

ACHIEVING THE DREAM:

A Catalyst for Institutional and Community Transformation

FY2022 ANNUAL REPORT

Achieving
the Dream 

July 1, 2021–June 30, 2022

Implementing ATD's New Strategy For Student Success, More Equitable Communities

A Letter from Dr. Karen A. Stout

President and CEO of Achieving the Dream



At a time when the knowledge economy continues to raise the importance of postsecondary credentials and specialized and technical skills, a growing number of employers, particularly in industries that require middle-skill workers, are shifting requirements for jobs. Rather than focusing on bachelor's degrees, they are recognizing associate degrees and other community college credentials as entry-level specifications for emerging roles.

In this new environment, community colleges — which have been the primary engine for upward mobility in higher education — must continue to show potential students clear pathways to credentials and good jobs and need to be responsive to communities and employers to work together to create new opportunities for social and economic mobility.

Achieving the Dream's new strategic plan — released in February 2022 — calls for community colleges to be catalysts for equitable, antiracist, and economically vibrant communities. Our efforts must be directed toward making community colleges accessible hubs of learning, credentialing, and economic mobility that eliminate inequities in educational and workforce outcomes.

To further enhance those goals, ATD this year introduced a new equity statement that called on all ATD Network colleges to “honor their institutional responsibilities to create and invest in thriving local communities by leveraging their leadership positions to actualize social, economic, and racial justice.” The statement, released at our annual conference, says that “through bold actions, colleges must transform their practices to target and eliminate specific barriers to student success and address their students’ needs by centering equity within their local context.” The purpose of the statement is to set the direction we expect our colleges to navigate: institution-wide commitment to transformational change that eliminates systemic barriers, addresses student needs, and increases social justice and equity.

This year, as institutions continued to help students and communities recover from the ongoing pandemic, our own work has continued to broaden the role colleges play in the community and in the lives of students and graduates. We have focused on three crucial areas:

- **Access:** We are working with colleges to identify the best strategies to forestall enrollment declines and make postsecondary education and training a viable, realistic option for those who may not have considered it in the past. We are developing tools and strategies to help colleges work closely with their K–12 and community partners to assess, strengthen, and broaden dual enrollment, early college, and other college in high school programs. And we are supporting colleges working to provide more flexible opportunities for adult learners who are seeking to complete a credential or reskill while juggling multiple responsibilities.
- **Momentum:** Achieving the Dream has stepped up its efforts to help institutions introduce holistic student supports, shorten academic terms, and integrate new technologies in gateway courses for greater student success. We are introducing comprehensive efforts to create a culture of teaching excellence in every discipline and supporting collaboration between academic and student affairs to ensure alignment of learning inside and outside of the classroom.
- **Mobility:** We are working with key partner organizations to broaden measures of institutional success to include community-based indicators that demonstrate how community colleges — collaborating with employers and community organizations — can drive more equitable social and economic mobility. We are working with rural communities to create better pathways for their students into the digital economy, supporting community colleges addressing worker shortages in critical fields such as healthcare, and establishing communities of practice that are developing new strategies to create more vibrant communities.

We are deeply grateful for our current partners in this work, including the courageous and committed community college leaders in our network. We invite you to help us in this quest. Let us know if you are interested in partnering with us as we advance this new strategic agenda.

A handwritten signature in blue ink, reading "Karen A. Stout". The signature is fluid and cursive, with the first name "Karen" being the most prominent.

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ATD'S STRATEGIC VISION



To help our Network colleges catalyze equitable, antiracist, and economically vibrant communities through institutional transformation that advances community colleges as profoundly accessible hubs of learning, credentialing, and economic mobility that eliminate inequities in educational and workforce outcomes.

ATD's commitment to help colleges achieve a more holistic view of student and community success:

- Make our work to advance equity more systemic and intentional. Equity has always been at the core of our work.
- Introduce and implement an access agenda to expand the population of students that colleges support.
- Innovate on deeper, more flexible modes of college engagement across all our network activities.
- Ensure the continued impact of our services and the sustainability of our financial model.



A BROAD AND DIVERSE NETWORK

ATD's reach — and influence — is built on a broad and diverse network of colleges across the United States. Our work advances the success of hundreds of colleges and partner organizations and affects their communities and tens of thousands of educators, youth-serving professionals, and students nationwide.

3.1 million

Students served by ATD Network colleges

102

ATD Network colleges serving rural and small-town communities

300+

ATD Network colleges across the United States

33

Tribal Colleges and Universities in the ATD Network

114

Minority-Serving Institutions In the ATD Network

32

Leader Colleges of Distinction that have achieved new, improved student outcomes and narrowed equity gaps

20

Winners of the Leah Meyer Austin Award, ATD's highest distinction given to colleges that demonstrate outstanding long-term gains in student success and institutional equity

27

Leader Colleges that have demonstrated concrete progress toward building a student-centered culture that drives gains in student success

OUR NEWEST NETWORK COLLEGES

The ATD Network continues to grow. Seven new community colleges began their ATD journey in 2022:

- Brookdale Community College (NJ)
- Central Carolina Technical College (SC)
- Community College of Aurora (CO)
- HACC, Central Pennsylvania's Community College (PA)
- Meridian Community College (MS)
- Northwood Technical College (WI)
- Reynolds Community College (VA)



Tallahassee Community College

2022 Leah Meyer Austin Award Winner

Achieving the Dream's Leah Meyer Austin Award is the highest honor awarded to colleges in the ATD Network.

For nearly two decades, Tallahassee Community College (TCC) has made strides with Achieving the Dream to build equity, strengthen leadership, and develop innovative solutions to serve its students. TCC has seen dramatic results:

- The four-year completion rate increased from 31 to 36 percent from the fall 2013 cohort to the fall 2016 cohort.
- Hispanic student four-year completion rates increased 15 percentage points to 47 percent for the fall 2016 cohort, eliminating the equity gap.
- Gateway math and English completion increased from 31 percent for the fall 2017 cohort to 33 percent for the fall 2020 cohort. The college also narrowed equity gaps for women by 4 percentage points on completion of gateway English and math within one year.
- Pell students saw gateway math completion increase from 25 to 34 percent.
- 98 percent of TCC graduates find employment or continue education the year they graduate.



ATD'S INSTITUTIONAL IMPACT

In our annual survey for 2022, ATD Network colleges reported significant institutional progress in these foundational areas.



92 percent of ATD Network colleges are increasing the use of data to inform decision-making.



4 of every 5 ATD Network colleges are making a greater commitment to equity and closing equity gaps.



85 percent of ATD Network colleges have aligned and integrated student success initiatives and strategic goals.



The majority of ATD Network colleges use five or more high-impact practices to strengthen student learning.



82 percent of ATD Network colleges have increased resources to support student success.

ATD'S COMPREHENSIVE APPROACH

Achieving the Dream's focus on whole college transformation makes us uniquely positioned to help community colleges in all facets of their student success work. Our comprehensive approach is built on a foundational focus on equity, data, teaching and learning, holistic student supports, and leadership. Through our coaching, programming, and self-assessment tools, starting with our Institutional Capacity Assessment Tool (ICAT), we work with colleges to help them build the capacity to create profoundly accessible hubs of learning, credentialing, and economic mobility that eliminate inequities in educational and workforce outcomes. This work is customized to the needs of each college but is always centered on improving student success and creating vibrant communities where students and their families can learn, work, and thrive.

CREATING GATEWAYS, NOT GATEKEEPERS

In partnership with the Every Learner Everywhere Network, ATD's teaching and learning team released extensive research on the use of adaptive courseware to improve student outcomes in gateway courses, which too often are barriers to student progress toward a credential. The research looks at 25 different courses serving more than 7,500 students at seven ATD Network colleges, culminating in a comprehensive lessons learned report: *Adaptive Courseware: New Models to Support Student Learning*.

CREATING MORE EQUITABLE K-12 TO COLLEGE PATHWAYS

As our economy shifts and the nation faces the twin challenges of more work requiring postsecondary credentials and a decreasing number of high school graduates, ATD is expanding our support for colleges to build stronger pathways from high school to college. This year, more than 250 K-12 and college leaders from 24 states participated in our first ever K-12 Partnerships Institute focused on dual enrollment, early college, and equity. We continued our work with the College in High School Alliance to provide technical assistance to participating states focused on advancing more equitable dual enrollment access policies. And we continued our work supporting communities to improve K-12 to college pathways, building from the exceptional success of our Gateway to College program that has helped more than 10,000 students achieve their high school credential.

SUPPORTING RURAL COMMUNITIES

One-third of ATD Network colleges serve rural communities. We support them and their partner organizations in their ongoing efforts to drive equity, access, and community vitality in a rapidly changing economy. This fiscal year, we held the inaugural Building Resiliency in Rural Communities for the Future of Work convening. Also, in partnership with the Belk Center for Community College Leadership and Research at NC State, we are supporting leadership teams at ten rural community colleges in North Carolina working to remove systemic barriers and close gaps in institutional completion rates for historically underserved populations.

EXPANDING OUR COMMITMENT TO EQUITY

Achieving the Dream believes that equity — our core founding principle — is the driving force to achieve the educational, economic, and social benefits of higher education for the students we serve. We continue to support colleges in their efforts to build equity on their campuses through our Racial Equity Leadership Academy (RELA), a comprehensive suite of equity services. In 2022, we added a second cohort, bringing RELA participation up to 20 colleges, and in 2023, we will release a new Equity Toolkit based on eight equity principles designed to help colleges operationalize equity across their institutions.

SUPPORTING DEEP ENGAGEMENT ON STUDENT SUCCESS AT TRIBAL COLLEGES AND UNIVERSITIES

This year saw the culmination of three years of work by six Tribal Colleges and Universities (TCUs) in ATD's Serving Native American Students with Holistic Student Supports (SNASHSS) initiative, which focused on implementing holistic student supports to improve the first-year student experience, new-student orientation, financial aid, advising, and student momentum and retention. Building on this important work, ATD partnered with the American Indian Higher Education Consortium (AIHEC) and the American Indian College Fund to launch two new parallel initiatives, including a new iteration of SNASHSS, providing customized support to nine TCUs that are working to better meet students' needs by strengthening both their teaching and learning practices and their student support capacity.



DREAM SCHOLARS

Students are at the center of ATD's work. The DREAM Scholars program is a year-long experiential learning opportunity for community college students designed to enhance leadership, critical thinking, and networking skills. After being nominated by their institutions and undergoing a rigorous selection process, the 2022 DREAM Scholars had the opportunity to share their perspective with thousands of educators, leaders, and advocates in the higher education reform field.



Adrian Bell
(he/him)

College of Southern
Nevada



Talia Christian
(she/her)

Northeast Lakeview
College (TX)



Cyan Hite
(they/them)

Northeast Wisconsin
Technical College



Diego Horisberger
(he/they)

Tunxis Community
College (CT)



Zennia Nesmith
(she/her)

Chattanooga State
Community
College (TN)



Kalolaine 'Uhila
(she/her)

Iłisaġvik College (AK)



Ashley Valdez-Ibarra
(she/her)

Front Range
Community
College (CO)



Brandon Woodall
(he/him)

Lorain County
Community
College (OH)

“

We have a lot of amazing educators in this nation. We still have lots of problems to solve but we shouldn't give up, and we can learn a lot from our students. While we're making progress by continuing to develop the systems in place, we also need to realize that innovation is essential if we want to make life-changing impacts in community college systems. And that begins with a genuine desire to change.”

– **Talia Christian**

A YEAR OF DEEP ENGAGEMENT

ATD's extensive lineup of professional learning events reach a wide spectrum of partners, including college leaders, students, practitioners, allied organizations, policymakers, and funders.

500+

Colleges from 49 states attended ATD professional learning events, including DREAM 2022, summits, institutes, and webinars.

200+

Organizations, including nonprofit partners, research organizations, K-12 school districts, funders, and sponsors, attended ATD professional learning events in 2022.

10 KEY FY2022 PROFESSIONAL LEARNING EVENTS

2021

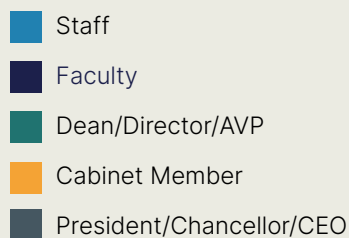
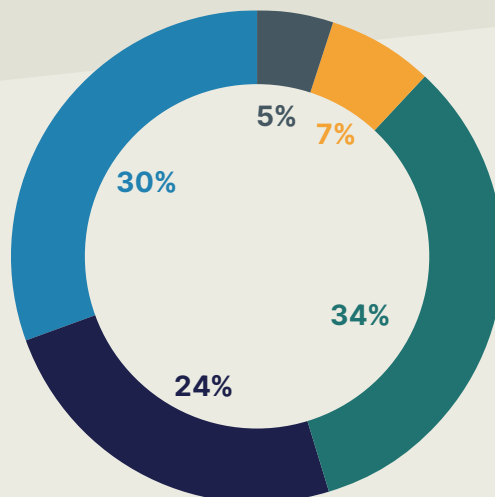
July 14–15: Building Resiliency in Rural Communities for the Future of Work Convening	July 26–29: ATD and USC Race and Equity Center Racial Equity Leadership Academy	August 3–4: ATD Kickoff Institute	October 18–21: Data & Analytics Summit	November 4–5: Student Mental Health & Well-Being Summit and Holistic Student Supports Institute
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2022

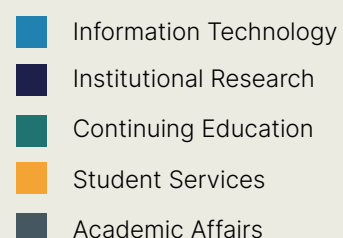
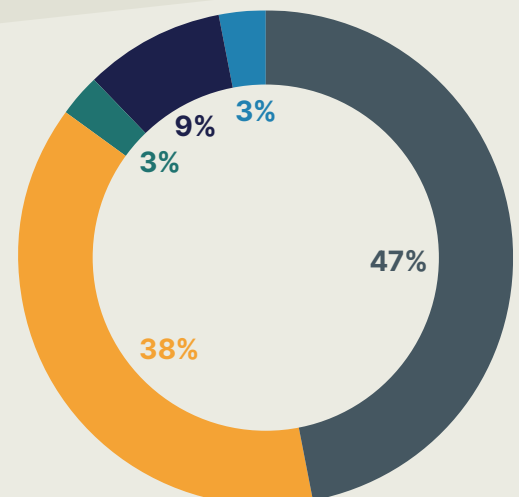
February 14–17: DREAM 2022	March 31–April 1: ATD Equity Institute 2022: Leadership for an Inclusive Campus	April 7: TCU Holistic Student Supports Review and Sustainability Workshop	April 20–22: Teaching and Learning Institute: Being an Equity-Minded Educator	June 28–30: K–12 Partnerships Institute: Dual Enrollment, Early College & Equity
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We not only reach hundreds of institutions of higher education but also reach deep into those institutions. Participation at our seminal learning event, DREAM 2022, demonstrates the depth of ATD's connection with a diverse set of community college professionals.

2022 DREAM Participants by College Role



2022 DREAM Participants by College Function



SHARING LESSONS LEARNED WITH THE FIELD

In addition to our professional learning events, ATD contributes significantly to the field with the publication of research, case studies, toolkits, and other practitioner-centered publications. Highlights from 2022 include:



Teaching and Learning with Open Educational Resources (OER)

April 2022



Teaching and Learning with Open Educational Resources

The first report of its kind to look extensively at how community college instructors are using open and culturally responsive materials and teaching practices to advance equity in the classroom.

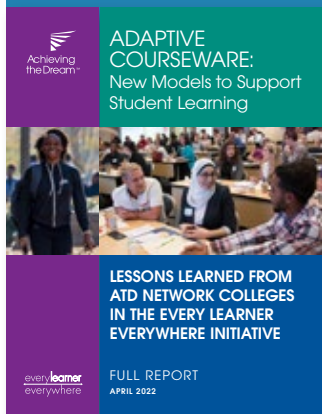


Equity Statement



ATD's Updated Equity Statement

The statement furthers the advancement of ATD's new strategic vision: to support Network colleges in building vibrant communities through institutional transformation that advances them as profoundly accessible community hubs of learning, credentialing, and economic mobility that eliminate inequities in students' educational and workforce outcomes.



ADAPTIVE COURSEWARE:
New Models to Support Student Learning

LESSONS LEARNED FROM
ATD NETWORK COLLEGES
IN THE EVERY LEARNER
EVERYWHERE INITIATIVE

FULL REPORT
APRIL 2022

Adaptive Courseware: New Models to Support Student Learning

Based on the work of hundreds of faculty, staff, and administrators in over 25 different courses from nine disciplines at seven different community colleges, this report shares lessons learned and forward-looking strategies for implementing adaptive courseware to help address high failure rates in foundational courses, particularly among economically marginalized and racially minoritized students.

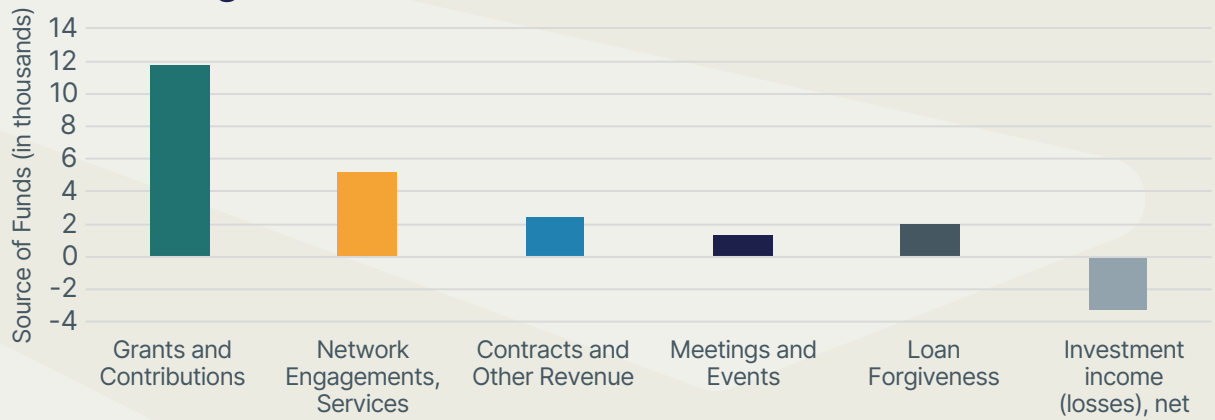
PHILANTHROPIC PARTNERSHIPS

- The Annie E. Casey Foundation
- Ascendium Education Group
- Barr Foundation
- Bill & Melinda Gates Foundation
- Brave of Heart
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- Walmart
- William & Flora Hewlett Foundation
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FINANCIALS

Achieving the Dream Revenue



Revenue and Expenses

Revenue	Without Donor Restrictions	With Donor Restrictions	
Grants and Contributions*	\$50,235	\$11,672,291	\$11,722,526
Network Membership and Fees	\$5,206,854		\$5,206,854
Contracts and Other Revenue	\$2,457,362		\$2,457,362
Meetings and Events	\$1,285,984		\$1,285,984
Non-operating Revenue			
PPP Loan Forgiveness	\$1,959,991		\$1,959,991
Investment income (Losses), net	\$(3,218,528)		\$(3,218,528)
Total Operating Revenues			\$19,414,189

*Grants include multi-year grants for work to be completed in FY23 or later.

Expenses

Program Services	\$12,805,595
Management and General	\$4,247,803
Fundraising	\$284,409
Total Expenses	\$17,337,807
Excess Funds with Donor Restriction for Future Year Spending	\$2,076,382
Change in Net Assets	\$2,076,382





LEARN MORE ABOUT ACHIEVING THE DREAM, INC.

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