

Leading the Way on **Student Success**



Center for
Student Success

New Jersey Council of County Colleges

WWW.NJSTUDENTSUCCESS.COM

NEW JERSEY COUNCIL OF
County Colleges

About Us

The **New Jersey Center for Student Success** works with New Jersey's 19 community colleges to more effectively assist students in achieving degree and/or certificate completion.

Our goal is to support the colleges through data-driven research so that campus leaders are making the most informed decisions on how best to help students succeed.

In addition, the **Center for Student Success** is addressing complementary student services initiatives that, when coupled with those of New Jersey's Big Ideas project, will lead to a comprehensive statewide student success agenda.

Our Mission

Founded in Fall 2012, the **Center for Student Success** aims to foster a collaborative process in which students, faculty, administrators, and staff work together to develop a culture of academic and personal success for community college students across the state of New Jersey.

Consistent with the mission of our colleges, we aim to promote communities in which students are encouraged to succeed and excel as they work towards achieving their goals of degree and certificate completion.

Resources

The **NJ Center for Student Success** has received several grants to support its operations including a national competitive grant from the Kresge Foundation in the Spring of 2014.

In addition to supporting personnel to carry out the mission and goals of the Center, the grant supports the convening of statewide faculty meetings, student success summits, student leadership initiatives, research- and data-based efforts, and a series of mini-grants to New Jersey's 19 community colleges to support professional development and other campus-based student success activities.

Other partners of the **New Jersey Center for Student Success** include The Fund for New Jersey, Jobs for the Future, the New Jersey Education Association, the New Jersey Department of Education, the Office of the New Jersey Secretary of Higher Education, the PSE&G Foundation, Kean University, the State Street Foundation, and New Jersey's 19 community colleges.



Encouraging students to succeed towards achieving
THEIR GOALS OF DEGREE AND CERTIFICATE COMPLETION



June 2015

Dear Friends:

Since 2009, New Jersey's community college trustees and presidents have worked to identify the best and boldest ideas to improve student success – especially associate degree and certificate completion. Designated the Big Ideas Project, over 150 campus leaders spent 18 months engaged in numerous work groups, each co-chaired by community college presidents. These work groups conducted research and made recommendations in key policy areas including: Transforming Developmental Education; Aligning Expectations Between K-12 and Community Colleges; Creating Student Success Data; Promoting Adjunct Faculty Development; Expanding Joint Purchasing Practices; and Using Core Student Learning Outcomes and Common Assessment Tools.

As a product of the Big Ideas Project, in Fall 2012 New Jersey's 19 community colleges and its state association, the **New Jersey Council of County Colleges**, launched the **New Jersey Center for Student Success** with the purpose of serving as a statewide hub for collaboration to improve student success.

Since then, the Center has had numerous statewide successes, and our 19 community colleges have recommitted themselves to becoming "access to student success" institutions. What follows on these pages are highlights of both statewide and local accomplishments... accomplishments that only happen when trustees, presidents, faculty members, staff members, and students work together to achieve the specific goals set out in the Big Ideas Project, now known as the Strategic Goals for Student Success.

The staff at the **New Jersey Council of County Colleges** would like to *thank all of our partners and supporters* for their unprecedented support in making these accomplishments possible, and we look forward to working with you in the future.

Sincerely,

Dr. Yesenia Madas

Executive Director

NJ Center for Student Success

Dr. Lawrence A. Nespoli

President

NJ Council of County Colleges

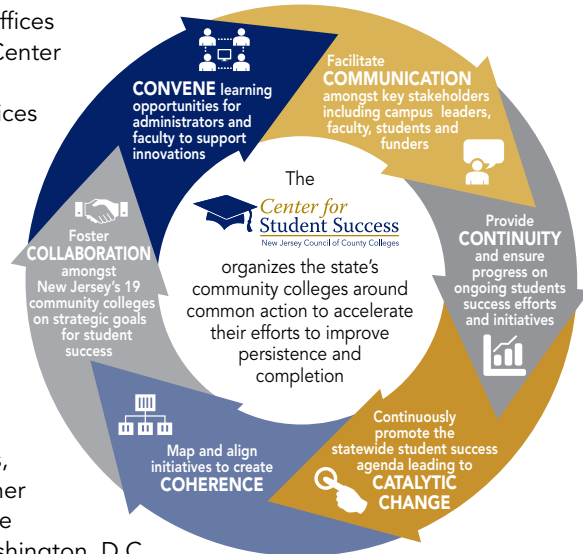


New Jersey Center for Student Success Overview

A project of the New Jersey Council of County Colleges with offices in Trenton and at Middlesex County College, the New Jersey Center for Student Success maintains an Advisory Board comprised of trustees, presidents, chief academic officers, chief student services officers, institutional research officers, faculty, students, state policy makers, and business leaders.

Working with New Jersey's 19 community colleges, the Center fosters **COLLABORATION** and facilitates **COMMUNICATION** by **CONVENING** campus leaders, all for the purpose of promoting **COHERENCE**, **CONTINUITY**, and **CATALYTIC CHANGE** on statewide student success initiatives.

By virtue of its grantee status with the Kresge Foundation, the New Jersey Center for Student Success joins a group of small but powerful Student Success Centers in other states (Arkansas, California, Connecticut, Michigan, Ohio, and Texas) that together comprise a growing national network organized by Jobs for the Future, a policy-based organization located in Boston and Washington, D.C.



New Jersey Center for Student Success Staff

The Center is staffed by an Executive Director, Assistant Director, Part-time Research Associate, and a Part-time Graduate Research Assistant from Columbia University.

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National Network of Student Success Centers

*Helping
students achieve
their goals and
realize their
dreams*

New Jersey is one of seven states to receive a national competitive grant to fund Student Success Centers. The grant will help more of

New Jersey's community college students complete college and earn college credentials by funding New Jersey's Center for Student Success, a statewide collaboration of New Jersey's 19 community colleges.

New Jersey's community college trustees and presidents have been leading our statewide efforts to improve student completion since 2009 as part of our Big Ideas Project. New Jersey's 19 community colleges have worked collaboratively to transform our colleges from access institutions to access to student success institutions. With the Kresge Foundation's support, our 19 community colleges can do even more to develop and implement programs that enable students to achieve their goals and realize their dreams.

Throughout the country, Student Success Centers are supporting community colleges around common action to accelerate efforts to improve student persistence and completion.

The New Jersey Council of County Colleges, along with community college organizations in California and Connecticut, are the most recent states to be awarded grants from the Kresge Foundation. These grants build on investments the Kresge Foundation has made in recent years to create Student Success Centers in Arkansas, Michigan, Ohio, and Texas. The national nonprofit

Jobs for the Future has helped to launch each Center and lead a cross-state network to foster collaboration.



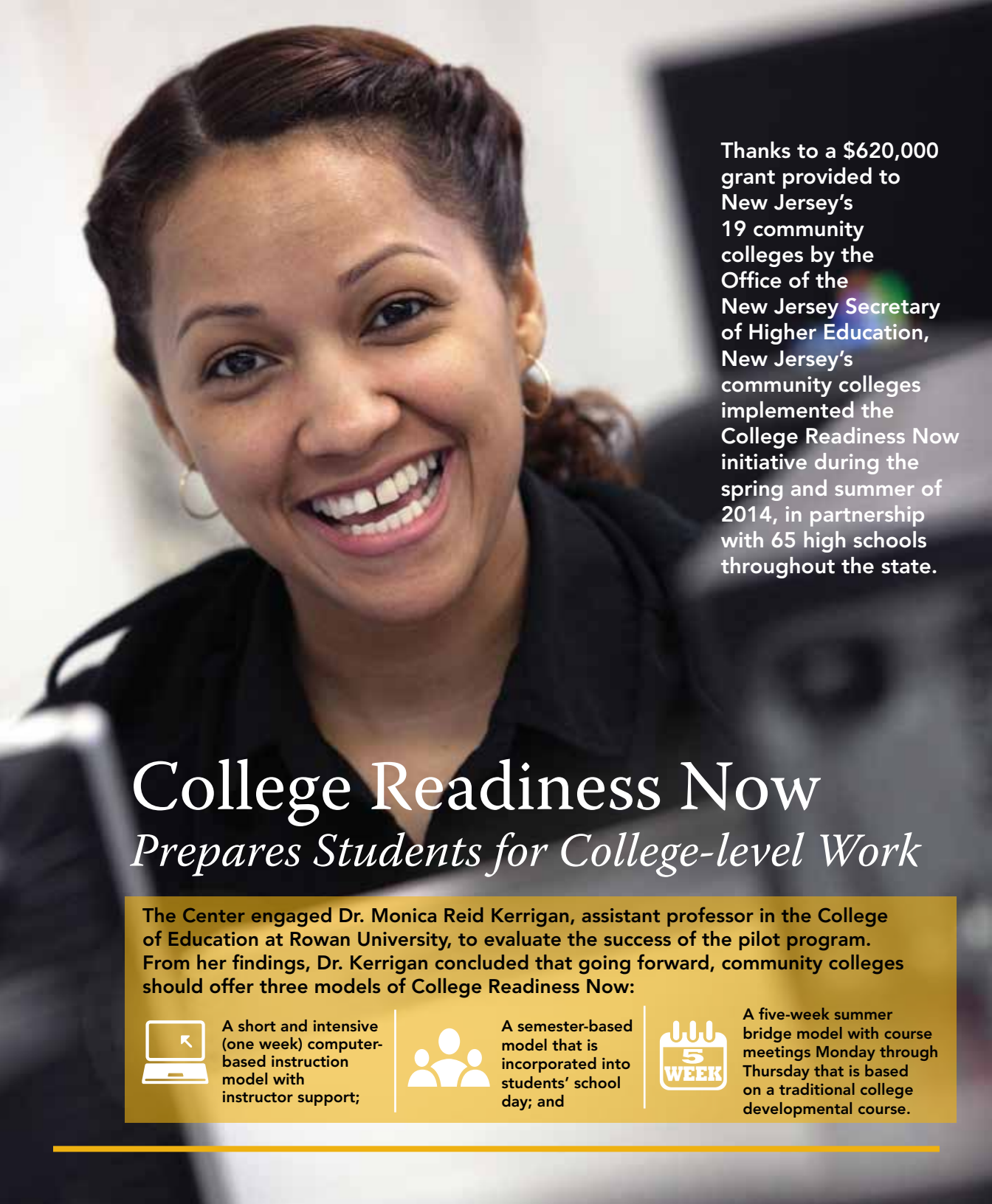
The problems the Student Success Centers are tackling have significant implications for the future of our nation's citizens, economy and democracy. By 2020, an estimated 68 percent of jobs will require a postsecondary credential. Community colleges have a particularly important role to play as pathways to good-paying jobs that do not require a bachelor's degree while at the same time being the most affordable option to a bachelor's degree for those students who want to continue their education.



Community college-focused entities in 24 of the 50 states submitted letters of interest for the new grants, making clear the need for a more dedicated focus on increasing student success among underprepared and underserved students across the country.

Jobs for the Future will aid the new Centers in California and Connecticut and will help New Jersey bring more strategies and programs

to the state's 19 community colleges. JFF will also continue to lead the seven-state network to develop cross-state collaboration, provide strategic guidance, strengthen state-level capacity for data-informed decision making, and document Success Center models as they develop — capitalizing on a decade of JFF's experience supporting state and local efforts to dramatically boost community college completion rates.



Thanks to a \$620,000 grant provided to New Jersey's 19 community colleges by the Office of the New Jersey Secretary of Higher Education, New Jersey's community colleges implemented the College Readiness Now initiative during the spring and summer of 2014, in partnership with 65 high schools throughout the state.

College Readiness Now

Prepares Students for College-level Work

The Center engaged Dr. Monica Reid Kerrigan, assistant professor in the College of Education at Rowan University, to evaluate the success of the pilot program. From her findings, Dr. Kerrigan concluded that going forward, community colleges should offer three models of College Readiness Now:



A short and intensive (one week) computer-based instruction model with instructor support;



A semester-based model that is incorporated into students' school day; and



A five-week summer bridge model with course meetings Monday through Thursday that is based on a traditional college developmental course.

The initiative focused on students who were not yet considered to be college-ready in English and mathematics. Rather than having these students begin their postsecondary education with remedial courses in the subjects, the College Readiness Now initiative allowed New Jersey's 19 community colleges to offer programs to these students while they were still enrolled in high school. After testing over 4,000 high school juniors and seniors, New Jersey community colleges enrolled more than 900 students in spring and summer programs, and nearly 450 of the enrolled students achieved college-ready status in English and/or mathematics.

The grant is funded through the Federal College Access Challenge Grant program, which aims to foster partnerships among federal, state, and local governments and philanthropic organizations. These partnerships are designed to increase the number of low-income students who are prepared to enter and succeed in post secondary education.

While nearly 450 of the enrolled students achieved the college ready status in English or math, the remaining students greatly decreased their need for remedial education and many find themselves needing just one remedial course to be considered college ready. This not only allows students to complete their degrees more quickly, but allows their families to save hundreds of dollars on developmental education costs.

In addition to being enrolled in the programs, students who took part in the initiative were also given an opportunity to interact with college faculty for the first time and navigate the college admission process. This aspect of the initiative shares goals with the New Jersey Center for Student Success. Both the College Readiness Now initiative and the New Jersey Center for Student Success aim to connect students with faculty members and administrators to promote degree completion and aid students throughout their academic careers.

Dr. Kerrigan recommended that each model should offer some type of college experience and information through workshops or a college success course to help students become more familiar with college nomenclature and college culture. Dr. Kerrigan also shared some of what students said when she spoke with them:

"The program is helping kids who know they are struggling."

"I used to be terrified of going to college, but now I'm not."

"The summer program was a wake-up call. I need to be more responsible."

"I can't wait for school to start to show my teachers and friends how much I learned."

Strategic Goals

The following **Strategic Goals for Student Success**, formerly referred to as the New Jersey Big Ideas Project, were collectively identified and endorsed by the community college trustees and presidents. These are the strategic priorities for the NJ Center for Student Success.

I TRANSFORMING DEVELOPMENTAL EDUCATION

- Offer Multiple Evidence-Based, Successful Developmental Education Models Consistent with the Needs of the Students.
- Strengthen Accountability for Developmental Education Using the New Jersey Community College Student Success Metrics.
- Build Statewide Approaches to Disseminating Best Developmental Education Programs and Provide Support and Professional Development Activities for Faculty and Staff.
- Initiate Statewide Conversation about ESL Pathways and How ESL Relates to Developmental Education Pathways.
- Offer Multiple Evidence-Based Student Services that Advance Student Success and College Completion.

II ALIGNING EXPECTATIONS BETWEEN K-12 AND COMMUNITY COLLEGES

- Collaborate with School Districts to Expand College Readiness Assessments and Strategic Interventions at the High School Level.
- Collaborate with the New Jersey Department of Education and School Districts on Development and Implementation of College Readiness Standards and PARCC Assessment Tools.
- Collaborate with School Districts in Aligning High School Common Core Curriculum with Higher Education Curriculum and Learning Outcomes.



III

CREATING STUDENT SUCCESS METRICS

- Develop More Comprehensive New Jersey Community College Student Success Metrics that Consider Entering Student Skill-level Impact on Success Within a Defined Period of Time.

IV

PROMOTING ADJUNCT FACULTY DEVELOPMENT

- Develop a Statewide Credential and Adjunct Faculty Orientation Program to Provide Professional Development for the Adjunct Faculty who Work in New Jersey Community College Sector.
- Develop a Program for Sharing and Supporting Best Practices Related to Instruction Methods and Practices for Adjunct Faculty.

V

USING CORE STUDENT LEARNING OUTCOMES AND COMMON ASSESSMENT TOOLS IN THE TOP HIGHEST ENROLLMENT GENERAL EDUCATION COURSES

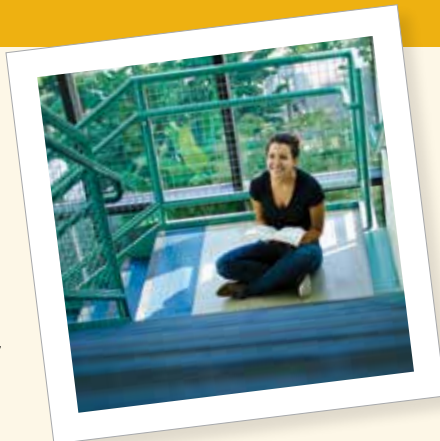
- Develop core student learning outcomes for the top 10 highest enrollment general education course.
- Develop an inventory of instructional best practices.
- Develop an inventory of assessment best practices.
- Develop faculty training and development tools.





Contributions Toward Student Success-focused Policy, Research, and Statewide Agenda

Prior to receiving the Kresge Foundation grant, the Center for Student Success held a number of statewide events designed to engage community college trustees, presidents, administrators, faculty members, and staff members in a dynamic statewide policy discussion to move New Jersey's community colleges from access institutions to access to student success institutions. With the Kresge Foundation Student Success Center Grant, the Center for Student Success has been able to expand its efforts to engage more constituents:



Establishment of Center for Student Success Branch Office

Middlesex County College in Edison (centrally located in our state) has provided a building with office space and a conference room to house a branch office for the New Jersey Center for Student Success. The Center's staff members split their time between the NJCCC office in Trenton and the branch office at Middlesex. The branch office has proven to be very helpful as many of the Center's statewide convening events have been – and will continue to be – held at Middlesex County College.

Orientation and Stakeholder Meeting

The New Jersey Center for Student Success Orientation and Stakeholder Meeting took place on December 15, 2014. Dr. Gretchen Schmidt, Jobs for the Future's Program Director, Postsecondary State Policy, engaged various stakeholders in a conversation about the Student Success Center Network. She also discussed her role with the New Jersey Center for Student Success.

Statewide Listening Tour

The Center for Student Success has committed to going on a listening tour at each of our 19 community colleges. During these visits we asked about various student success initiatives such as successful developmental education models, English as a Second Language models, successful student services models, successful K-12 partnerships promoting college readiness, adjunct faculty development, and other student success best practices.

Guided Pathways



Guided Pathways is a national movement that engages colleges and universities in redesigning the academic programs and support services they offer. Students are provided clear roadmaps and support through their academic program to improve the rate that they enter and complete a program. The Center held a live stream presentation on Guided Pathways in March 2015 by Dr. Davis Jenkins, Senior Research Associate, Community College Research Center, and Dr. Rob Johnstone, CEO, National Center for Inquiry and Improvement. Over 200 colleagues participated across our 19 community colleges. In addition, the presentation was recorded and posted to the Center's Resource Center, www.njstudentsuccess.com. Colleges were encouraged to examine their readiness for Guided Pathways at the conclusion of the presentation. As a follow-up, the Center hosted two office hours in April with Dr. Jenkins and Dr. Johnstone. In June 2015, the Center hosted a conference with Dr. Jenkins, Dr. Johnstone and Dr. Gretchen Schmidt from Jobs For the Future to discuss implementation. All 19 community colleges attended. Thirteen community colleges have joined the first cohort to engage in this work to reform their academic pathways beginning fall 2015. These colleges will receive technical assistance during their work on guided pathways.

National Presentations



The Center for Student Success has become a national model of implementing statewide reform designed to improve student outcomes. The Center's staff members have given national presentations about New Jersey's statewide policies and programs at the Association for Community College Trustees, the American Association of Community Colleges, Jobs for the Future, Phi Theta Kappa, and the League for Innovation in the Community College.

NJC4

*Gets Students to
Commit to Complete!*



*Helping
students achieve
their goals and
realize their
dreams*

Over the last two years, the **New Jersey Center for Student Success** partnered with the New Jersey Education Association (NJEA) to hold New Jersey's statewide Phi Theta Kappa Community College Completion Challenge (NJC4). In 2013, New Jersey became the first state in the nation to have all of its community colleges participate in a statewide Community College Completion Challenge.

All 19 community colleges across the state hosted a series of campus-based college completion activities during the same week each Fall semester. NJC4 is an effort to increase the number of community college students completing their associate degrees and certificates so that they have the credentials they need to successfully enter the workforce or transfer to four-year colleges and universities. NJEA provided \$500 grants to each community college Phi Theta Kappa chapter each year to help offset the cost of NJC4 activities.

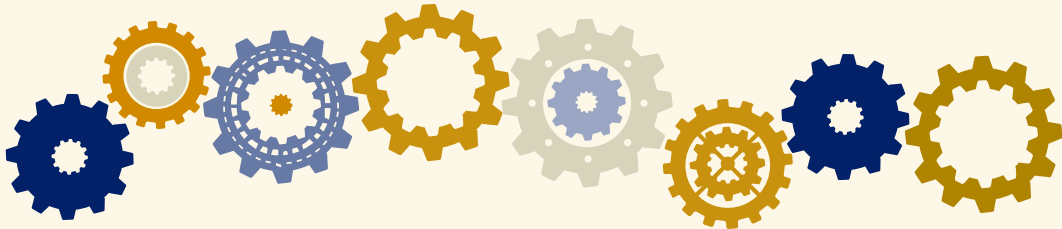
The NJC4 initiative included speakers, events, and campus activities such as students signing pledges to complete their credentials and/or degrees and agreeing to help one other student complete college. Students also recruited faculty and staff to sign pledges to serve as Completion Champions to aid them in their completion effort. Other activities included faculty and peer-to-peer advising, résumé building workshops, discussions on career pathways, faculty and staff appreciation programs, degree audits, and social activities.



The national Community College Completion Initiative began in April 2010 when leaders from the Phi Theta Kappa International Honor Society, the American Association of Community Colleges, the Association of Community College Trustees, the League for Innovation in the Community College, and the Center for Community College Student Engagement signed Democracy's Colleges: A Call to Action.



Partners & Supporters



New Jersey's Center for Student Success, established in October 2012, works on behalf of the state's 19 community colleges to more effectively assist students in achieving college completion. Grants from the Fund for New Jersey and the PSE&G Foundation helped to launch the Center. Currently, the Kresge Foundation and the PSE&G Foundation support the Center's operations, while the Office of the New Jersey Secretary of Higher Education, the New Jersey

Department of Education, and the State Street Foundation have offered programmatic support to fund College Readiness Now. In addition, the New Jersey Education Association has supported the New Jersey Community College Completion Challenge (NJC4). In spring 2015, Kean University came on board as a partner for NJC4 in 2015-2016. Jobs for the Future is assisting the NJ Center for Student Success by bringing best practices and strategies to the table to improve student success.

Partners & Supporters



THE KRESGE FOUNDATION



NEW JERSEY EDUCATION ASSOCIATION



PSE&G



STATE OF NEW JERSEY
DEPARTMENT OF EDUCATION



State of New Jersey
Office of the Secretary of Higher Education

STATE STREET
FOUNDATION



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2 Bergen Community College
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Paramus, NJ 07652-1595
(201) 447-7100 • www.bergen.edu

3 Brookdale Community College
765 Newman Springs Road
Lincroft, NJ 07738
(732) 842-1900
www.brookdalecc.edu

4 Camden County College
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Blackwood, NJ 08012
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5 Cumberland County College
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www.cccnj.edu

6 Essex County College
303 University Avenue
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7 Hudson County Community College
70 Sip Avenue
Jersey City, NJ 07306
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8 Mercer County Community College
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9 Middlesex County College
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