



Some College No Credential:

How to Meaningfully Move the Dial on Degree Attainment

Today's Presenter



Christina Hubbard, PhD
*Senior Director,
Research Advisory Services*



Education's Trusted Partner to Help Schools and Students Thrive



Your Imperatives Determine Ours

INSTITUTIONAL STRATEGY

Prepare Your Institution for the Future

Executive guidance rooted in research to support your strategic priorities

MARKETING AND ENROLLMENT

Achieve Your Enrollment and Growth Goals

Tailored partnerships powered by a recruitment ecosystem with unrivaled reach to enroll your future classes

STUDENT SUCCESS

Build a Student-Centric Campus

Technology trusted by 850 schools to retain, graduate, and empower more students

DIVERSITY, EQUITY, AND INCLUSION

Advance DEI on Campus and in Your Community

Technology, research, and bold initiatives to strengthen your DEI strategy and eliminate equity gaps

DATA AND ANALYTICS

Embrace Digital Transformation

Data and analytics solutions built for higher education to guide decisions and accelerate innovation

We partner with **2,500+** institutions to accelerate progress and enable lasting change.

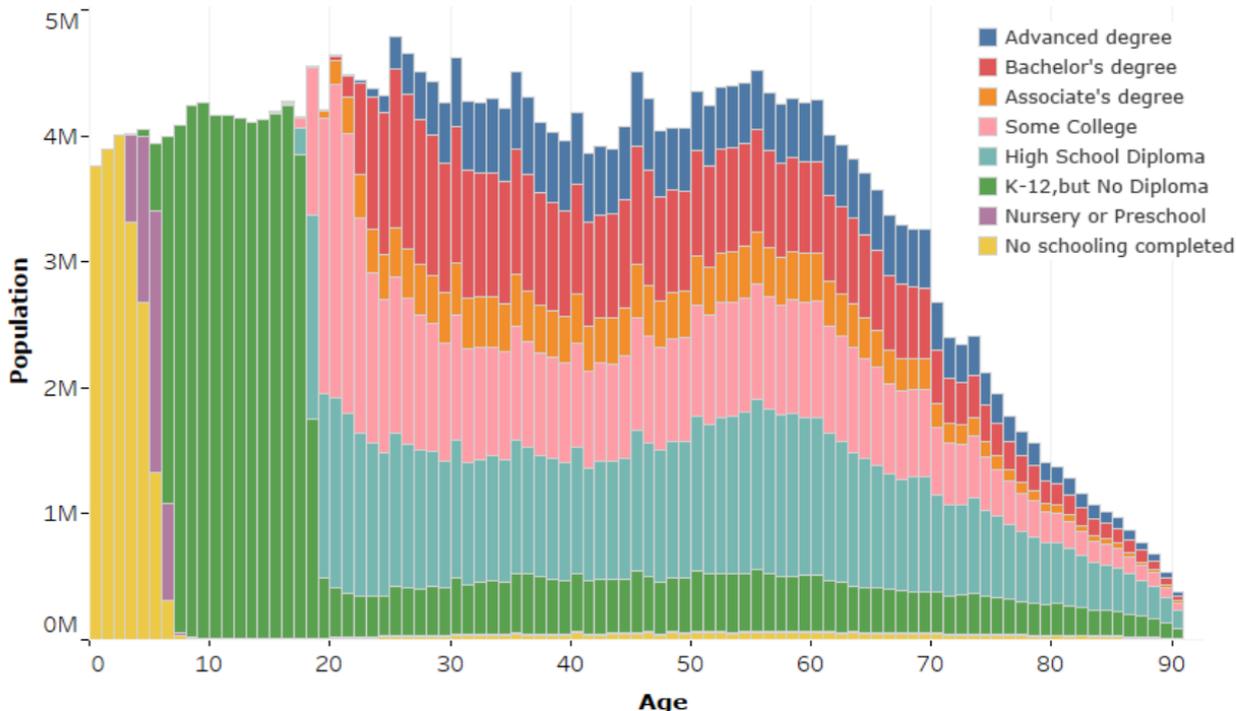
95%+ of our partners return to us year after year because of results we achieve, together.

Pair and Share

Describe a time you think your college went above and beyond for a stopout.

Are Americans Getting a Return on Education?

American Educational Attainment by Age



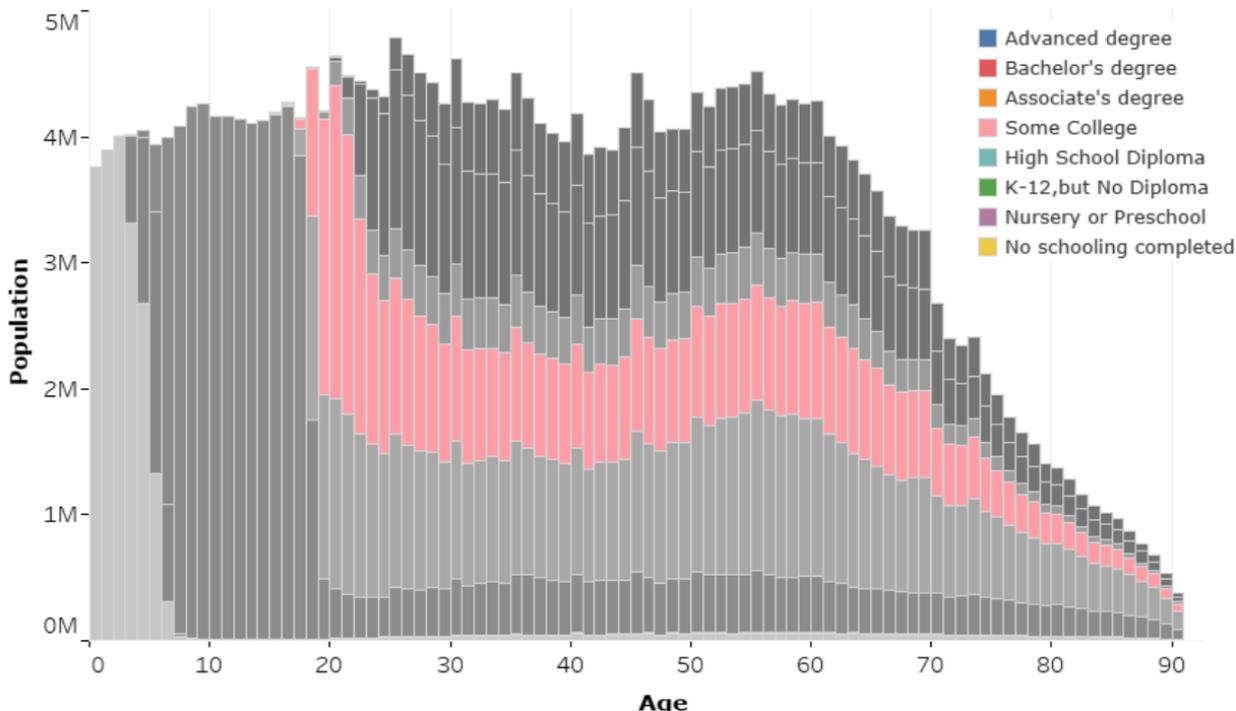
Source: Overflow Solutions 2016 analysis of US Census data

<http://overflow.solutions/interactive-visualizations/how-do-americans-differ-by-age-16/>

Far Too Many “Former Customers”

20% of Americans Tried College, but Did Not Get a Return on Education

American Educational Attainment by Age

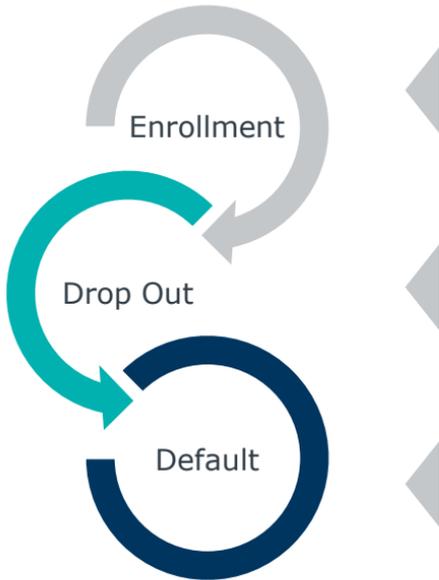


Source: Overflow Solutions analysis of US Census data
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Perpetuating the Cycle of Poverty

College Can Be a Risky Gamble for Those Who Don't Complete



1 in 5
Americans have some college but no degree

\$5,700
Average student debt at the time of departure (public two-year)¹

17%
Loan default rate for college dropouts

Expensive Consequences of Defaulting



- Federal funds withheld
- Damage to credit report
- Garnished wages
- Inability to receive future aid
- Transcripts blocked
- Loan "acceleration"

1) Private four-year: \$10,900
 Public four-year: \$9,300
 For-profit: \$7,500
 Public two-year: \$5,700

Where Mission Meets Margin



Opportunity to Serve Returning Students Can Also Augment Enrollment

Mission Motivations

- Increase local degree attainment
- Support workforce development initiatives
- Close racial and socioeconomic attainment gaps



Financial Motivations

- Capture additional enrollments and tuition revenue
- Diversify audiences, especially while high-school-aged college-going population shrinks

A Critical Moment

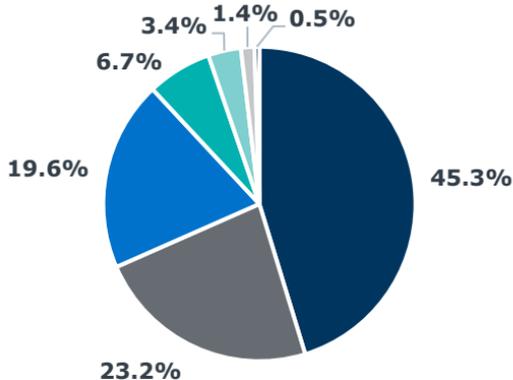
“ A growing number of U.S. workers lacking education credentials risk being left behind in the twenty-first century economy.

For Stop-Outs, Higher Ed Exacerbates Inequity

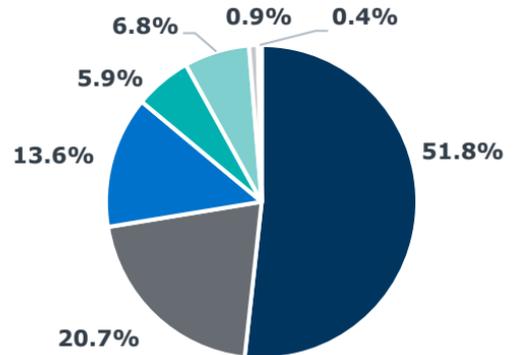


Black, Latinx Students Overrepresented Among Stopped Out Students

Some College, No Credential (SCNC) Students Who Entered After 2012 (N = 7.2M)



Overall Undergraduate Students (N = 18M)



- White
- Black
- Asian
- Pacific Islander
- Latinx
- Other
- Native American

1) Median earnings for adults 25+
 2) "Other" includes multi-race and non-resident aliens
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Source: Ma, et al., "Education Pays 2019" *College Board*, Jan. 2020, ([link](#)); Brown, Mike, "College Dropouts and Student Debt" *Lend EDU*, 11/02/2017, ([link](#)); "Federal Student Loan Debt Burden of Noncompleters"; Nguyen M, "Degreeless in Debt: What Happens to Borrowers Who Drop Out" *American Institutes for Research* (2012); "Some College, No Credential Student Outcomes," National Student Clearinghouse, May 2022; EAB interviews and analysis.

Latest Insights into This Problem

Population Grows But Re-Enrollment and Graduation Rates Decline

2021-22 Academic Year

Adults with some college, but no degree

40.4M

2.9M have made at least two years' worth of academic progress

+3.6% since 2020-2021 AY

Re-Enrolled

865K

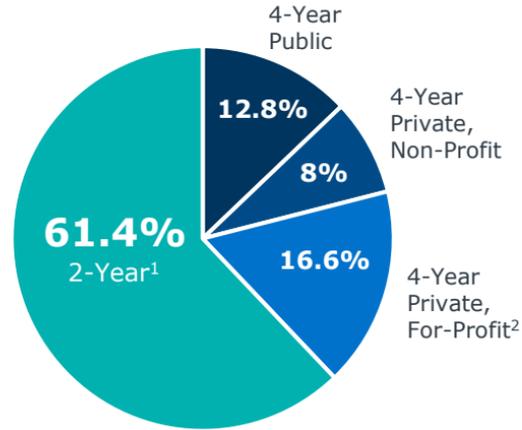
-9% since 2020-2021 AY

Graduated

53K

-14% since 2020-2021 AY

And of those who re-enroll, many re-start their journey at 2-years
Institution choices of 944K degree completion students, 2020/21



1) 2-year colleges also include 4-year institutions that primarily grant Associate's Degrees.
 2) 4-Year Private, For-Profit includes Primarily Online Institutions

Source: National Student Clearinghouse Research Center. "Some College, No Credential" report and appendix. 2023; EAB interviews and analysis.

Definition of Student Stopout

For Today's Presentation....

Student Stopout:



Disenrolled for 1+ year



Has not already enrolled elsewhere



In good standing (academic holds, conduct, etc.)

How Would You Know?

Program: Student Tracker
Tracks students' enrollment in all types of post-secondary education.

Cost: \$0-\$0.10 per student



National Student
Clearinghouse®

Not All Student Stopouts Are The Same



New Student



Probable Fail Point: finances
academic rigor, adjustment issues



Financial Impact: relatively
low debt amount; little change
in employment



Reengagement strategy:
explain improved service and
majors with high ROI



Advising approach: concierge
service to provide direction and
support before advisor hand-off



Final Year



Probable Fail Point: life event,
emergency, or draw to employment



Financial Impact: high debt,
struggles to find work related to
newfound skills

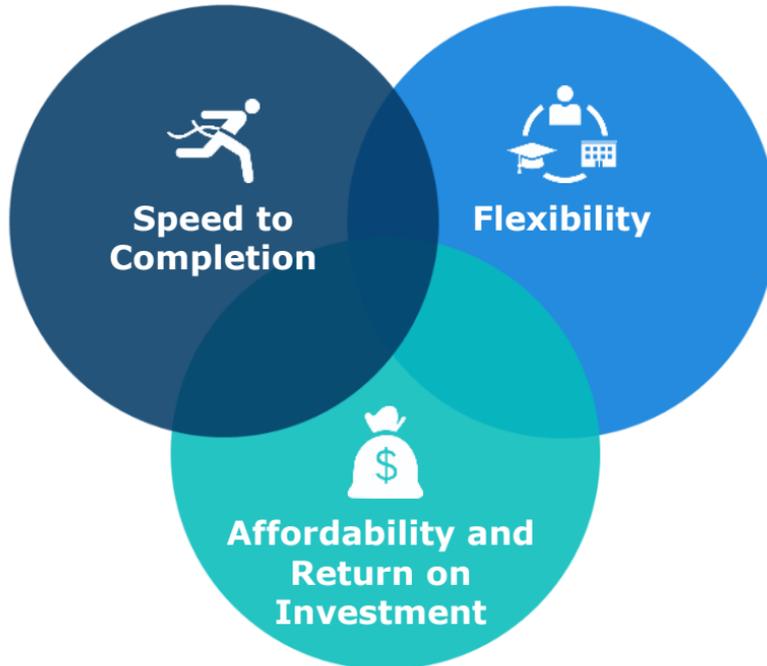


Reengagement strategy:
Could be as simple as a phone
call explaining path to graduation



Advising approach: concierge
service to provide direction and
support through graduation

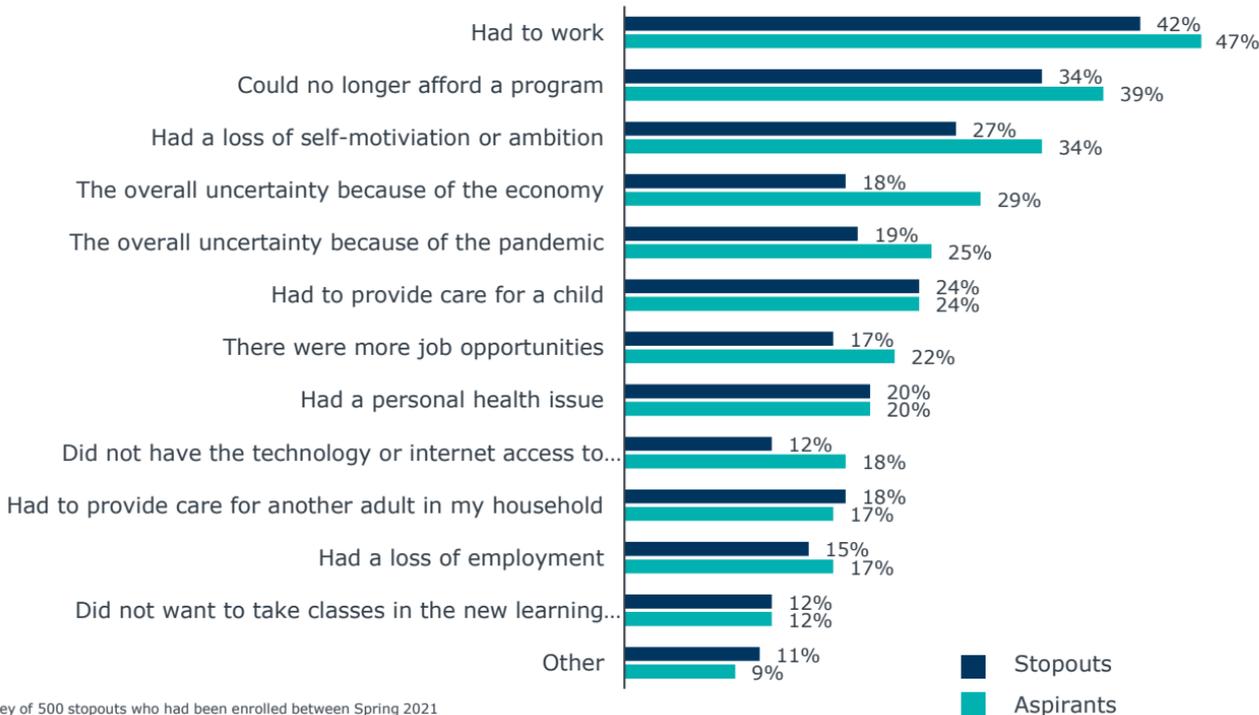
Returning Stopouts Prioritize 3 Things



- 1 Finding Your Student Stopouts
- 2 Incentivizing Students' Return
- 3 Serving Reenrolled Stopouts

Why Aren't Students Coming Back?

Survey of 500 Stopouts and 500 Aspirants Show Similar Themes



1) Survey of 500 stopouts who had been enrolled between Spring 2021 and 2022 and were no longer enrolled "stopouts", and 500 prospective students who considered enrolling and didn't "aspirants". Conducted Nov 16-Dec 15, 2022

Internally Recruit Students Looking to Leave

Suggest Related Program to Students Before They Stop Out



Invite Students to New Program Before Stopping Out



Categorize each major based on student movement



Identify most common major transfer destinations of "donor majors"



Send recruitment letter from sister program in the month acceptance results released



5% Retention goal for recruitment letters

Letters Highlight New Program Acceptance

Program RE Letter (Structure)

- Congratulate student for "acceptance" into new program
- Explain why the student would be a good fit for the program
- Highlight different degree and certificate options
- Invite student to an open house to learn more about the new program
- Provide student with advisor contact information

Strategies For Finding Those Who Left



+ Advantages

- Disadvantages



Hard-mailing

- Engaging
- Can be saved

- Costly
- Addresses change



Social Media

- Low-cost
- May include read-receipt

- Response rates are low
- Time-consuming to identify individuals



Email

- Low-cost
- Expected communication method from college

- Email addresses change
- May get lost in Spam



Cold-calling

- Personal contact
- Ability to provide detail

- People don't answer
- Phone numbers change



External Vendor

- No additional staff resources
- Can discontinue if ineffective

- Expensive
- Privacy concerns

Recruitment Shouldn't Stop After the Fall

Use Your Institution's NSC Report to Identify Non-Consumer Warm Leads



Non-Enrolled Student Report (Example)

Applicant	Enrolled At:
Frances M.	Unknown
Chloe Z.	Unknown
David S.	Unknown
Bob W.	University A
Peter S.	University A
Pat G.	University C
Linda M.	2-Yr College B
Charlene S.	2-Yr College B
...	...

Students with 'Unknown' Enrollment Status Are Likely to Be Warm Non-Consumer Leads

- Applied to your institution
- Unlikely to have enrolled elsewhere¹
- Data available by mid-November

Re-engagement Campaign Yields Hundreds

4-Year Institution (Associate's Dominant)

- 18-month campaign
- Targeted outreach
- Frequent messaging



Results after **6-months**

3,500 Identified Non-Consumers **400** Enrolled students

1) NSC has coverage over 97% of enrolled students.
'Unknown' destination students are very likely to not be enrolled anywhere.

What We Know Works

Opening Lines of Communication Is Crucial to Re-enrollment



Update
Contact Info



Invite to
Return



Test
Communication

- 1 Finding Your Student Stopouts
- 2 Incentivizing Students' Return
- 3 Serving Reenrolled Stopouts

A Degree for 'Someone Like Me'

Credits Toward Completion Impact Student Program Preference

No College Credit

- Less concerned about quick completion
- May want more traditional experience

0 CREDITS

Some College

- Attracted to programs that address past financial burdens
- Might have a certificate they want to build on

1-75% complete

Near Completers

- Trying to finish quickly
- Want a program to accept as many credits as possible

75% complete

Already Completers

- Sudden reason for stop-out (e.g., financial crisis)
- Unaware that they have qualified for graduation

More than 100%



Find "Already Completers" with Zero Credits Left

Oakland Community College audited stop outs to identify **900 former students** who met completion requirements, with 60+ credits, who either needed to apply for graduation, or switch majors to receive a credential.

The Usual Suspects Are to Blame



Parking issues



Caring for dependents



Mental health



Athletes who go professional



Transportation



Lack of finances



Working full-time



Internal sanctions



Academic under preparedness



Physical health



Incarceration

Which barriers are affecting your students?

Make Prior Learning Credit Quick & Affordable



26

CPL-focused Writing Course Maximizes Credit, Develops Critical Skills

University of
Massachusetts
Amherst BE REVOLUTIONARY™

15-week college-level writing class builds professional writing skills while creating CPL portfolio



Advisors preemptively review students' past work to ensure they can earn credit via portfolio

15

Average credit hours conferred to participating students

\$3,167

Costs:

- \$1,262 for course
- \$1,905¹ for earned prior learning credits

“

“[Our students] realize all the time out of the classroom wasn't wasted, they were **just learning in a different way.**”

*Jacqueline Castledine
Department Chair, University Without Walls
University of Massachusetts Amherst*

1) Students pay \$1,905 if they earn between 16-30 credits via prior learning, and only \$1,305 if they earn 15 credits or less.

A Powerful Tool for Recruiting Stopouts



Several Successful Models to Incent Students Who Left 2+ Years Ago

	Student Qualifications	Financial Incentive	Annual Institutional Costs	ROI
Wayne State University	<ul style="list-style-type: none"> GPA of 2.0 or better Completed FAFSA 	<i>Up to \$1,500 across three terms</i>	\$0K Annual budget allocation	\$500K+ net revenue earned in one year after debt buyout
Pueblo Community College	<ul style="list-style-type: none"> 30+ credits Owe college <\$1,000 	<i>One-time debt forgiveness up to \$1,000</i>	\$79K Cost of student debt repayments	\$300K+ net revenue earned in 2018-19 after debt repayments
Bossier Parish Community College	<ul style="list-style-type: none"> Within 20 credits of graduation Re-enroll full time 	<i>Tuition waiver for one free course</i>	\$30K Annual costs of re-enrollment campaign	\$500K+ Net revenue after waivers and outreach

Post-Enrollment Engagement Critical to Success

Essential Components of Pueblo's 'Return to Earn' Campaign

Returning Stopout Lifecycle in Return to Earn

Outreach

Program Director contacts stopped out near graduates

Advising

Student goes to advising center for guidance

Ongoing Support

Program offers continued support through graduation

Readmission

Program serves as one-stop shop (i.e. fin aid, enrollment, holds, etc.)

One Time Scholarship

Program participants receive grant **after** successful completion



Institution Profile

- Pueblo, CO
- 6,000 Students
- 31.1% Three-year graduation rate
- Return to Earn Launched 2016
- 1 FTE staff working Return to Earn

615

Re-enrolled
Stopouts

4 yrs

Average stop
out length

31

Average age of
participants

400+

Graduates
to date

Provide a Single, Personalized Point of Entry



THE UNIVERSITY OF MEMPHIS. *Finish Line Program*



Two “**completion concierge**” advisors match each student with best fit major, maximizing credit transfer



Many choose flexible College of Professional and Liberal Studies majors; 56 total majors available university-wide

- Credits: Minimum 90+ credits to enroll, average 109 credits at enrollment
- Completion: ~100 graduates/year
- Tuition: \$419/credit (in-state)
- Modality: Dependent on program

 **835 graduates** since 2013

Strengths

- Simplified marketing pitch and positioning
- Numerous paths to completion improves university graduation rate

Challenges

- Low per-student revenue impact with a high-touch enrollment process

Preparing a Plan for Graduation

Florida State University Begins Discussions With Graduation in Mind



Prepare for Outreach



Discuss What Happened



Plan Path to Graduation

Outreach Term	Outreach List	Active Engagement	Degrees Awarded
2016 - 2017	174	46	83
2017 - 2018	704	101	101
2018 - 2019	749	153	153
2019 - 2020	930	175	175
2020 - 2021	709	307	307
2021 - 2022*	384	225	225
	3650	1007	2171

*2022 is Fall/Spring only. Summer 2022 list still under review at the time of data share

59%

Of the time outreach resulted in degree

"Everybody knows they can make a difference. **It's a game of inches.** Every student matters."

Joe O'Shea
Assistant Provost, Student Success



FLORIDA STATE UNIVERSITY

Low-Cost, Simple Changes Have Outsized Effect

Basics Incentives Every College Needs

Low-Cost Incentives



No (re)application fee

Eliminate financial barriers and create time-sensitive action



Simplified (re)application

Streamline application and processing to eliminate barriers



Priority registration

Demonstrate commitment to graduate returning students



Free Parking

Incentivizes off-peak enrollment which is when most returning students enroll



Graduation Plan

Reveal course path to graduation in original or new major



Returning Stopouts Need a Graduation Plan That:

- Is personalized
- Shows fastest path to graduation
- Includes potential sources of credit for prior learning
- Highlights stepping stone or industry-recognized credentials
- Has been vetted through faculty for any substitutions/waivers
- Includes course availability

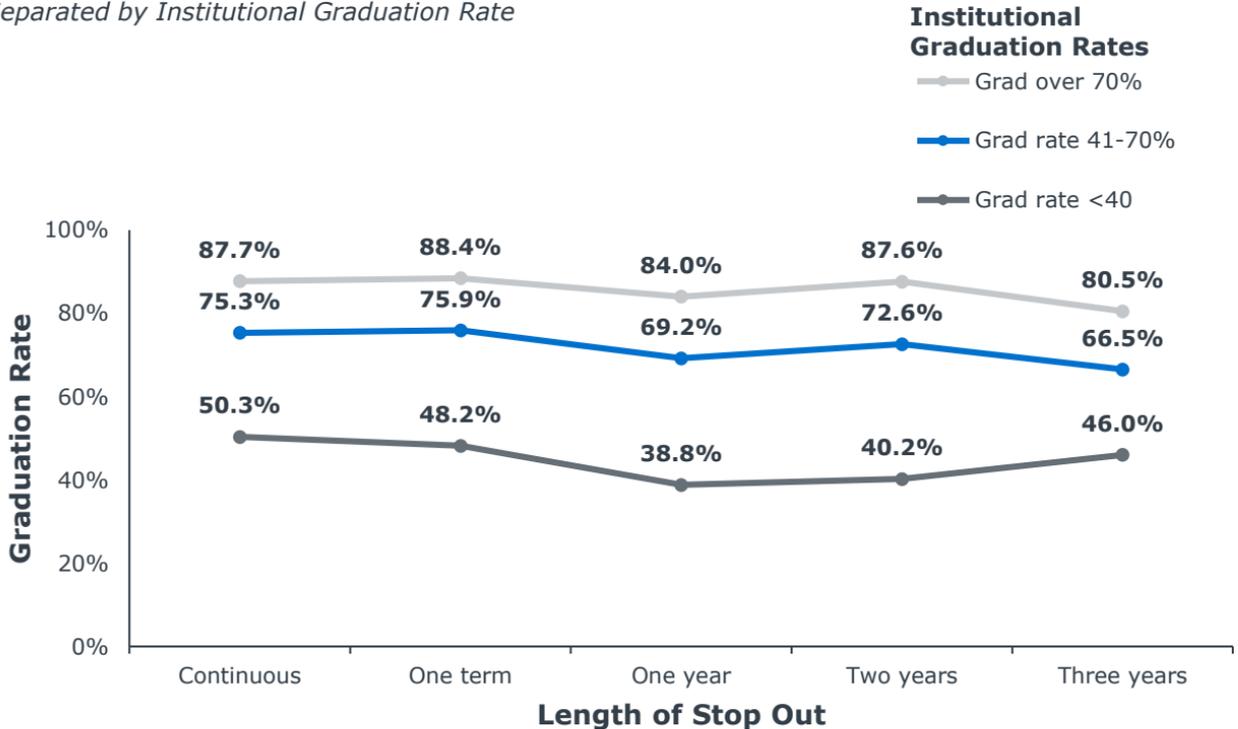
- 1 Finding Your Student Stopouts
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- 3 **Serving Reenrolled Stopouts**

Stopouts Are More Likely to Graduate Than Not

Surprisingly High Graduation Rates for Stopouts

Probability of Graduation Based on Lapse in Enrollment

Separated by Institutional Graduation Rate



1) N 151: 24 <40% GR, 93 40-70% GR, 34 >70% GR

Incentivize Reenrollee Success



Revised Transcript Offers a One-Time Refresh Opportunity

Sample Fresh Start Transcript



Student: J. Smith Course	Grade	
MAT 1470	D	D/F/W grades are not calculated into GPA
PSY 2205	B+	All courses remain on the transcript
ENG 1101	C+	Transferability of credits is unchanged
HIS 2218	F	
Recalculated GPA*	2.80	Recalculated GPA includes grades above D

* The Fresh Start Policy has been applied for academic work taken at Sinclair prior to Fall 2014

In my cumulative GPA I had two semesters from back in 1995. I would have had to pay to retake these courses that wouldn't apply to my program and I can't afford that.

Community College Student

Student Qualifications:



Stopped out for 3+ years



Reenrolled in a degree program

A+

Completed at least 6 credits upon reenrollment



Met with an advisor to discuss the details like effects on SAP and fin aid

York Technical College's Re-Connect Program



Filling Critical Workforce Needs And Graduating Stopouts

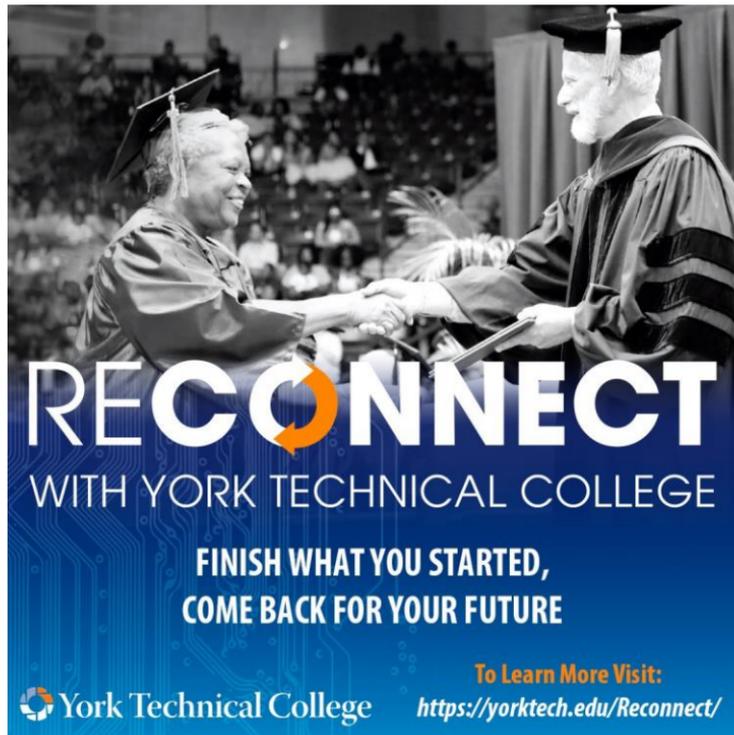


2019-2021: One year of funding to finish existing or new program

2022: Tuition Free College

50+ Credit and continuing education programs

470 Students enrolled via Re-connect since Fall 2019; As of Fall 2021, **160 graduated**



RECONNECT

WITH YORK TECHNICAL COLLEGE

**FINISH WHAT YOU STARTED,
COME BACK FOR YOUR FUTURE**

To Learn More Visit:

<https://yorktech.edu/Reconnect/>



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Community College Stakeholders Implement Supports to Guide Students to Graduation

April 13, 2020 |

Free College is Not Enough to Ensure Student Success ³⁶

Shared Notes, Cases Referrals, and Communication Build Network of Care

Early Alerts

Faculty notify advisors about students who need intervention

Onboarding

Virtual and live sessions with dedicated support to complete enrollment and financial aid paperwork



Proactive Outreach

Runs Navigate reports to look at student and cohort data and conducts interventions

Academic Advising

Major and course selection, transfer and career planning

Financial Aid

Monitored academic performance to ensure continued funding



Radical Flexibility: Enrollment Strategies

- Carousel enrollment
- Flexible terms
- Short-term credentials
- Stackable credentials

Tag Students

Academic
Planner

Targeted
Communication

Coordinated Care

Career Exploration and Integration From Day One

37

Incorporating Careers into Advisement Across The Student Lifecycle



Academic & Career Advising Center

Going beyond traditional advisement and career services

New students

Identify and affirm students' career goals while offering opportunities for exploration

Continuing students

Reinforce engagement with their career decision through "inescapable" touchpoints

Graduating students

Help students land jobs that reflect their qualifications and career goals

90% *Avg. job placement rate across the past 4 years*

Tech Touches Supporting This Work

- ✓ Intake survey to understand students' college and career goals
- ✓ Faculty progress reports and student "hand raise" self-alerts for early intervention
- ✓ Major and Career Explorer tools
- ✓ Campaigns and appointment scheduling to connect directly with students



Returning Students Likely to Enroll Online

Online Offerings and Resources are Critical for Stopout Support



Student Life

Cocurricular activities

- Common reader
- Blogs
- Meet-ups in the area
- Virtual student union
- Live-streaming college speakers

Instruction

Curricular Offerings

- Most programs are available
- Various term lengths
- Consistent course shells with ID support
- Training and support for faculty
- LMS technical support

Advising

Virtual Guidance

- Academic advising
- Career counselors
- Counselors for students with disabilities
- Transfer advising
- Veteran services

Support

Campus Services Online

- Tutoring
- Library services
- Test proctors
- Student success coaches
- Financial aid



Adapting Our Institutions To Our Students

“We have to look at the systems we put in place to support a changing demographic of students....

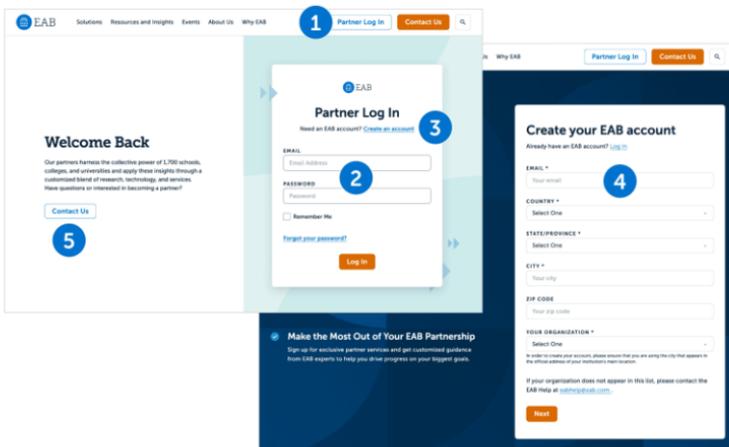
We may not have considered these students college ready, but **how do we adapt our institution** to make them **college successful?**”

*Dawn Medley
Associate VPEM
Wayne State University*



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[Community college hub](#) for additional insight and resources

Questions?



Christina Hubbard, PhD
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