Unified Education Enterprise  
April 21, 2010  
Update and Assignment for leadership on Complete College America Alliance  
Margie Lowe

Below are two documents that continue Oregon’s post secondary focus on completion of degrees. This is an action step to continue to meet the goals of 40-40-20.

1. Letter of agreement to sign on Complete College America Alliance:

February 8, 2010

Mr. Stan Jones, President  
Complete College America  
25 East Pine Street  
Zionsville, IN  46077

Re: Invitation to Join Complete College America Alliance

Dear Mr. Jones:

Thank you for the invitation to join the Complete College America Alliance. On behalf of the State of Oregon, we enthusiastically accept. The aims and approaches outlined in your letter fit very closely with those we have identified and intend to pursue to improve college completion rates in Oregon.

Both our university system and our community colleges are committed to this effort and the actions you identified in your letter, namely to set completion goals, develop action plans and move key policy levers, and collect and report common measures of progress.

We welcome this opportunity to join with other states in this initiative.

Sincerely,

THEODORE R. KULONGOSKI  GEORGE PERNSTEINER  CAMILLE PREUS  
Governor    Chancellor    Commissioner of  
State of Oregon    Oregon University System    Community Colleges and Workforce Development
2. Invitation to Complete College America Alliance

January 12, 2010

The Honorable Ted Kulongoski
Governor, State of Oregon
160 State Capitol
900 Court Street
Salem, Oregon 97301-4047

Dear Governor Kulongoski:

I am writing to invite you to join the Complete College America Alliance of States. For states and America to be competitive, six of ten adults between the ages of 25 and 35 will need to hold a postsecondary degree or credential of value in the labor market by 2020. The Alliance is a select group of leading states committed to doing just that – taking bold actions to significantly increase the number of students successfully completing college and close attainment gaps for traditionally underserved populations.

Every state’s long-term economic growth is tied to the educational attainment of its citizens. However, in every state across the country, too few students are earning postsecondary degrees. Once first in the world, the U.S. now ranks 10th in the percentage of young adults with a college degree, and only half of the students who begin college ever graduate. It’s an abysmal record that left unchanged condemns our county to falling international competitiveness and our families to a shrinking standard of living.

The Complete College America Alliance of States is designed to help you and other committed state leaders reverse these trends.

Complete College America is the only national organization focused solely on supporting states to dramatically improve college completion rates. Founded in 2009, we are an independent, nonpartisan, nonprofit organization that provides tangible and practical support to help states implement a range of strategies – funding, incentives, accountability, and the bully pulpit – that will bring needed changes in the culture and practices of public postsecondary institutions.
State members of the Alliance will receive in-depth technical support from America's leading experts on improving college success, including assistance in building consensus for reform, developing policy action plans, and guidance on applying for and effectively using federal funding to produce more degrees. Alliance state leaders will also be eligible for unique multi-state policy forums sponsored by Complete College America.

States participating in the Complete College America Alliance commit to three actions:

- **Set completions goals**: Establish annual state and campus-specific goals

- **Develop action plans and move key policy levers**: Create strategies to redesign remediation, reduce time to degree, and provide financial incentives to students and colleges for completion.

- **Collect and report common measures of progress**: Use consistent data and progression measures to create a culture that values completion, including annual public reporting of benchmark and progress data.

To join the Alliance, governors are asked to submit a letter by February 8, 2010 co-signed by the state's higher education system leadership indicating the following:

1. **Our state will assemble a team of committed leaders to advance the Complete College America policy agenda.** (Team will consist of governor's staff, legislators, postsecondary leaders, statewide business and labor leaders, and others)

2. **Within six months, our team will:**
   a. Produce state baseline completion data using common measures;
   b. Set state and campus completion goals; and
   c. Develop state and campus completion plans.

3. **Our state will publicly report annually on progress toward the goals.**

4. **Our state has designated (insert name, title, and contact information) as the state’s liaison to Complete College America.**
COMPLETE COLLEGE AMERICA

Additional information is attached about the commitments and benefits of the Complete College America Alliance of States, as well as more information about Complete College America. Please contact us at 202-349-4148 with any questions.

If our nation is to measurably improve college completion rates, action must first and foremost be taken at the state level—by governors, within legislatures, among higher education officials, and on college campuses. We look forward to working with you on this important agenda.

Sincerely,

Stan Jones
President
Complete College America

Cc: Margie Lowe
    George Peristeiner
ALLIANCE OF STATES – COMMITMENTS AND BENEFITS

Higher education attainment levels, especially among young adults, are increasing in every industrialized country except the United States. For America and states to be globally competitive, six of ten adults between the ages of 25 and 35 will need to hold an associate’s or bachelor’s degree or postsecondary credential of value by 2020. To meet this challenge, Complete College America is building an Alliance of States ready to take bold actions to:

- Significantly increase the number of students successfully completing college and achieving degrees and credentials with value in the labor market; and
- Close attainment gaps for traditionally underserved populations.

State Commitment to College Completion

To join the Complete College America Alliance of States, a state—in partnership with its colleges and universities—pledges to make college completion a top priority and commits to the following three actions:

1. Set Completion Goals
   - Establish annual state and campus-specific degree and credential completion goals through 2020.

2. Develop Action Plans and Move Key Policy Levers
   - Develop and implement aggressive state and campus-level action plans for meeting the state’s college completion goals, including strategies to:
     - Ensure all students are ready to start and succeed in freshman credit courses.
     - Redesign remediation efforts to substantially improve success.
     - Increase the number of students completing on-time.
     - Develop new, shorter and faster pathways to degrees and credentials of value in the labor market.
     - Utilize available financial resources to provide incentives to students and colleges for progress and completion.

3. Collect and Report Common Measures of Progress
   - Use consistent data and progression measures to create a culture that values completion. This includes:
     - Using common metrics for measuring and reporting progress.
- Publicly reporting year one benchmark data and annual progress on college completion, progression, transfer, job placement and earnings, and cost and affordability measures.
- Disaggregating data by level and type of degree/credential, age, race, and income.

**Complete College America’s Commitment to States**

A state’s participation in the Complete College America Alliance provides access to:

- Model policy frameworks and consultation with leading experts and researchers in the field to inform state policy development and state and campus college completion plans.
- Assistance with educating policymakers and building consensus on critical completion issues and approaches.
- Support in applying for prospective competitive federal grant funds.
- Networking to learn from other states.
- Opportunities to apply for participation in Complete College America Completion Academies.

**About Complete College America**

Established in 2009, Complete College America was founded to focus solely on dramatically increasing the nation’s college completion rate through state policy change and to build consensus for change among state leaders, higher education, and the national education policy community.
ALLIANCE OF STATES - KEY 2010 DATES

February 8, 2010 – State Commitment Letter Deadline

理念 To join the Alliance of States, governors and higher education leaders submit a letter to Complete College America committing to:

- Establish annual state and campus-specific degree and credential completion goals through 2020;
- Develop and implement aggressive state and campus-level action plans; and
- Publicly report state and campus-level progress using common metrics.

February 2010 – Complete College America National Launch

理念 National launch and recognition of early state partners committed to design and move forward with completion plans.

Spring 2010 – Alliance of States: Kick-off Meeting

理念 Convening for teams (governor’s office/SHEEO/higher education) from all alliance member states.

理念 Goals: Share policy frameworks, build momentum for state completion plans, begin relationship-building within and between states, and provide update on federal grant opportunities.

Fall 2010 – Completion Academy

理念 Designed to help a small number of states rapidly advance policy changes and compete for prospective federal completion funds.

理念 Applicants will be required to demonstrate significant will and capacity to participate; space will be limited. Complete College America will develop a set of criteria for participation, including presence of a state plan addressing the Complete College America policy agenda, and adoption of state and institutional goals and measures.
ABOUT COMPLETE COLLEGE AMERICA

Complete College America is a national nonprofit organization that aims to significantly increase the number of Americans with a college degree or credential of value and to close attainment gaps for traditionally underrepresented populations. Unchanged for decades, the rate at which Americans complete postsecondary degrees falls woefully short of our country’s needs and potential:

- Once first in the world, the U.S. now ranks 10th in the percentage of young adults with a college degree.
- Only about half of all Americans who begin college ever complete a degree.
- Completion rates for low-income, African American and Hispanic students – groups that are among the fastest growing segments of the college-going population – are below 40 percent.
- For the first time in the nation’s history, the current generation of college-aged Americans will be less educated than their parents’ generation.

Complete College America believes that for America to regain its status as first in the world in college attainment and opportunity, sustained action is needed at the state level – by governors, within legislatures, among higher education officials, and on college campuses – to measurably improve completion rates. Established in 2009, Complete College America was founded to focus solely on dramatically increasing the nation’s college completion rate through state policy change and to build consensus for change among state leaders, higher education, and the national education policy community.

For states and America to be competitive, six of ten adults between the ages of 25 and 35 will need to hold an associate’s or bachelor’s degree or postsecondary credential of value by 2020. To meet this challenge, Complete College America is building an Alliance of States that pledge to make college completion a top priority and are committed to taking bold actions.

Complete College America is led by founding president Stan Jones, who has more than 30 years of experience and a successful track record of higher education reform in Indiana. He is supported by staff based in Indiana and Washington, DC, as well as other national experts on postsecondary completion issues.

Five national foundations are providing multi-year support to Complete College America: the Carnegie Corporation of New York, the Bill & Melinda Gates Foundation, the Ford Foundation, the W.K. Kellogg Foundation, and Lumina Foundation for Education.