Spotlight on Community Colleges
Annual Net Impact of Two-Year Colleges in 2012

- $809 Billion Net Impact
- 5.4% of U.S. GDP
- 15.5 Million Ave. Wage Jobs
Annual Net Impact of Two-Year Colleges in 2012 - Student Perspective

- $97.5 billion Costs
- $469.3 billion Benefits
- $371.8 billion Net present value

- 4.8 Benefit-cost ratio
- 3.8 Return on Investment
- 17.8% Rate of Return
Annual Net Impact of Two-Year Colleges in 2012 - Taxpayer Perspective

- $44.9 Billions Costs
- 6.8 Benefit-cost ratio
- $309.9 Billions Benefits
- 5.8 Return on Investment
- $360.1 Billions Net present value
- 14.3% Rate of return
Spotlight on Community Colleges - Impact of Educational Attainment

UNEMPLOYMENT RATE BY ED ATTAINMENT

- No H.S. Diploma: 11.5%
- H.S. Diploma: 7.4%
- Some college, no degree: 6.6%
- 2-year Degree, Academic: 4.8%
- 2-year Degree, Career & Technical: 4%
- Bachelor's: 3.4%
- Graduate / Professional: 2.7%
U.S., Alabama & Marshall County

% WITH ASSOCIATE DEGREE OR HIGHER

United States: 39.4
State of Alabama: 33.1
Marshall County: 24.93
Critical Influences on Snead State's Growth Potential

SSCC Mission and Purpose

- SACSCOC 10-Year Reaccreditation
- College Foundation’s Role
- SSCC Completion Agenda
- Credit Hours & Appropriations
- State Focus on Career & Technical Dual Enrollment
SACSCOC 10-Year Reaccreditation
Successful SACSCOC Reaccreditation

- 2014 through 2024
  - Student Success College Wide (QEP)
  - Learning Resources / Cyber Library fully approved
Finish What You Start!
(Student Engagement Research)

Parson Days New Student Orientation
(Student On-boarding Research)

Student Success - College Wide (QEP)
Critical Influences on Snead State's Growth Potential

SSCC Mission and Purpose

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- State Focus on Career & Technical Dual Enrollment
- Credit Hours & Appropriations
Appropriations distributed by formula (unchanged for years)

Appropriations gradually being re-distributed using enrollment data (FY15 - 10% of colleges' amount)

Fully revised formula under development
Credit Hours & Appropriations

Appropriations distributed by formula (unchanged for years).
Appropriations gradually being redistributed using enrollment data (FY15 - 10% of college revenue).
Fully revised formula under development.
WHAT IF COLLEGES FUNDED EQUALLY?

Snead State State Funding

2013-2014
- Actual Allocation: $6,524,836
- Allocation if All Equal: $8,177,431

2014-2015
- Actual Allocation: $6,673,662
- Allocation if All Equal: $8,334,068

Prezi
Critical Influences on Snead State's Growth Potential

SSCC Mission and Purpose

- College Foundation’s Role
- SACSCOC 10-Year Reaccreditation
- SSCC Completion Agenda
- Credit Hours & Appropriations
- State Focus on Career & Technical Dual Enrollment
Career & Technical Programs Dual Enrollment Scholarships (stated goal of $20M each year)

Alabama Future Workforce Initiative (Act 2014-147) to establish permanent endowed scholarship fund

$5M Line item appropriation in budget

Increased emphasis in the K-12 Career & Technical Education Programs
College Foundation’s Role
Legacy Campaign (Scholarships & Major Gifts)

Growth of Foundation Portfolio (nearing $1M)

Jennifer Garmany Hallmark (initial recipient)

Alumni Walk - Alumni Association Endowment (nearing $25,000 mark)
Critical Influences on Snead State's Growth Potential

SSCC Mission and Purpose

- SACSCOC 10-Year Reaccreditation
- College Foundation’s Role
- SSCC Completion Agenda
- State Focus on Career & Technical Dual Enrollment
- Credit Hours & Appropriations
Future Directions and Rationale

Multiple Data Sources and Strategies

Critical Decisions
In-Demand Sectors with a Community College Focus

(Middle-Skill Spotlight Report, 2014, emsi)

**HEALTH CARE**
- Nursing Assistant
- LPN
- Medical Assistant
- **Emergency Medical Technicians and Paramedics**

**INFORMATION TECHNOLOGY**
- Computer User Support Specialist
- Web Developers
- **Network & Computer Systems Administrator**
- **Computer Network Support Specialist**
In-Demand Sectors with a Community College Focus

*Middle-Skill Spotlight Report, 2014, emsi*

**SKILLED TRADES**
- Machinists
- **Industrial Machinery Mechanics**
- Electricians
- Computer-controlled Machine Tool Operators, Metal and Plastic
- Tool & Die Makers

**BUSINESS & FINANCE**
- Billing and Posting Clerks
- Bookkeeping, Accounting, and Auditing Clerks
- Logisticians
- Meeting, Convention, and Event Planners (Bachelor-related, transfer)
Where Can Community College Do Well and Good?

(Industry Futures Report, 2014, EAB)

Creating T-Shaped Professionals
- Threshold Tech Skills for Career Starters
- Additive Manufacturing Programs

Hyper-Stackable Emerging Careers
- Multi-Track Cybersecurity Pathways
- Second Careers in Aging Services

Enabling Intrinsically Local Industries
- Micro-Breweries & Craft Brewing (Hospitality & Culinary)
- Unmanned Aerial Vehicles
Top Lessons

*(Turning High School Partnerships into College Enrollments, 2014, EAB)*

**New Competitors Compound Enrollment Volatility**

- For-profit colleges, universities’ continuing and online units, and MOOCs

**Mission-Threatening Vicious Cycle**

- Student Risk Profile Increases – Cannot Adequately Serve Students – Dropouts Increase – Poor Student Outcomes Deteriorate College Reputation – Enrollment Drops
Top Lessons
(Turning High School Partnerships into College Enrollments, 2014, EAB)

High School Partnerships Present Greatest (and Underleveraged) Opportunity for Enrollment Growth

- Pre-College remediation workshops, dual enrollment courses, early college high schools, and honors programs
- From 2010 to 2013, community college market share of high school graduates has declined by 2%.

Current High School Interventions Serve Outlier Populations and Ignore the “Missing Middle”

- Under-prepared needing remediation (example, Academic Boot Camp)
- Dual Enrollment (may be limited to students based on GPA)
- 2.7 million students annually (2.0 – 3.5 GPAs)
# A Taxonomy of Underserved High School Students

<table>
<thead>
<tr>
<th>Student Roadblock</th>
<th>Broken GPS 2.0 – 2.5 GPA</th>
<th>Future Steve Jobs? 2.5 – 3.0 GPA</th>
<th>Quality Shopper 3.0 – 3.5 GPA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Roadblock</td>
<td>Don’t know how to navigate school &amp; life responsibilities</td>
<td>Don’t see connection between higher education &amp; career</td>
<td>Don’t see value proposition of community college</td>
</tr>
<tr>
<td>Status Quo College Practice</td>
<td>Teaching quadratic formula, not how to apply for FASFA</td>
<td>Early credit opportunities in traditional academic disciplines, not CTE</td>
<td>Advertising low cost of college, not academic quality</td>
</tr>
<tr>
<td>Five-Year Outlook</td>
<td>College dropout</td>
<td>Entry-level worker forgoing higher education</td>
<td>Indebted and underemployed B.A.</td>
</tr>
</tbody>
</table>
Guiding Principles for Optimizing K-12 Partnerships for the Missing Middle

- **Cultivate college navigation skills** - Broken GPS

- **Broker accelerated career pathways** – Future Steve Jobs?

- **Develop a “school of choice” brand** – Quality Shopper
DECISIONS

- All in with the **QEP**!
- Maximize high school partnerships for **enrollment**!
- Expand **Career & Technical** Education
- Pursue **T-Shaped Professionals** Market
Student Success - College Wide

Implementation of the College QEP with commitment of full resources

Fulfillment of key priorities from Strategic Plan

Student Success - College Wide
Development and implementation of Early Alert System
Student Success - College Wide

Development and implementation of Early Alert System

- Gateway Courses
- Pre-enrollment Identification of At-Risk Students

Academic Success and Support Center

- Expanded and Enhanced Tutoring
- Career Planning
- College Navigation Workshops

Management Team led by Dr. Dustin Smith
Management Team led by Dr. Dustin Smith

ENROLLMENT MANAGEMENT PLAN IMPLEMENTATION

[RECRUITMENT]

[RETENTION & PERSISTENCE]

[GRADUATION]

Enrollment Management Plan Implementation
Common Themes Essential to Growth
Enrollment Management Plan Implementation

Common Themes Essential to Growth

- Utilizing peer students as recruiters, mentors, advisors and tutors
- Building relationships with prospects, students, constituents and other colleagues
- Individuals and college departments collaboratively engaging together through each of the objectives and tasks
- Events recruiting to attract people to the campus so that they can experience the curb appeal of SSCC in person and see what "Sets It Apart"
RECRUITMENT
Goal - 70,000 credit hours/year by 2016

- Traditional Students
- Nontraditional Students
- Dual Enrollment Students
- Online Only Students
- Career & Technical Programs Students
- Students at Arab Site
  - Athletes
RETENTION & PERSISTENCE
Goal - increase successful course completion rate to 85% and freshman-to-sophomore persistence rate to 84%

Identify at-risk and struggling students quickly via QEP Early Alert System

Provide enhanced academic assistance via QEP Academic Success Center
Goal - increase college 3-year graduation rate to 35%

Associate in Science Degrees will increase by 99% to 600 by 2017-2018 Academic Year

Associate in Applied Science Degrees will increase by 95% to 205 by 2017-2018 Academic Year
EXPAND CAREER & TECHNICAL EDUCATION AND DUAL ENROLLMENT

Cybersecurity (multi-colleges consortia grant application)

Advanced Manufacturing / Industrial Maintenance (multi colleges consortia grant application)

Tourism, Hospitality Management and Culinary Arts (Boatman Hall restoration, dual enrollment with existing K-12 programs)

EMT Program (community research underway)

T-shaped Professionals (under-employed college graduates)
CYBERSECURITY

Well on our way already!

Cyber Symbiotics

First Alabama 2-year College designated as a National Center of Academic Excellence in Information Assurance

Consortia grant application

Qualifies for Dual Enrollment Scholarships
Demand Growing Faster than Information Technology Sector Overall

73% Increase in Online Job Postings 2007-2012

Compared to...
- 20% Increase in all IT Online Job Postings for the Same Time Period
- 6% Increase in all Online Job Postings during the Same Time Period

Highest-Demand Titles (2012)
- Engineer – 13,000+ Jobs
- Analyst – 10,000+ Jobs
- Manager – 3,000+ Jobs

A Growing Wage Premium
- $101K ... Average wage for cybersecurity engineers, analysts, architects
- $89K ... Average wage for all IT jobs with comparable years’ work experience
- $6K ... Average salary increase from Certified Information Systems Security Professional (CISSP) status
Two-Year Programs
- Core NSA/DHS Knowledge Units
- A. S. in Cybersecurity
- CISSP Certificate
- Contract Education

Four-Year Programs
- 2 + 2 Programs
- Optional Knowledge Units
- Online Bachelor's in Cybersecurity
- CISSP Certificate

Master's Programs
- 4+1 Master's Programs
- Cybersecurity Technology
- Cybersecurity Policy
- Master's Technical Certificate
EXPAND CAREER & TECHNICAL EDUCATION AND DUAL ENROLLMENT

- **Cybersecurity** (multi-colleges consortia grant application)
- **Advanced Manufacturing / Industrial Maintenance** (multi-colleges consortia grant application)
- **Tourism, Hospitality Management and Culinary Arts** (Boatman Hall restoration, dual enrollment with existing K-12 programs)
- **EMT Program** (community research underway)
- **T-shaped Professionals** (under-employed college graduates)
Advanced Manufacturing / Industrial Maintenance

Consistent request from employers with the Alabama Region 2 Workforce Development Council

Submitted multi-college consortia grant in July 2014

Qualifies for Dual Enrollment Scholarships
EXPAND CAREER & TECHNICAL EDUCATION AND DUAL ENROLLMENT

- **Cybersecurity** (multi-colleges consortia grant application)
- **Advanced Manufacturing / Industrial Maintenance** (multi-colleges consortia grant application)
- **Tourism, Hospitality Management and Culinary Arts** (Boatman Hall restoration, dual enrollment with existing K-12 programs)
- **EMT Program** (community research underway)
- **T-shaped Professionals** (under-employed college graduates)
Tourism, Hospitality Management & Culinary Arts

Instructional means for restoration of historic Boatman Hall

Hospitality Management (Hotel & Restaurant) Degree Programs are concentrations to augment our business degree program

Associate Degree in Culinary Arts is the degree for chefs and compliments Hospitality Management

Qualifies for Dual Enrollment scholarships
DUAL ENROLLMENT

Cybersecurity (multi-colleges consortium grant application)

Advanced Manufacturing / Industrial Maintenance (multi-colleges consortium grant application)

Tourism, Hospitality Management and Culinary Arts (Boatman Hall restoration, dual enrollment with existing K-12 programs)

EMT Program (community research underway)

T-shaped Professionals (under-employed college graduates)
EMERGENCY MEDICAL TECHNICIAN

2013 – 235K Jobs

2001-2013 Change – 53K Jobs (+29%)

Workers with Associate Degree or Some College – 69%

Workers with Bachelor’s Degree+ – 15%

Responding to local need/interest
EXPAND CAREER & TECHNICAL EDUCATION AND DUAL ENROLLMENT

Cybersecurity (multi-colleges consortia grant application)

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Tourism, Hospitality Management and Culinary Arts (Boatman Hall restoration, dual enrollment with existing K-12 programs)

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T-shaped Professionals (under-employed college graduates)
Pursue "T-Shaped" Professionals

Large Pool of Late-Twenties

- Percent Unemployed
- Percent Underemployed

"T-Shaped Professionals"
A Little Tech Goes A Long Way

Threshold Skills Open Many Doors
Entry-Level Jobs and Salaries, 2012-2013

<table>
<thead>
<tr>
<th>Required Skills</th>
<th>Entry-Level Postings</th>
<th>Average Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelor of Arts Alone</td>
<td>954,996</td>
<td>$42,731</td>
</tr>
<tr>
<td>BA + Programming</td>
<td>+52,822</td>
<td>+$17,753</td>
</tr>
<tr>
<td>BA + Data Analysis</td>
<td>+136,757</td>
<td>+$12,703</td>
</tr>
<tr>
<td>BA + Social Media</td>
<td>+399,357</td>
<td>+$3,424</td>
</tr>
</tbody>
</table>

TIMELINE
QEP & ENROLLMENT MANAGEMENT PLAN

August 2014

QEP
High School Partnerships for Enrollment
target of 2015
CAREER & TECHNICAL EDUCATION PROGRAMS

Professionals → Hospitality Management / Culinary Arts

target of 2016 through 2018
OPPORTUNITIES FOR YOU TO HELP
Updated Strategic Plan

New Programs Dialogue

Missing Middle Dialogue

Student Onboarding Dialogue
THANK YOU AND LET'S GROW SNEAD STATE!