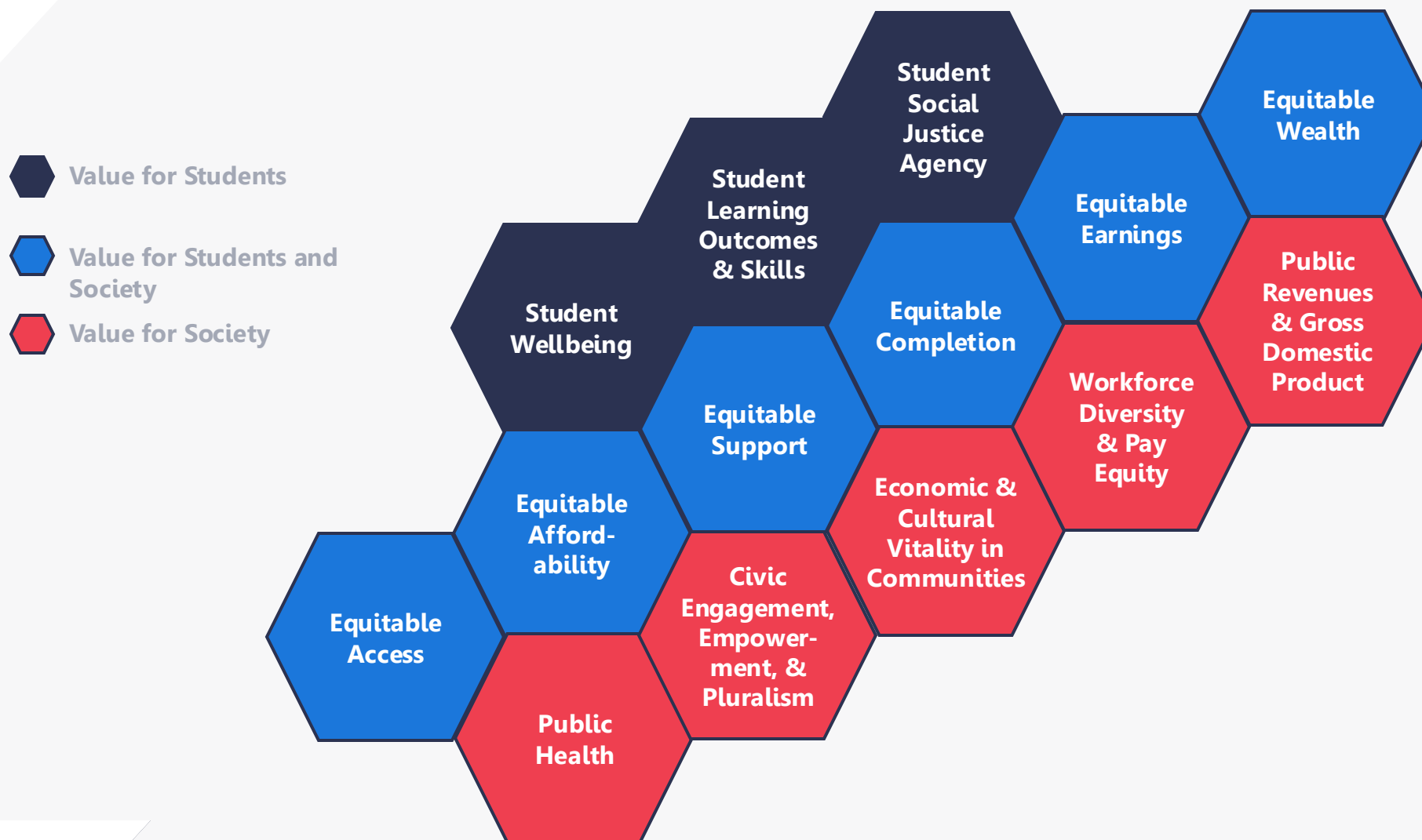
~50% / of excess credits result from unclear or inconsistent advising, unavailable courses, transfer issues, or degree requirements

\$150k / cost for each additional year spent in college beyond on-time graduation

~ 60% / of college students experience basic needs insecurity

Sources: [IPEDS, 2024](#); [Braven, 2024](#); [CCA, 2016](#); [CCA, 2017](#) ; [Hope Center, 2021](#)

What higher education can deliver for students and society





THE BENEFITS OF COLLEGE COMPLETION

People with bachelor's degrees, on average, **earn \$1.2 million more over their lifetime** than those with only a high school education.

- Georgetown University Center on Education and the Workforce

80 percent of employers strongly or somewhat **agree** that **college prepares people** for success in the workforce.

- American Association of Colleges and Universities

A college degree is correlated with **better outcomes in health and wellbeing, cognitive ability, civic participation, social engagement**, and more.

- Gallup and Lumina Foundation

72 percent of jobs in the United States **will require post-high school education or training** by the year 2031.

- Georgetown University Center on Education and the Workforce

Bachelor's degree holders **vote at a rate 44% higher** than that of high school graduates.

- U.S. Census Bureau

53% of employed college graduates in their mid-20s and early 30s say they are **"very satisfied" at work compared** to 37% of comparably aged Millennials with a high school diploma or less.

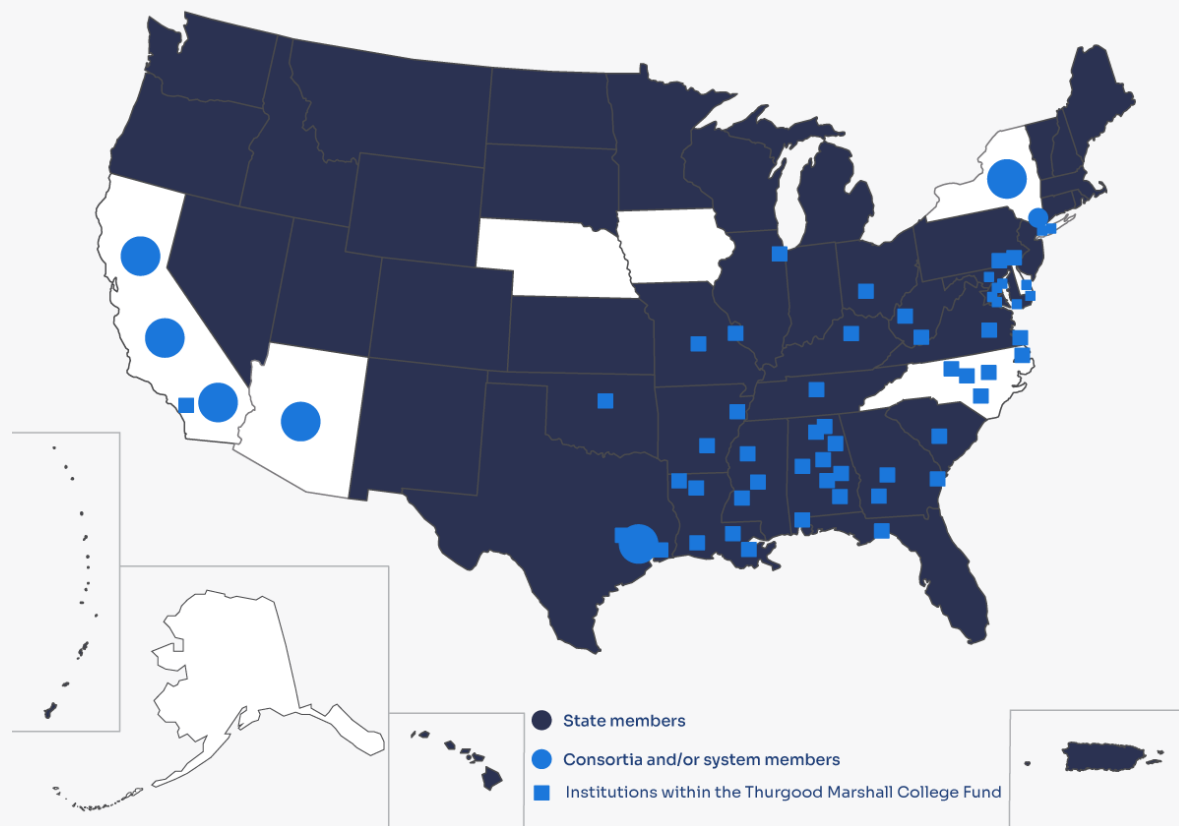
-Pew Research Center

Approach

ALLIANCE

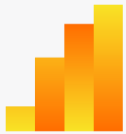
We build the network to create change.

- Alabama
- Arizona
- Arkansas
- Central Valley Higher Education Consortium
- City University of New York (CUNY)
- Colorado
- Connecticut
- District of Columbia
- Florida
- Georgia
- Hawaii
- Houston GPS
- Idaho
- Illinois
- Indiana
- Inland Empire
- Kansas
- Kentucky
- Louisiana
- Maine
- Maryland
- Massachusetts
- Michigan
- Minnesota
- Mississippi
- Missouri
- Montana
- Nevada
- New Hampshire
- New Jersey
- New Mexico
- North Dakota
- Northern California
- Northern Mariana Islands
- Ohio
- Oklahoma
- Oregon
- Pennsylvania
- Puerto Rico
- Rhode Island
- South Carolina
- South Dakota
- State University of New York (SUNY)
- Tennessee
- Texas
- Thurgood Marshall College Fund
- Utah
- Vermont
- Virginia
- Washington
- West Virginia
- Wisconsin
- Wyoming



APPROACH

We face complexity head-on.



TRUST THE DATA.

We use data –not public opinion– to identify intertwined barriers and successful strategies for college completion.



DESIGN FOR COMPLEXITY.

We align policy, perspective, and practice to bring complex systems into sync.



BUILD SHARED ACCOUNTABILITY.

We define and track progress toward improved completion rates – honestly and out in the open.



CONNECT THE EXPERTS.

We elevate unafraid leaders championing a critical piece of the puzzle, amplifying their insights and wins across the field.

STRATEGIES

We build systems – not isolated interventions.

We target four interconnected areas of the student experience to design journeys that work for every learner on any campus.

Purpose

- First-Year Experience
- Career Exploration
- Academic & Career Alignment
- Adult Learner Engagement

Structure

- Math Pathways
- Meta Majors
- Academic Maps & Milestones
- Smart Schedules
- Stackable Certificates & Credentials

Momentum

- Credit for Competency
- Multiple Measures
- Corequisite Support
- Concurrent Enrollment
- 15 to Finish/Stay on Track

Support

- Active Academic Support
- Proactive Advising
- 360° Coaching
- Student Basic Needs Support



**Creating the higher
education system
students deserve.**

Purpose

Aligning the college experience to each student's goals for the future.

Structure

Building course road maps that make the path to a degree or valued workplace credential clear.

Momentum

Designing multiple avenues for students to get started, earn credits faster, and stay on track to graduate.

Support

Addressing student needs and removing barriers to academic success.

Purpose

Uninformed decisions about a course of study can lead students to earn unnecessary credits, extend their time to degree, or leave school altogether, exacerbating financial burdens.

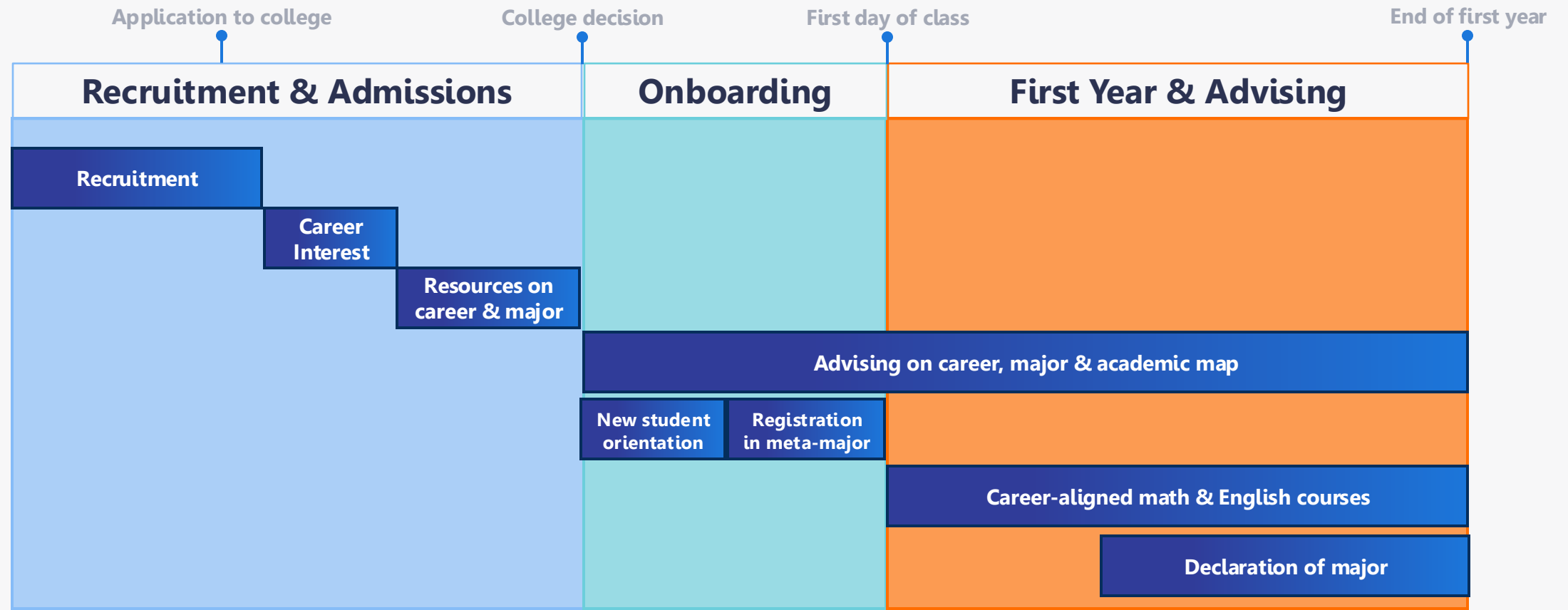
From recruitment to onboarding to the first-year experience, CCA partners with institutions to align student goals and abilities with course selections.

Align college experiences to students' goals.

- / **First-Year Experience**
- / **Career Exploration**
- / **Academic & Career Alignment**
- / **Adult Learner Engagement**

Purpose

First-Year Experience



Purpose

- / **Better understanding of career connection to major**
- / **Earlier enrollment in program of study**
- / **Greater credit completion in program of study**
- / **Increased major stability**
- / **Reduced opportunity gaps**

Career Exploration



542% increase in number of career coach assessment and a resulting 82.8% decreased in undeclared majors.
(Spring 2018 to spring 2019)



25% incoming first-year students changed majors prior to registration after engaging with career assessment tools.



18% increase in enrollment by providing career assessment to prospective students.
(MyMajors)

Purpose

Academic & Career Alignment

Skill Builder

INFORMATION

Course/Program

Assignment/Activity

Author

Additional Text

COMPETENCIES

 Critical Thinking/Problem Solving

 Oral/Written Communication

 Teamwork/Collaboration

 Digital Technology

 Leadership

 Professionalism/Work Ethic

 Career Management

 Global/Intercultural Fluency

SKILLS

recognize, build, and appraise arguments

create and implement action plans

analyze visual data

conduct academic and archival research

mine and analyze data

create and implement solutions to crises/problems

identify errors in reasoning

provide useful summaries/precis

APPLIED

Critical Thinking/Problem Solving Skill

Purpose

Adult Learner Engagement

**Highlight
value of
higher
education**



**Redefine value of college
degree and opportunities**

**Showcase
flexibility
and
possibility**



**Demonstrate how institution
will work with them to
progress and complete**

**Employer
Partnerships**



**Build relationships with
local/regional employers**

Structure

Confusing course and degree sequences, challenging schedules, and rigid major requirements muddy the path to completion. We work with colleges to meet students where they are, balancing flexibility and structure and clarifying the path to a degree or credential.

Clarify the path to a degree or valued workplace credential.

- / **Math Pathways**
- / **Meta Majors**
- / **Academic Maps & Milestones**
- / **Smart Schedules**
- / **Stackable Certificates & Credentials**

Structure

Meta-Major

Humanities
Arts

Social Sciences
Health Sciences
Business

Technical Certificate
Programs

Engineering
Hard Sciences

Gateway Math

Quantitative Reasoning

Statistics/Modeling

Technical Math

College Algebra /
Pre-Calculus...Calculus

Math Pathways

Program

Classics
Performing Arts
Cultural Studies

Psychology
Political Science
Communications

Welding
Carpentry

Civil Engineering
Chemical Engineering
Chemistry

Structure

Meta-Majors/Focus Areas



Eliminate dilemma of choice during onboarding



Shape students' first-year degree map and curriculum—
momentum year



Provide opportunities for interventions to explore and choose major

- Allow for more informed, deliberate decisions
- Help reduce major changes after first year

Structure

Academic Maps

Recruitment strategies and connection to student aspirations

Provide a holistic picture of the student experience (academic and cocurricular)

Better tracking of student progress to degree

- Data & Reporting
- Early Alert & Proactive Advising

Allow for scheduling forecasting

- Teaching schedule
- Enough seats in courses

FINANCE

First Year

- Sign up to get a peer mentor. Contact them with questions about how things work at WJ.
- Find the Tutoring Center, the Career and Internship Center, and the Library. These resources are free and here to support your success.
- Make sure you know what you need to do to stay in good standing for your scholarship and grants.
- Attend campus cultural events and lectures to get the full Waldenston experience.
- Fill out the Finance Career Exploration Survey and make an appointment with your advisor to discuss your results.
- Make sure you are completing enough credits to graduate on time.

Second Year

- Work with an advisor to talk about the possibilities and value of adding a minor or getting a professional certification.
- Build professional relationships with faculty so that they are able to write you letters of recommendation - start by attending their office hours.
- Talk to the career center about ways to start networking with alumni and other business professionals. Consider attending a business expo or career fair.
- Get involved in WEBS (Waldenston Excellence in Business Symposium)

Third Year

- Work with a career counselor to work on building a resume and to identify areas of growth.
- Continue building professional relationships with faculty members in your department and reach out to members of other offices and departments who may assist in identifying opportunities.
- Start exploring opportunities for internships.
- Become a peer mentor to support incoming students into the College of Business.
- Do a degree audit to make sure that you are on track to graduate.

More Info

A comprehensive four-year plan that provides a framework for the integration of coursework, career development, and cocurricular activities.

Fourth Year

- Apply to graduate - ask your advisor if you are eligible to graduate with honors.
- Find an internship in your field and make sure your resume is ready to go. The Career Center can help.
- If you are planning to go directly to an MBA program, make sure you have all your application materials and letters of recommendations ready on time.
- Attend the monthly "Senior Business Lunch" series to both keep track of all of your graduation deadlines and to earn your "Business Professional Certificate"

- Prospective students can watch short videos from faculty and student about why they should select major.
- Students learn about how different majors provide multiple opportunities and that one major ≠ one career.



AFTER DECISION

- Peer mentors reach out to accepted students to share more information about major selected and similar programs.
- College offers meta-major fairs introducing students to different majors and careers in areas of interest.

BEFORE CLASSES START

- Departments reach out to new students to welcome them into the program and share information about co-curricular activities, academic support, and skills/competencies learned in the program.

ORIENTATION

- Peer mentors lead discussion groups around meta-majors.
- Career services meet with groups of students to discuss career options.
- Students register in blocks of courses based on meta-major.

FIRST-YEAR EXPERIENCE

- Instructors integrate assessments and activities in their syllabus designed for the students to actively engage in the career exploration process.

IN THE CLASSROOM

- Faculty highlight the relevance of the course and assignments on the syllabus.
- Syllabus lists skills and competencies learned alongside the learning outcomes.

- Academic advisors and career services discuss results from career assessment tools with students.
- College hosts major fairs, career fairs, and career weeks.
- Alumni services create opportunities for students to connect with alumni about their experiences and career trajectories.
- Housing integrates activities and experiential learning in living-learning communities to connect students with organizations on campus and the larger community.
- Student Affairs hosts events to promote student and professional organizations on campus.

ACADEMIC EXPERIENCE

- Academic advisors and career services continue to engage students in conversations about major selection and discuss career preparation and options.
- Departments integrate and require participation in experiential learning activities in every program.

COMPLETE
COLLEGE
AMERICA

Course Number	Course Title	Credits	Semester
ENGL 100	C First Year Experience 1	3	Fall
ENGL 101	C English Composition	4	Fall
MATH 148*	C Statistics with Lab	4	Fall
PSYC 101	C General Psychology	3	Fall
BUS 100	B Business Computing	3	Fall
BUS 102	B Business Law	4	Spring
ECON 101*	B Macroeconomics	4	Spring
ENGL 101	C First Year Experience 2	3	Spring
ENGL 102	C Choice of Two Arts	3	Spring
ACCT 201*	B Business Accounting 1	3	Fall
ENGL 102	C English Composition 2	3	Fall
ECON 102	B Microeconomics	4	Fall
	Free Elective	3	Fall
	C Choice of Natural Science	3	Fall
ACCT 202	B Business Accounting 2	3	Spring
MATH 218	B Quantitative Methods	4	Spring
ENGL 104	B Technical Writing for Business	3	Spring
	C Choice of Humanities	4	Spring

Structure

Creating flexible schedules that accommodate students

- For duration of program
- Consistent scheduling
- Yearly schedule

Different modalities

- Online
- Hybrid

Shorter/condensed terms

Block scheduling

Smart Schedules

Business		
Course	Title	CH
GSU 1010	New Student Orientation	1
Engl 1101	English Composition I	3
Math 1070	Elementary Statistics	3
Econ 2106	Principles of Microeconomics	3
Pers 2001	Global Hospitality and Tourism	2
Hist 2110	Survey of U.S. History	3

Structure



Stackable Certificates & Credentials

- Clearly articulated
- Time to certificate(s)
- Jobs/Careers
- Salary implication
- Skills/Competencies learned
- Scaffolding to credential

Momentum

Students face blocks to progress from day one of college, including unrecognized prior learning, inconsistent support to get up to speed for college-level learning, poorly designed curricular sequences, and miscommunication about credit hours needed for on-time graduation. CCA guides colleges in facilitating strong starts that sustain critical progress.

Facilitate strong starts that sustain critical progress.

- / **Credit for Competency**
- / **Multiple Measures**
- / **Corequisite Support**
- / **Dual Enrollment**
- / **15 to Finish/Stay on Track**

Momentum

Credit for Competency

Credit for What you Know

Earn credits for your life experiences, skills or knowledge.



- / Examinations (national exams such as AP, IB, CLEP, DSST)
- / Departmental challenge examinations
- / High school career and technical education programs
- / Professional certifications
- / Noncredit programs completed at community college
- / Workplace training
- / Independent study
- / Volunteer services

Momentum

Credit for Competency

Adult students credential completion rates:

49% With PLA
27% Without PLA

The PLA boost for adult student completion when controlling for other factors (PSM effect size):

17% All PLA methods
30% Methods that were not ACE credit recommendations for military

COMPLETION RATES

85% Higher

Completion rates for associate seeking adults were 85% higher with PLA than without.

49% Higher

Completion rates for bachelor's seeking adults were 49% higher with PLA than without.

PLA SAVES MONEY

\$1,500 to \$10,200

Estimated adult student savings through PLA, depending on sector

PLA SAVES TIME

9 to 14 Months

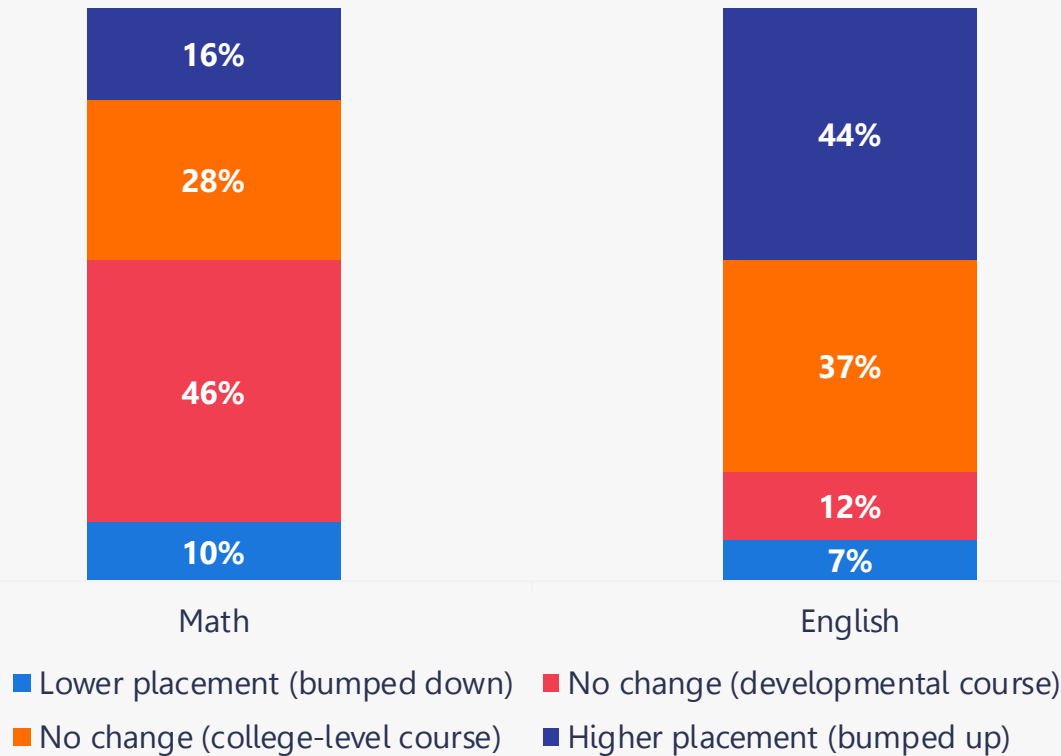
Estimated adult student time savings in earning degrees, with 12 or more PLA credits

**17.6
More Credits**

Institutions also benefitted from PLA—on average, PLA students took 17.6 more course credits than non-PLA students.

Momentum

Change in Placement Among Program Group Students



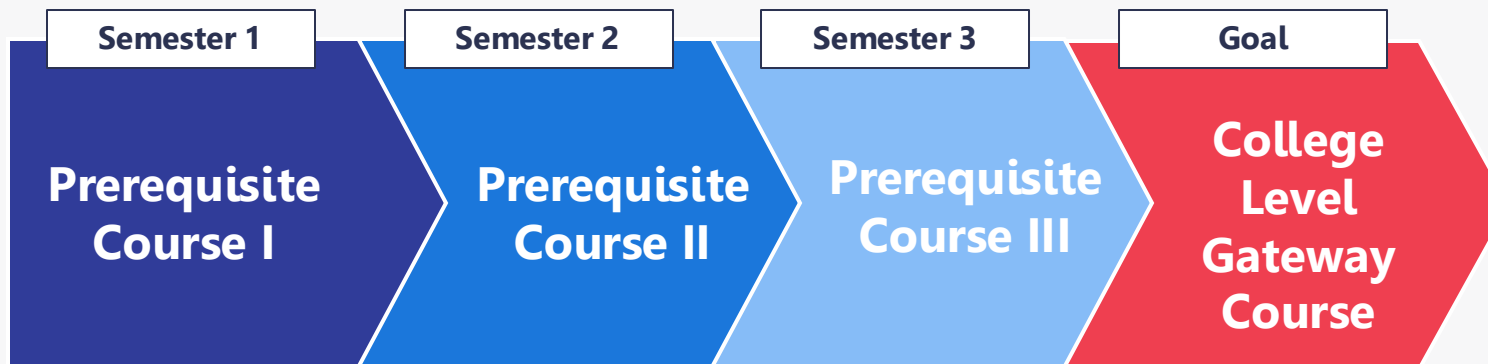
Multiple Measures

- Students can demonstrate proficiency in a variety of ways resulting in a more accurate placement
- High school GPA is better predictor of college student success than standardized tests
- Asset-based approach to students' potential rather than perpetuate inequities

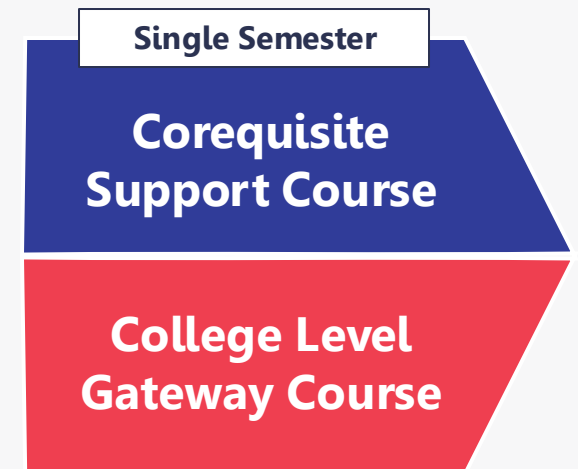
Momentum

Corequisite Support

Traditional Prerequisite Remedial Model

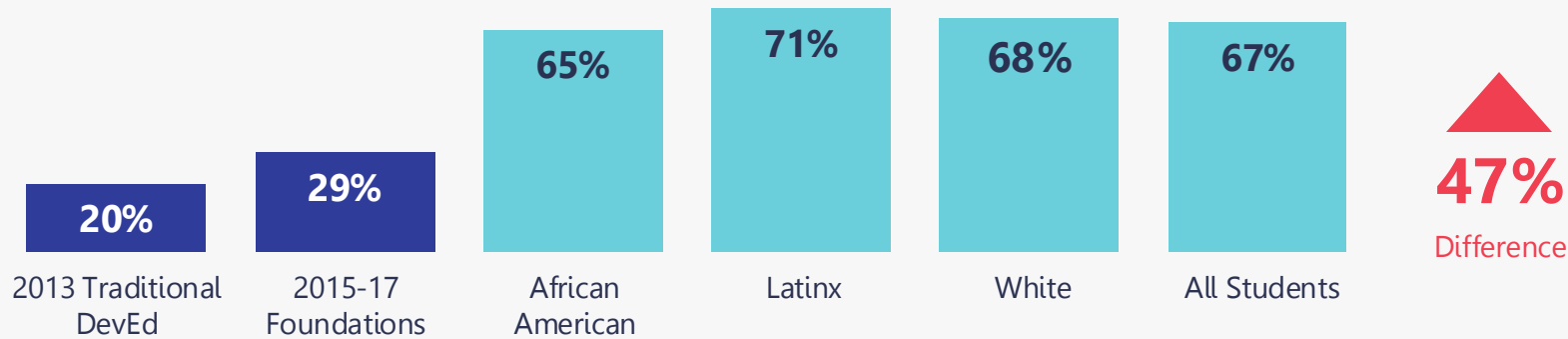


Corequisite Support Model

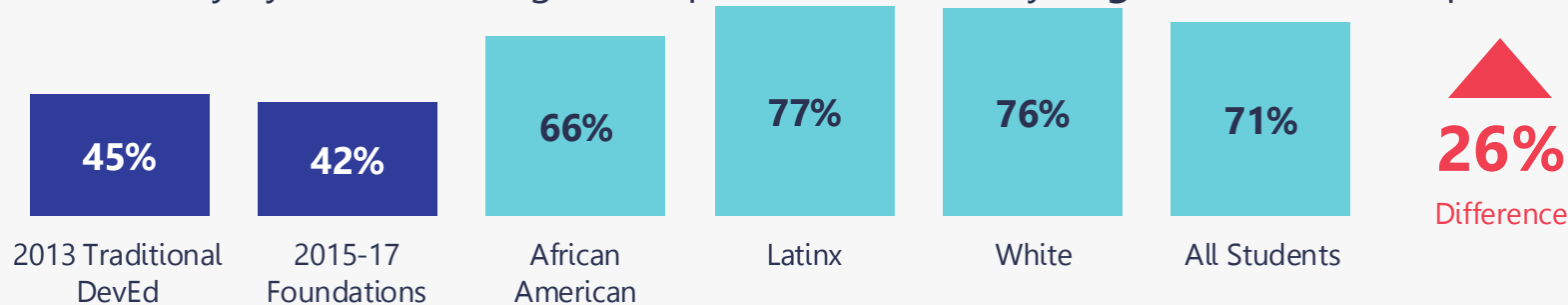


Momentum

University System of Georgia Comparison of Gateway **Math** Course Completion

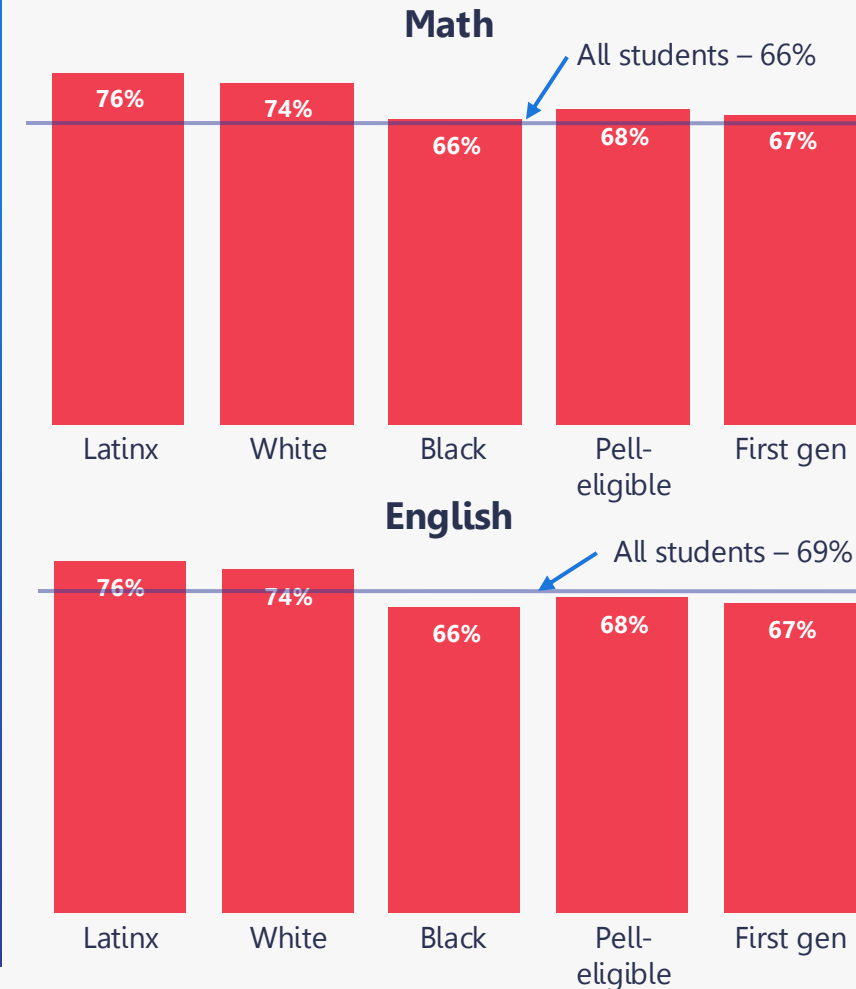


University System of Georgia Comparison of Gateway **English** Course Completion



Corequisite Support

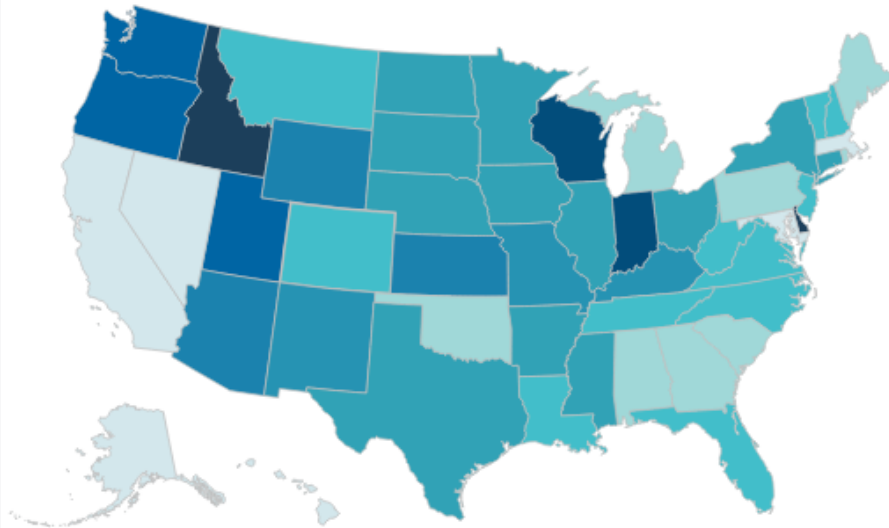
Percent of Students Successfully Completing Gateway Courses



Momentum

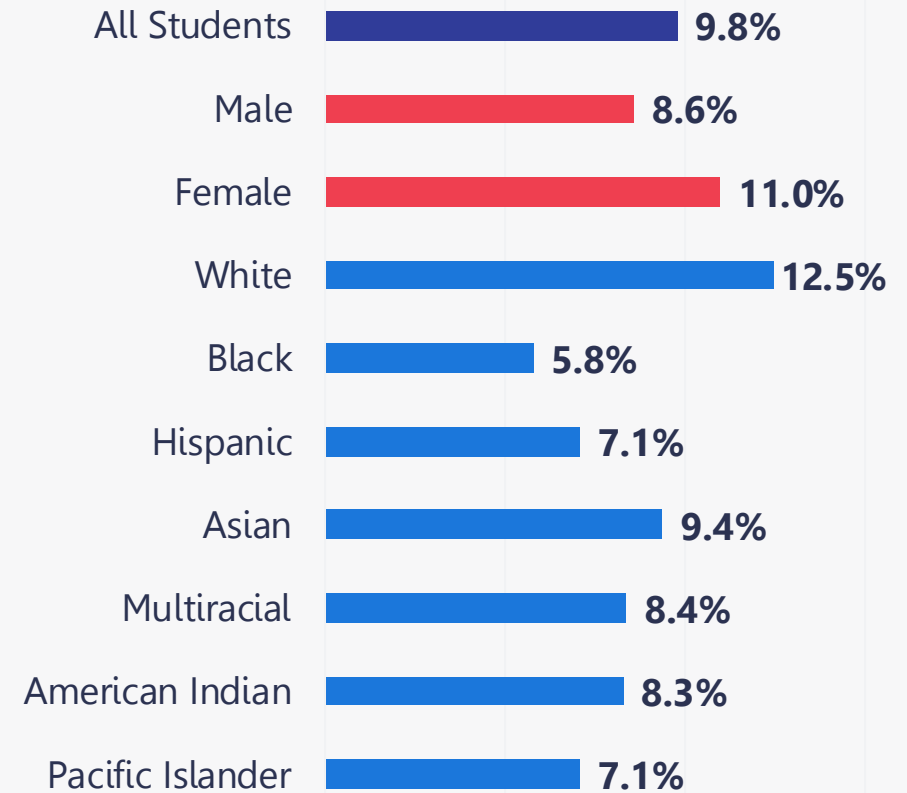


Dual Enrollment (DE)



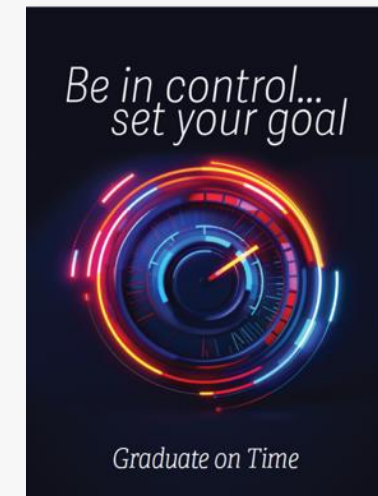
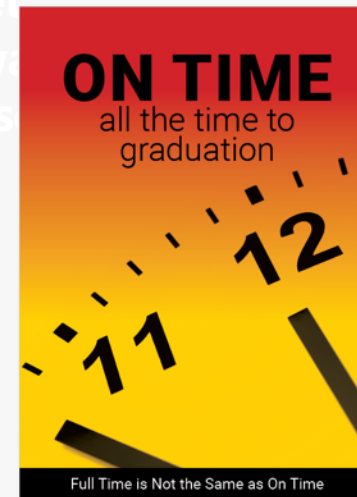
Dual Enrollment

Participation in Dual Enrollment by Student Group



Momentum

15 to Finish/Stay on Track



Support

Students navigating food insecurity, childcare, financial constraints, or other life challenges need more than academic support to graduate on time. We equip institutions to proactively address students' needs beyond the classroom, so every student can focus on reaching their college goals.

Address co-curricular needs so students can focus on college goals.

- / **Active Academic Support**
- / **Proactive Advising**
- / **360° Coaching**
- / **Student Basic Needs Support**

Support

Active Academic Support

Faculty Office
Hours

First-
Generation
Success Center

Math Help
Center

Office
of Accessibility

Peer Academic
Coach

Supplemental
Instruction

TRiO

Tutoring

University
Libraries

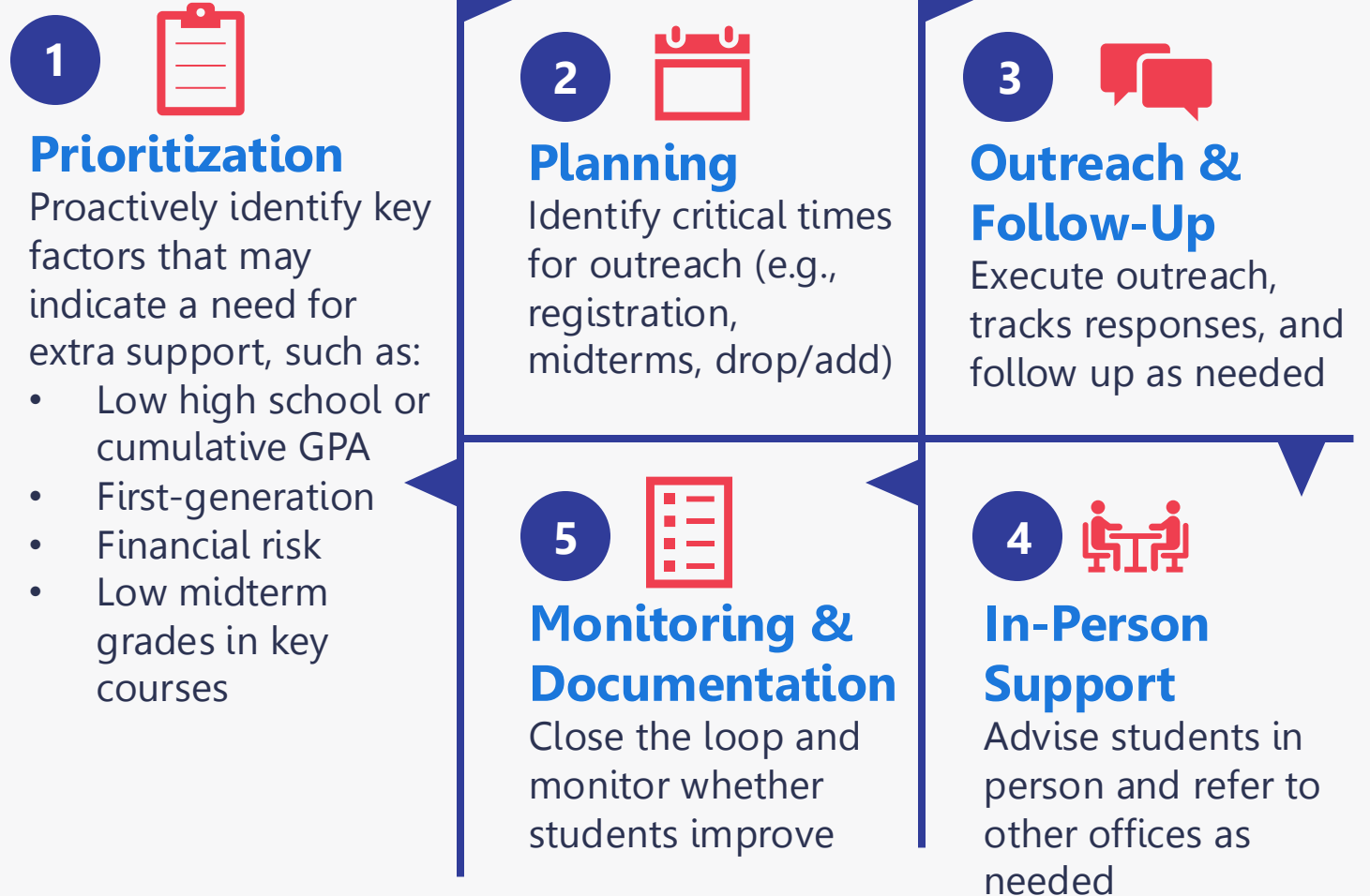
University
Speaking
Center

University
Writing Center

Support

- Implicit & unconscious bias training
 - Advisor Satisfaction Reports
 - Cohort-based advising structure
- Accessibility & Availability
- Adjusting hours of operation
- Address advisor burnout & high turnover
- Diversity of your staff
- Awareness of campus & community resources
- Preparing faculty to be advisors

Proactive Advising



Support

Provide students with a designated coach to contact whenever issues arise in and outside of the classroom.

Train coaches to work with students to find answers, identify appropriate resources, and advocate or intervene on their behalf.

360° Coaching



Support

Student Basic Needs Support

Student basic needs support is a social justice support strategy that ensures that students can access the necessities of life critical to their wellbeing and academic success, which include access to nutritious food and stable and safe housing. Financial aid is often not enough to cover the real cost of attending college.

- Support unique populations
- Use data to understand student population
- Raise awareness of resources
- Eliminate stigma of accessing resources
- Partner with community services

NEARLY
3 IN 5
experienced
basic needs insecurity

FOOD INSECURITY
AFFECTED

39% at two-year
institutions

29% at four-year
institutions

HOUSING INSECURITY
AFFECTED

 **48%**

HOMELESSNESS
AFFECTED

14%

Hope Center Survey 2021

<https://hope.temple.edu/sites/hope/files/media/document/HopeSurveyReport2021.pdf>

Purpose

Aligning the college experience to each student's goals for the future.

Structure

Building course road maps that make the path to a degree or valued workplace credential clear.

Momentum

Designing multiple avenues for students to get started, earn credits faster, and stay on track to graduate.

Support

Addressing student needs and removing barriers to academic success.

Implementing the Movement

- Focus on **systemic change**
- Remain steadfast in resolving **the most critical issues**
- Confirm **broad commitment**
- Gear plans to achieve **results**
- Don't reinvent; **customize**
- Don't pilot; **commit**
- Ensure **early momentum**
- **Measure, monitor, and mend**
- Sustain **scale** through organizational reforms and policy

Just Released



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COMPLETE
COLLEGE
PHOTO
LIBRARY



Real students.
Real stories.
Real campuses.

Access free, high-quality images that
elevate equity and authenticity. Created
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**Let's create the higher
education system
students deserve.**

info@completecollege.org

STAY CONNECTED

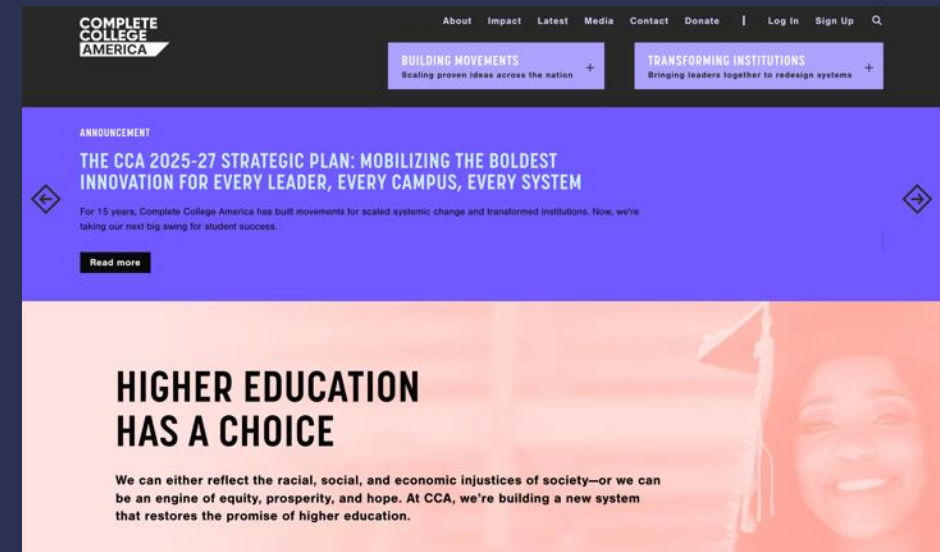
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Publications | Resources
Webinars & Podcasts | Convenings
Connect with the CCA Team

Meow Wolf

Buses depart hotel beginning at 5:45 pm

Bring wrist band and drink tickets