Scaling Success: Lessons From the CUNY ASAP Expansion
Society for College and University Planning 2019 North Atlantic Regional Conference
March 10-12, 2019 | Rochester, NY
Remove financial barriers to full-time study

Provide structured degree pathways and comprehensive, well-coordinated support services

Establish clear expectations for all students

Build community through early engagement and cohort model

Better engaged students who graduate in a timely manner
TOTAL ENROLLMENT (FALL 2007-FALL 2018)

- Fall 2009: Began to admit students with dev ed need
- Fall 2011: Funding 'baselined' by City
- Fall 2012: First expansion began
- Fall 2015: Second expansion begins
ASAP AND ACE CAMPUSES
BMCC
BCC
CITY TECH
CSI
HOSTOS
JOHN JAY
KINGSBOROUGH
LAGUARDIA
LEHMAN
MEDGAR EVERS
QUEENSBOROUGH
STATEN ISLAND
BRONX
QUEENS
BROOKLYN
MANHATTAN
ACE at John Jay College is serving as a testing ground to translate the ASAP model in community colleges to the senior college setting.
**Financial Resources**
Tuition waivers
*(For students with gap between tuition/fees and financial aid)*
Textbook stipend
NYC Transit MetroCards

**Structured Pathways**
Consolidated full-time course schedules
First-year blocked courses
Winter and summer courses

**Comprehensive Supports**
High-touch advisement
Career readiness development
Academic support services
Early engagement
What is CUNY ASAP?

https://youtu.be/3Hj2H06ebgl
Evaluation and data use for program management is essential

Guides the work we do:
• Supports Advisors to manage their caseload of students
• Ensures program is being implemented as intended

Allows for reflection and continuous program improvement

Validates and highlights work done by program staff
Average Graduation Rates of ASAP and Comparison Group Students:
Fall 2007-Fall 2014 Cohorts

<table>
<thead>
<tr>
<th></th>
<th>ASAP</th>
<th>Comparison Group</th>
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</thead>
<tbody>
<tr>
<td>All 2-Year Graduates</td>
<td>28.1%</td>
<td>9.5%</td>
</tr>
<tr>
<td>Dev Edu Need</td>
<td>20.1%</td>
<td>6.0%</td>
</tr>
<tr>
<td>Fully Proficient</td>
<td>39.4%</td>
<td>13.8%</td>
</tr>
<tr>
<td>All 3-Year Graduates</td>
<td>53.2%</td>
<td>48.0%</td>
</tr>
<tr>
<td>Dev Edu Need</td>
<td>24.1%</td>
<td>21.0%</td>
</tr>
<tr>
<td>Fully Proficient</td>
<td>60.6%</td>
<td>29.5%</td>
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MDRC Study
At the end of three years, CUNY ASAP nearly doubled the graduation rate.

At the end of six years, CUNY ASAP increased graduation rates and helped some students graduate faster.

Teachers College Cost Benefit Study
ASAP saves $6,500 per graduate vs. comparison group graduate.

For every dollar invested by the taxpayer in ASAP, $3.50 returned per associate degree conferred via increased tax revenues and social service savings.

Total estimated net benefits for 1,000 enrolled ASAP students=$46.5 million higher than for 1,000 comparison group students.
ASAP EXPANSION WITHIN CUNY

- **46,500 students** (12 cohorts) have been served by ASAP since inception in 2007

- Expanding to **25,000 students per year** in 2018/19
  - More STEM students
  - College-wide expansion at Bronx CC

- Pre-expansion annual cost/student= $6,000
  FY19 annual cost/student (above CUNY FTE)= $3,437

- By 2022, CUNY projects ASAP growth/performance will help **double** the three-year system associate degree graduation rate for first-time full-time freshmen to 36% (from a fall 2013 baseline of 17.8%)

- Adaptation of the model to the senior college context
2015/17
Partnered with MDRC and ODHE to support adaptations of ASAP at three Ohio community colleges

2017/18
TA Support of Westchester CC (NY) and Skyline College (CA)
LJAF’s *Moving the Needle* initiative

2019
Launch of the CUNY ASAP Replication Institute with the SMCCCD and Nashville State CC
Critical Elements of Scaling Success

• Used rigorous evaluation to demonstrate success and make the case for expansion to University and City

• High fidelity to the program model across partner colleges and effective consortium management

• Expansion fully aligned with CUNY goals to double overall associate degree completion rates by 2022

• Expansion used to improve overall college practices and systems that serve all students
### ASAP

- New York City
- New York State
- Robin Hood (formerly Robin Hood Foundation)
- Stella and Charles Guttman Foundation
- Leona M. and Harry B. Helmsley Charitable Trust

*Transfer Scholarships (for ASAP graduates attending CUNY Senior Colleges):*

- Jewish Foundation for the Education of Women
- Sidney and Laura Gilbert Scholarship Fund
- BNY Mellon (effective fall 2019)

### ACE

- Robin Hood
- NYC Mayor’s Office for Economic Opportunity
- Jewish Foundation for the Education of Women
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KINGSBOROUGH
LAGUARDIA
LEHMAN
MEDGAR EVERS
QUEENSBOROUGH
Campus Resources
Facilities Funding Request

- Operating funds for immediate facilities work
- Operating funds for new leases
- Capital funds for eligible facilities work
Queensborough Community College

ASAP Meeting and Consultation Spaces
Borough of Manhattan Community College
Bronx Community College

Nichols Hall
Bronx Community College

Nichols Hall 4th Floor Spaces
- Office space for 48
- Intake Area
- Meeting Room
- Space for Advising Spaces
- Classrooms

Nichols Hall 1st Floor Spaces
- Office Spaces for 19
- Intake Area
- Administrative Offices
  - Director, Associate Director, Recruiter, Database Coordinator
- Space for 10 Advisers
- Meeting Room
Bronx Community College

Nichols Hall - First Floor

Before

After
Before

After

Bronx Community College

Nichols Hall - Fourth Floor
Bronx Community College

Nichols Hall - Fourth Floor

Before

After