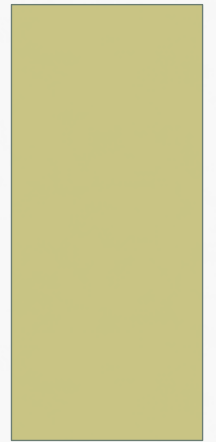


# COMPLETION

J.D. ROTTWEILER, PHD  
AUGUST 15, 2011



# CELEBRATE THE PAST...LOOK TO THE FUTURE!!

- Aspen Prize for Community College Excellence
  - One of 120 in the nation; top 10%
- Record Enrollment
  - 16,520 credit students served
  - 9,787 FTSE
- Phi Theta Kappa recognition
  - Alpha Mu Zeta – 5 Star Chapter
  - Alpha Beta Zeta – 4 Star Chapter
- Region I Men's Basketball Champions
- and a whole lot more!!

# CONVOCAATION:

- Convocation is a derivative from Latin that literally means, “to call together.”
  - The original function of convocation was to assemble a group of scholars to hear, to express opinions, and to reach agreements through the exercise of free discussion.
- Today we need to begin a conversation:
  - a “catalyzing” conversation
  - encouraging “transcendence”
  - around “Completion”.

# WHY FOCUS ON COMPLETION?



# TRANSCENDENCE:

- exceeding usual limits
- extending or lying beyond the limits of ordinary experience
- being beyond the limits of all possible experience and knowledge
- In order to transcend we must:
  - Out Innovate
  - Out Excel
  - Out Perform



# ARIZONA COMMUNITY COLLEGES: LONG-TERM STRATEGIC VISION

Arizona Community College Presidents' Council  
[www.maricopa.edu/statewidevision](http://www.maricopa.edu/statewidevision)

# TRANSCENDENCE:

- Access
- Retention
- Completion

# TRANSCENDENCE:

“It must be considered that there is nothing more difficult to carry out, nor more doubtful of success, nor more dangerous to handle, than to initiate a new order of things.”

--Machiavelli



# WHY FOCUS ON COMPLETION?

- Among industrialized countries, the U.S. ranks 21st in high school graduation rates.
- Among industrialized countries, the U.S. ranks 15th in college completion.
- The U.S. has long ranked first in the world in the percentage of young adults who hold a college degree. **Today the U.S. ranks 10th.**
  - Arizona ranks 39th in younger population with a college degree.
  - Arizona ranks 26th in the percentage of citizens 25 years and older with a bachelor's degree.

# WHY FOCUS ON COMPLETION?

- If this trend continues, the current generation of college-age Americans will be less educated than their parents--**for the first time in history.**
- Employers are reporting a shortage of workers with the skills needed to fill jobs. **Impact: jobs are exported to other countries.**

# WHY FOCUS ON COMPLETION?

- Nationally, 24% of students in community colleges leave school during the **first year** of enrollment for reasons other than transfer or completion.
  - 14% of community college students do not complete a single credit in the first term.
- Nationally, 60% of community college students need developmental education.
  - 20% of students referred to developmental math and 33% referred to developmental reading never enroll in the math or reading course.
  - Only 44% of those referred in reading and 31% in math complete the full sequence of courses.

# WHY FOCUS ON COMPLETION?



## February, 2009

President Obama, in remarks delivered to a joint session of Congress, announced his goal: for the nation to have the world's highest proportion of college graduates by **2020**.

## March, 2010

President Obama continued to advance his goal in Building American Skills Through Community Colleges. He set two national goals: by 2020, Americans will once again have the highest proportion of college graduates, and community colleges will produce an additional **5 million** graduates. To meet this goal, community colleges must graduate **50%** more students by 2020.

# WHY FOCUS ON COMPLETION?



# TRANSCENDENCE:

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  - Out Perform

# INNOVATION:

- The act of introducing something new;
- a creation (a new device or process) resulting from study and/or experimentation.

# INNOVATION AND CREATIVITY:

- There is a difference between creativity and innovation.
  - Creativity is the process of generating something new. It is a prerequisite for innovation.
  - Innovation is the practical application of creativity.
- A good idea is a great thing, but if the idea is not implemented, for whatever reason, we simply have creativity.
- Innovation is therefore, in effect, proof of an idea.



# INNOVATION:

- For most organizations, the ability to be innovative on a sustainable basis requires the organization to look within and to renew itself continually.
- There are three organizational aspects that influence innovation:
  - **Culture** – the mindset and norms that allow individuals and teams to think imaginatively, to take prudent risks, and to seek out, create and introduce innovative solutions.
  - **Process** – the general organizational processes and practices that enable individuals and groups to operate effectively toward a common goal – College Mission.
  - **Structure** – organizational structures and supporting technologies that enable innovation across functional lines.

# INNOVATION:

- In order to be truly innovative:
  - we have to be willing to clear enough of what's on our minds to create an open space for new ideas, and to recognize new possibilities when they appear.
  - we have to be willing to act on those new ideas.
  - we need to be willing to change.
  - we have to be willing to let go of “things” that are not working (cows & horses).

# ON RIDING A “DEAD HORSE”

- Buy a stronger whip.
- Changing riders.
- Threatening the horse with termination.
- Appointing a committee to study the horse.
- Sending a delegation to see how others ride a dead horse.
- Lowering the standards so dead horses can be included.
- Hiring outside contractors to ride the dead horse.
- Harnessing several dead horses together to increase speed.

# ON RIDING A “DEAD HORSE”

- Providing additional funding and/or training to increase the dead horse’s performance.
- Rewriting the minimum performance requirements for all horses.
- Declaring that the dead horse does not have to be fed, it is less costly, carries lower overhead, and therefore contributes substantially more to the bottom line than do some other horses.
- Keep reassessing the horse until it rises from the dead.
- Promoting the dead horse to a supervisory position.

# WHY FOCUS ON COMPLETION?



# CATALYZING CONVERSATIONS:

- Do we value the Associates Degree?
- Should we provide completion incentives?
- Should we require a formal student orientation?
- Should we end late registration?
- Should we require mandatory assessment/placement?
- Should we require reduced loads for working students?
- How do we make developmental education more effective and efficient?
- How do we provide timely information and assistance for admissions, registration, financial aid, payment, advising, transfer, graduation, etc.?

# STRATEGIC PRIORITIES:

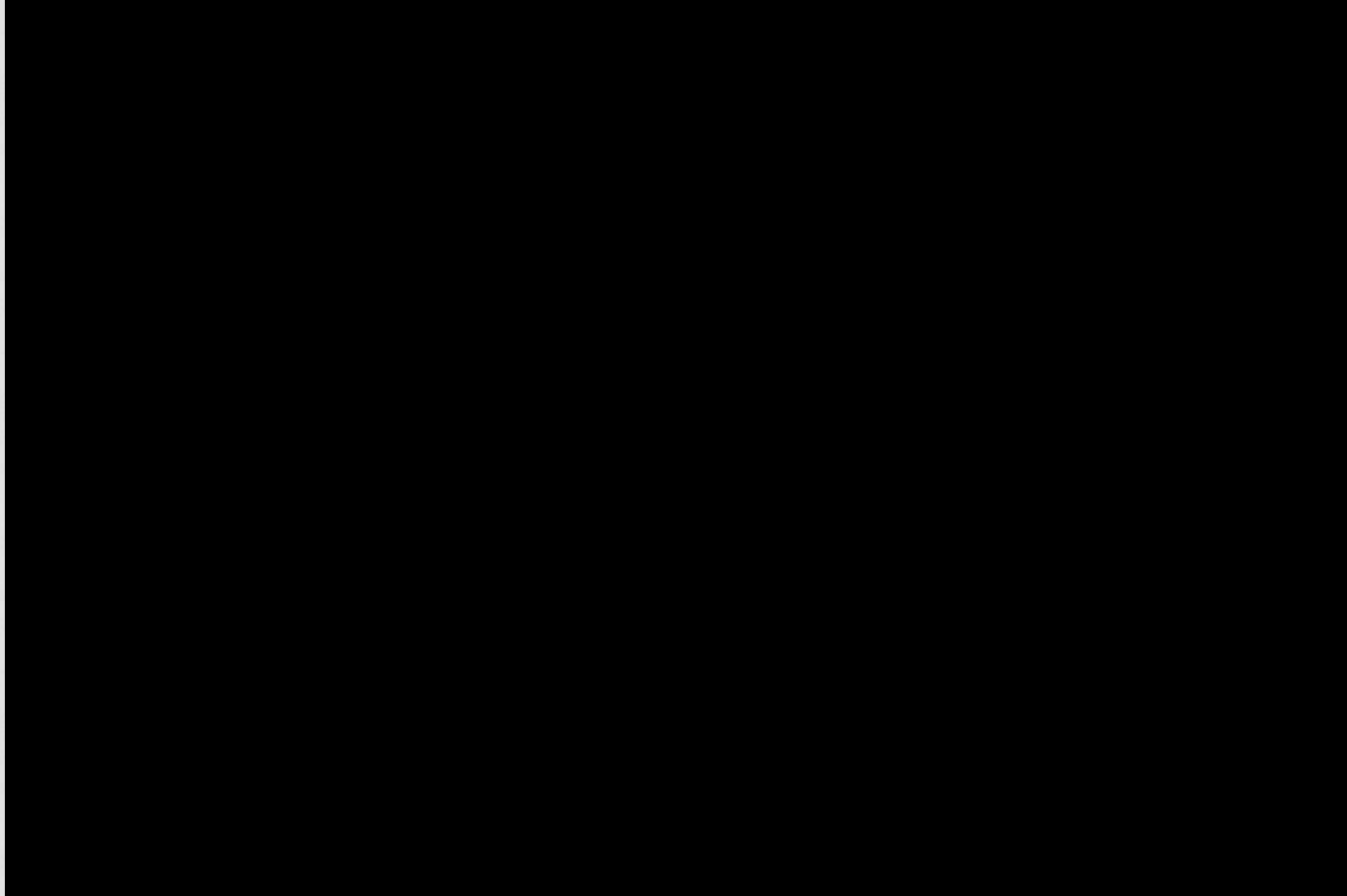
1. Competitive Advantages
2. Excellence
3. “Everything Speaks”
4. Student Completion

“WHOEVER DESIRES CONSTANT  
SUCCESS MUST CHANGE HIS  
CONDUCT WITH THE TIMES.”

---MACHIAVELLI



# WHY FOCUS ON COMPLETION?



# OUR MISSION:

*“Cochise College provides accessible educational opportunities that are responsive to a diverse population and lead to constructive citizenship, meaningful careers, and lifelong learning.”*