The 21st Century Community College

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President and CEO
American Association of Community Colleges (AACC)
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• Represents more than 1,100 two-year, associate degree–granting institutions and more than 13.3 million students

• Primary advocacy organization for community colleges at the national level

• Supports and promotes its member colleges through policy initiatives, innovative programs, research and information and strategic outreach to business and industry and the national news media
American Association of Community Colleges

Community Colleges in the U.S.
Community College Growth by Decade

<table>
<thead>
<tr>
<th>Decade</th>
<th># of CCs</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>12</td>
</tr>
<tr>
<td>2000</td>
<td>49</td>
</tr>
<tr>
<td>1990</td>
<td>48</td>
</tr>
<tr>
<td>1980</td>
<td>149</td>
</tr>
<tr>
<td>1970</td>
<td>497</td>
</tr>
<tr>
<td>1960</td>
<td>82</td>
</tr>
<tr>
<td>1950</td>
<td>92</td>
</tr>
<tr>
<td>1940</td>
<td>58</td>
</tr>
<tr>
<td>1930</td>
<td>106</td>
</tr>
<tr>
<td>1920</td>
<td>49</td>
</tr>
<tr>
<td>1910</td>
<td>25</td>
</tr>
</tbody>
</table>

Total Colleges: 1167
13.3 Million Total Enrollment (Fall 2011)

<table>
<thead>
<tr>
<th>Category</th>
<th>Credit</th>
<th>Noncredit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrolled Part Time</td>
<td>58%</td>
<td>42%</td>
</tr>
<tr>
<td>Enrolled Full Time</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Preliminary data National Center for Education Statistics, 2011. IPEDS Fall Enrollment Survey (AACC analysis) and AACC membership database (AACC analysis).
The Traditional Community College was Characterized as:

• The Ellis Island/Open Door of Higher Education
• Affordable, not necessarily equated with value
• Having individualized, face-to-face instruction
• Offering certificates and associate degrees
There is a Need for Institutional Transformation if we are to meet the demands of the 21st Century

- Effective collaboration at new levels
- Reallocating limited resources to bring effective practices to scale
- Integration of instructional practices that meet the needs of the 21st Century learner
- Making hard choices – moving away from “boutique” programs
Mission Creep or Mission Gallup?

• Where do we draw the line in redefining the community college mission?
  – Prepare students for transfer
  – Deliver a skilled workforce
  – Provide lifelong learning and community service
  – Deliver more baccalaureate completers
Community Colleges and the Baccalaureate Degree

• In 2010-11, just under 69 public community colleges awarded a baccalaureate degree.

• As of 2010, 18 states had approved community colleges to offer four-year degrees, compared to 11 states in 2004.

• The majority of baccalaureate degree granting community colleges are in Florida.
Top Program Offerings

- Based upon the colleges offering the baccalaureate degree, the top programs offered are in health professions, education, and business:
  - Registered Nursing/Registered Nurse
  - Business Administration and Management, General
  - Elementary Education and Teaching
  - Business Administration, Management and Operations, Other
  - Mathematics Teacher Education
  - Science Teacher Education/General Science Teacher Education
  - Biology Teacher Education
  - Special Education and Teaching, General
  - Early Childhood Education and Teaching
  - Dental Hygiene/Hygienist
AACC supports progression -- that all students have access to programs and services that guarantee upward mobility and their ability to powerfully contribute to the 21st Century economy. This requires that community colleges redesign, reinvent and reset the way that we do business.
We are currently preparing students for jobs that don’t yet exist, using technologies that haven’t been invented in order to solve problems that we don’t even know are problems yet.

“Shift Happens”
Phase I
• Listening Tour (2011)

Phase II
• Creation of the 21st Century Commission on the Future of Community Colleges (2011)

Phase III
21st Century Commission

- Be “bold”
- **Safeguard** the key tenets that have defined community colleges – value, access and affordability
- **Redesign, Reinvent, and Reset** the System
In order to serve the 21st Century Student we must move from...to

**Figure 3. Framework of Institutional Responses Needed to Move Community Colleges Ahead**

<table>
<thead>
<tr>
<th>Move From</th>
<th>Move To</th>
</tr>
</thead>
<tbody>
<tr>
<td>A focus on student access</td>
<td>A focus on access and student success</td>
</tr>
<tr>
<td>Fragmented course-taking</td>
<td>Clear, coherent educational pathways</td>
</tr>
<tr>
<td>Low rates of student success</td>
<td>High rates of student success</td>
</tr>
<tr>
<td>Tolerance of achievement gaps</td>
<td>Commitment to eradicating achievement gaps</td>
</tr>
<tr>
<td>A culture of anecdote</td>
<td>A culture of evidence</td>
</tr>
<tr>
<td>Individual faculty prerogative</td>
<td>Collective responsibility for student success</td>
</tr>
<tr>
<td>A culture of isolation</td>
<td>A culture of collaboration</td>
</tr>
<tr>
<td>Emphasis on boutique programs</td>
<td>Effective education at scale</td>
</tr>
<tr>
<td>A focus on teaching</td>
<td>A focus on learning</td>
</tr>
<tr>
<td>Information infrastructure as management support</td>
<td>Information infrastructure as learning analytics</td>
</tr>
<tr>
<td>Funding tied to enrollment</td>
<td>Funding tied to enrollment, institutional performance, and student success</td>
</tr>
</tbody>
</table>
7 Recommendations address the Three Rs

1. Redesign
   - Recommendations 1, 2, & 3
   - 9 Strategies

2. Reinvent
   - Recommendations 4 & 5
   - 4 Strategies

3. Reset
   - Recommendations 6 & 7
   - 9 Strategies
AACC 21st Century Framework Implementation Team Responsibilities

TEAM 1: CC Completion Commitment
TEAM 2: Reimagining Pathways for Students
TEAM 3: CC/K12 Collaboration for Readiness
TEAM 4: Developmental Education Redesign
TEAM 5: Closing the Skills Gap
TEAM 6: Policy and Advocacy
TEAM 7: Redefining Institutional Roles (4 & 5)
TEAM 8: Accountability
TEAM 9: Faculty Engagement and Leadership Development

21st Century Implementation Steering Committee

Highlighted numbers indicate each team’s assigned recommendation. In some cases multiple teams may be working on different components of the same recommendation, thus the overlap in the circles.
Key Strategy

• Construct coherent structured pathways to certificate and degree completion.
  – High Impact, evidence-based educational practices
  – Integrate student support with instruction
  – Promote implementation at scale
  – Rigorously evaluate the effectiveness of programs and services for students
  – Courageously end ineffective practices
21st Century Initiative

– Increase completion rates of students earning a community college credential. (IT 1)

– Focus on connections between K-12, community colleges, and universities. Ensure that graduates can meet and exceed expectations on the common core assessments (IT 3)

– Ensure that fewer students enter community colleges needing development education (IT 4)
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