Creating Collaborative Partnerships: The Success Stories and Challenges
Building a World Class Workforce Through Community College Partnerships

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Mission:

– To increase nationwide baccalaureate attainment by providing access through University of Phoenix and community college alliances

– To form Transfer Pathways supporting community college completion and University enrollment

– To create market-based Advisory Teams uniting business, academic, and diversity leaders for performance-based outcomes

– To provide resources allowing students to make informed workforce and education decisions through Industry Pathways Expo events

– To integrate diversity and community college partners to improve student retention through student support
Community College Alliance Benefits

- 5% tuition reduction for University of Phoenix transfer students who complete an associate’s degree at an alliance college
- 5% tuition reduction for employees who enter into Bachelor’s level and above University of Phoenix program
- Prior Learning Assessment Fee Waivers for non-credit coursework
- Student Transfer Trends and Outcomes Reporting to measure student success
- Transfer Pathways in areas of alliance focus that clearly outline how courses from associate’s degrees apply to baccalaureate programs at UOPX
- Invitations to market-based advisory team meetings (Roundtable)
Executive summary

– Workforce demands will call for more employees prepared with postsecondary credentials.
– The skills gap crisis in the United States is becoming more severe.
– An education and employment achievement disparity exists among the fastest-growing minority groups.
– The American higher education system is at a crossroads …faced with pressure to change to meet the needs of today’s students and businesses.

A scalable, collaborative response is needed within higher education to better align transfer and articulation with workforce planning.
Educational Attainment and Unemployment Rate

**U.S. Department of Labor:** Unemployment Rate (%) for Whites, Hispanics, Asians and Blacks, by Educational Attainment, 2010 (aged 25 and over) \(^8,9,10\)

![Bar chart showing unemployment rates by educational attainment and race/ethnicity.](chart)

**SOURCES:**
How does higher education respond?

This shifting paradigm presents opportunity

– Improve Pathway development by closely aligning transfer and articulation and workforce development units within higher education

– Gather employer feedback before and after establishing Transfer Pathway program alignments to better communicate the value of degrees

– Facilitate short and long-term Transfer Pathway planning by forming cooperative, pro-active relationships between employers and the higher education community

– Integrate community-based diversity stakeholders aligned by market to share their resources for diverse student retention
Transfer Pathway Example: Lone Star College System + UOPX + Allied Barton

Career Changer → Lone Star College System - Certificate

- Law Enforcement Certificate | Peace Officer
  - EMPLOYEE RETRAINING
  - EMPLOYEE ACQUISITION

Displaced Worker → Lone Star College System – Associate’s Degree

- Associate of Arts | Criminal Justice
  - EMPLOYEE RETRAINING
  - EMPLOYEE ACQUISITION

High School → University of Phoenix – Bachelor’s Degree

- Bachelor of Science in Criminal Justice Administration/Management
  - EMPLOYEE RETRAINING
  - EMPLOYEE ACQUISITION

Military → University of Phoenix – Master’s Degree

- Master of Science in Administration of Justice and Security
  - EMPLOYEE RETRAINING
  - EMPLOYEE ACQUISITION

Single Income → Criminal Justice Client

- Degreed, diverse future leaders exhibiting both technical & managerial skills
  - EMPLOYEE RETRAINING
  - EMPLOYEE ACQUISITION

Lone Star College System

- Associate’s Degree
- Certificate

University of Phoenix

- Bachelor’s Degree
- Master’s Degree

Allied Barton

- Certificate

Career Changer

Displaced Worker

High School

Military

Single Income

Criminal Justice Client

Degreed, diverse future leaders exhibiting both technical & managerial skills
Pathways Leadership Roundtable

Uniting business, academic, and diversity leaders for performance-based outcomes
By facilitating open communication among stakeholders, the Industry Pathways Roundtable Initiative yields innovative education solutions supporting workforce needs.

What: A “Blue Ribbon” advisory team
comprised of business, higher education and diversity leaders who are committed to exploring and identifying workforce needs with an aim of developing education pathways aligned by industry. Roundtable participants take an in-depth view of curriculum and programs to determine how best to meet critical skills gaps.

Who: Key Stakeholders
• Higher Education: University and community college academic and workforce personnel aligned by program
• Business: Local corporate partners
• Diversity: Local chapter leaders
Triad Alliances: How Does Everyone Win?

– **Employee Development/Training and Support:**
  Because employers request Transfer Pathways based on company needs, employees are placed on an education path aligned with the organization’s employee development goals.

– **Employee Acquisition:**
  By providing access to students at multiple entry points throughout the Pathway plan, corporate partners identify specific skills gaps and tailor employee acquisition procedures strategically.

– **Credit Efficiency Saves Time and Money:**
  By making use of coursework already completed and bringing clarity to the course sequence, the Triad supports a financially savvy use of tuition assistance programs.

– **Powerful Network Promotes Global Competitiveness:**
  By leveraging the intelligence pulled from a global network of businesses connected to University of Phoenix and local network aligned with community colleges, companies strategically use industry trends to maintain a competitive edge.
Direct student connection: Industry Pathway Expo

Industry Pathway Expo:

Bringing pathway awareness to students

An Industry Pathways Expo brings together representatives from local employers, the community college, and University of Phoenix to engage with students and discuss career pathways in one specific industry and is the direct result of the Pathways Leadership Roundtable.

Typically held at a large community college venue, this event provides community college students an opportunity to learn more about transitioning into a targeted career field. Ultimately students should leave an [Industry] Pathways Expo with an understanding of what knowledge and training are required in their chosen field and what their next steps should be after community college completion.
Pathways+

Pursue a successful pathway with your Community College and University of Phoenix
Introducing Pathways+

- **Pathways+** will be the student transfer program component of the Community College Center of Excellence
- Will feature **co-branded materials** with alliance partner colleges
- **Pathways+** will be the vehicle to promote University of Phoenix transfer by appealing to students through a program **endorsed by community college leaders**
- **Pathways+** will **promote transfer services** such as dual enrollment, automatic admissions, library access, and tuition benefits and differentiate University of Phoenix by also **highlighting career services** through E2C
- **Provides framework** to build on as transfer and career resources become available
College of Education Program Offerings

- Bachelor of Science in Education/Elementary
  Offered in the following states: AZ/Online, CO, FL, HI, IN, MO, NM, NV, UT

- Bachelor of Science in Education/Early Childhood Education (summer 2014)
  Offered in the following states: AZ/Online

- Bachelor of Science Liberal Studies
  Offered in the following state: CA
College of Education – Cohorts

– State-specific programs offered either at a local campus or in an online modality

– Students participate in cohorts by state of residence and are taught by faculty who are licensed within the state

– The following states are have current cohorts in the College of Education offering their state approved program: CO, NM, HI, IN, CA, UT, NV, MO(summer of 2014)
Successes

– Education Pathway Partnership between Leeward Community College (Hawaii) and University of Phoenix
  – Associate of Arts in Teaching transfer to Bachelor of Science in Education/Elementary Education
  – 69 credit transfer accepted. Students complete 51 credits at University of Phoenix

Challenges

– Curriculum alignment (GEs)
– Core course waivers (content, benchmarks)
Successes

– Education Pathway Partnership between MCCD (Arizona) and University of Phoenix
  – Associate of Arts in Elementary Education transfer to Bachelor of Science in Education/Elementary Education
  – 82 credit transfer accepted. Students complete 38 credits at University of Phoenix
  – Student choice of modality
  – Ability to offer online in 17 states
  – 9 credits of UOPX coursework is at the 500 level from MAED/CI program
Challenges

– Education Pathway Partnership between MCCD (Arizona) and University of Phoenix
  – *Almost* 3+1 (new approval would be required)
  – Program progression (clearance, testing)
  – General education alignment
  – Core coursework alignment (both programs AZ approved)
  – Field experience completion
  – Residency requirement (30 credits)
  – State Restrictions (Communication)
College of Education  
Child Development Associate (CDA)

**Successes**

– Child Development Associate to University of Phoenix Bachelor of Science in Education/Early Childhood
  
  – Completion of CDA – includes 120 hours of classroom education; 480 hours field experience
  
  – 21 credit transfer accepted; 12 credits of social science credits and 9 credits of EDU course waivers. Students complete remainder of BSED core University of Phoenix
  
  – Application of prior learning for credit (new for COE)
Challenges

– Child Development Associate to University of Phoenix Bachelor of Science in Education/Early Childhood
  – New way of thinking about non-traditional transfer in COE (PLA)
  – Extensive evaluation of CDA curriculum and alignment to BSED/ECH (incompatible with BSED/E)
  – Application of prior learning for credit (new for COE)
Future Possibilities?

– Western Interstate Commission for Higher Education (WICHE) and the Interstate Passport Initiative
– Other non-traditional forms of transfer
– Additional possibilities for national credentialing programs
– Reverse transfer options (financial/academic struggles) for retention strategies
– Credit for training
– Credit for life experience
Resources

Questions?