Recommended Reading for Community College Institutional Effectiveness

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The following articles and reports from the [Community College Research Center](#) at Columbia University, along with selected academic journals literature references, are recommended for informed discussion about topics of strategic importance for community college organizational effectiveness. This research has evolved from my ongoing assessment of critical issues shaping the quality and effectiveness of community college education in the United States. Relevant journal articles in most cases require access to an institutional subscription to the individual journals.

Overall reference for all of the CCRC reports below is the highly-recommended text by Bailey, Jaggars & Jenkins (2015), *Redesigning America's Community Colleges*.

Table of Contents   Page

Guided Pathways

** **Research Brief: Implementing Guided Pathways--Findings from AACC Colleges, by Scott Kerlin**

** **Literature Review: Guided Pathways Assessment Literature, by Scott Kerlin**

* What We Are Learning About Guided Pathways, by Davis Jenkins, Hana Lahr, John Fink, and Elizabeth Ganga (CCRC, April 2018)

* What Do Students Think of Guided Pathways?, by John Fink (CCRC, June 2017)

* Implementing Guided Pathways: Early Insights from the AACJC Pathways Colleges, by Davis Jenkins, Hana Lahr & John Fink (CCRC, April 2017)

* The Need for Comprehensive Reform: From Access to Completion, by Thomas Bailey (CCRC, May 2017)

* Matching Talents to Careers: From Self-Directed to Guided Pathways, by Thomas Bailey, Davis Jenkins, Clive Belfield & Elizabeth Kopko (CCRC, August 2016)

* What we Know about Guided Pathways by Thomas Bailey, Shanna Smith Jaggars & Davis Jenkins (CCRC Research Brief, March 2015)

Student Success Resources

* Why do Some Community College Students Use Institutional Resources Differently Than Others in Program Selection and Planning?, by Elizabeth Kopko, Marisol Ramos, & Melinda Mechur Karp (CCRC, March 2018)

* Effectiveness of the Student Success Course on Persistence, Retention, Academic Achievement, and Student Engagement, by Kris Kimbark, Michelle L. Peters, and Tim Richardson *(Community College Journal of Research and Practice, 2017)*

* Leadership Matters: Addressing the Student Success and Completion Agenda, by Byron N. McClenney *(New Directions for Community Colleges, Fall 2016)*

* Student Success: Identifying High-Impact Practices, by Evelyn N. Waiwaiole, E. Michael Bohlig, and Kristine J. Massey *(New Directions for Community Colleges, Fall 2016)*

* Key Resources for Community College Student Success Programming, by Vincent Carales, Crystal E. Garcia, and Naomi Mardock-Uman *(New Directions for Community Colleges, Fall 2016)*

* Understanding the Effectiveness and Impact of Student Success Interventions on Campus, by Bruce E. McComb and Jan W. Lyddon *(New Directions for Community Colleges, Fall 2016)*

* Predictors of First-Year Retention in a Community College, by Scott J. Mertes (*Community College Journal of Research and Practice, 2014*)

* The First-Year Experience in Community Colleges, by Trudy Bers and Donna Younger (*New Directions for Institutional Research, 2014*)

* Student Engagement and Institutional Graduation Rates: Identifying High-Impact Educational Practices for Community Colleges, by Derek V. Price (*Community College Journal of Research and Practice, 2014*)

* Community College Student Success: The Role of Motivation and Self-Empowerment, by Kimberly Martin, Richard Galentino, and Lori Townsend (*Community College Review, 2014*)

* Psychosocial Factors Predicting First-year College Student Success, by Elizabeth J. Kumrei, Fred B. Newton, Eunhee Kim, and Dan Wilcox (*Journal of College Student Development, 2013*)

Transfer and STEM Pathways and Success

** Research Brief: Transfer Planning and Success Trends, by Scott Kerlin

* Strengthening Transfer Paths to a Bachelor's Degree: Identifying Effective Two-Year to Four-Year College Partnerships, by Di Xu, Xiaotao Ran, John Fink, Davis Jenkins, & Afet Dundar (CCRC, June 2018)

* Through the Gate: Mapping the Transfer Landscape for California Community College Students by Darla M. Cooper, et. al, (*RP Group*, November 2017)

* Improving College Pathways in California, by Niu Gao & Hans Johnson (Public Policy Institute of California, November 2017)

* The Effect of Earning an Associate Degree on Community College Transfer Students' Performance and Success at Four-Year Institutions, by Xueli Wang, Yating Chuang, & Bo McCready (*Teachers' College Record*, 2017)

* Unrealized Potential: Community College Pathways to STEM Baccalaureate Programs, by Bahr, P.R., et. al. (*Journal of Higher Education*, May/June 2017)

* Is it Really Cheaper to Start at a Community College? The Consequences of Inefficient Transfer for Community College Students Seeking Bachelor's Degrees, by Clive Belfield, John Fink, and Davis Jenkins (CCRC, May 2017)

* Strengthening Transfer Paths to a Bachelor's Degree: Strengthening Effective Two-Year to Four-Year College Partnerships, by Di Xu, Xiaotao Ran, John Fink, Davis Jenkins & Afet Dundar (CCRC, April 2017)

* The Transfer Playbook: Essential Practices for Two-Year and Four-Year Colleges, by Joshua Wyner, KC Deane, Davis Jenkins & John Fink (CCRC, May 2016, Updated May 2017)

* Estimating the Productivity of Community Colleges in Paving the Road to Four-Year College Success, by Scott E. Carrell & Michal Kurlaender (*National Bureau of Economic Research*, *2016*)

* Tracking Transfer: New Measures of Institutional and State Effectiveness in Helping Community College Students Attain Bachelor's Degrees, by Davis Jenkins & John Fink (CCRC, 2016)

* Examination of Factors that Predict Academic Adjustment and Success of Community College Transfer Students in STEM at 4-Year Institutions, by Carlos Lopez & Stephanie J. Jones (*Community College Journal of Research and Practice*, *April 2016*)

* Pathway to a Baccalaureate in STEM Fields: Are Community Colleges a Viable Route and Does Early STEM Momentum Matter?, by Xueli Wang (*Educational Evaluation and Policy Analysis*, *2015*)

Diversity, Ethnicity, and Equity

* Decolonizing Hispanic-Serving Institutions: A Framework for Organizing, by Gina Ann Garcia (*Journal of Hispanic Higher Education, 2017*)

* Mapping Hispanic-Serving Institutions: A Typology of Institutional Diversity, by Anne-Marie Nunez, Gloria Crisp, and Diane Elizondo (*Journal of Higher Education, 2016*)

* Student Success for Men of Color in Community Colleges: A Review of Published Literature and Research, 1998-2012, by Frank Harris and J. Luke Wood (*Journal of Diversity in Higher Education, 2016*)

* Raising the Bar for Hispanic Serving Institutions: An Analysis of College Completion and Success Rates, by Frances Contreras and Gilbert J. Contreras (*Journal of Hispanic Higher Education, 2015*)

* Thinking About Race: The Salience of Racial Identity at Two- and Four-Year Colleges and the Climate for Diversity, by Sylvia Hurtado, Adriana Ruiz Alvarado, and Chelsea Guillermo-Wann (*Journal of Higher Education, January/February 2015*)

* Supporting Black Male Community College Success: Determinants of Faculty-Student Engagement, by J. Luke Wood and S. Mei-Yen Ireland (*Community College Journal of Research and Practice, 2014*)

* The Same... But Different: Examining Background Characteristics among Black Males in Public Two-Year Colleges, by J. Luke Wood (*The Journal of Negro Education, 2013*)

* Satisfaction and Retention Among African-American Men at Two-Year Community Colleges, by Terrell L. Strayhorn (*Community College Journal of Research and Practice, 2012*)

* [Latino Access to Community Colleges and Hispanic-Serving Institutions: A National Study, by Anne-Marie Nunez, P. Johnelle Sparks, and Eliza Hernandez](#) (*Journal of Hispanic Higher Education, 2011)*

* [Calling Out the Elephant: An Examination of African-American Male Achievement in Community Colleges, by Edward C. Bush and Lawson Bush](#) (*Journal of African-American Males in Education, 2010)*

Placement and Multiple Measures

* [Validating Placement Systems Comprising Test and Multiple Measure Information,](#) by Craig Hayward, RP Group (RP Group, November 2017)

* [College Placement Strategies: Evolving Considerations and Practices, by Elizabeth Barnett & Vikash Reddy](#) (CCRC, February 2017)

* [Using Multiple Measures to Improve Placement Accuracy in Community Colleges](#) (CCRC, November 2016)

* [Determining College Readiness in California's Community Colleges: A Survey of Assessment and Placement Policies](#), by Olga Rodriguez, Marisol Cuellar Media, and Hans Johnson (Public Policy institute of California, 2016)

* [When College Students Start Behind, by Thomas Bailey & Shanna Smith Jaggars](#) (CCRC, June 2016)

* [How Can Placement Policy Improve Math Remediation Outcomes? Evidence from Experimentation in a Large California Community College](#), by Federick Ngo & Tatiana Melguizo (*Educational Evaluation and Policy Analysis*, 2016)

* [Course Placement in Developmental Mathematics: Do Multiple Measures Work?, by Federick Ngo et. al,](#) (*University of Southern California USC Rossier*, 2014)

Developmental/Basic Skills

* [How Effective are Community College Remedial Math Courses for Students with the Lowest Math Skills?, Di Xu & Mina Dadger](#) (Community College Review, January 2018)

* [Is Learning in Developmental Math Associated with Community College Outcomes? Christopher Quarles & Mickey Davis](#) (*Community College Review*, January 2017)

* [Math Requirement Fulfillment and Educational Success of Community College Students, Wang, X., et al.](#)(*Community College Review*, April 2017)

* [Assessing the First Two Years' Effectiveness of Statway®, Hiroyuki Yamada,& Anthony S. Bryk](#) (*Community College Review*, July 2016)

* [Modularization in Developmental Mathematics in Two States: Implementation and Early Outcomes, Susan Bickerstaff, Maggie P. Fay & Madeline Joy Trimble](#) (CCRC, May 2016)

Advising Practices

* [What we Know about Technology-Mediated Advising Reform, by Hoori Santikian Kalamkarian, Melinda Mechur Karp & Elizabeth Ganga](#) (CCRC, February 2017)

* [Early Momentum Metrics: Why they Matter for College Improvement, by Davis Jenkins and Thomas Bailey](#)(CCRC, February 2017)

* [Academic Advising and Persistence Intentions of Community College Students in their First Weeks in College, by Deryl K. Hatch & Crystal E. Garcia](#) (*Review of Higher Education,* Spring 2017)

* [First Year Community College Students' Perceptions of and Attitudes Toward Intrusive Academic Advising, by Paul Donaldson, Lyle McKinney, Mimi Lee, and Diana Pino](#) (*NACADA Journal*, 2016)

Faculty Issues

* [How and Why Do Adjunct Instructors Affect Students' Academic Outcomes? Evidence from Two-Year and Four-Year Colleges, by Xiaotao Ran & Di Xu](#) (CCRC, January 2017)

* [Reconceptualizing a More Inclusive Faculty Engagement Model: Including and Engaging Part-time Faculty at Community Colleges, by Kathryn Thirolf](#) (*Community College Journal of Research and Practice*, 2017)

* [The Impact of Collective Bargaining and Local Appropriations on Faculty Salaries and Benefits at U.S. Community Colleges, by Barry R. Mayhall, Stephen G. Katsinas, and Nathaniel J. Bray](#) (*Journal of Collective Barganing in the Academy, 2016*)

* [Engaging Adjunct Faculty in the Student Success Movement, an Achieving the Dream Initiative](#)(CCRC/ATD, 2016-19)

* [The Relationship Between the Employment of Part-Time Faculty and Student Degree and/or Certificate Completion in Two-Year Community Colleges, by Hongwei Yu, Dale Campbell & Pilar Mendoza](#) (*Community College Journal of Research and Practice*, 2015)

* [Recruiting, Retaining, and Benefiting from a Diverse Community College Faculty: A Case Study of One College's Successes, by Bob Hughes](#) (*Community College Journal of Research and Practice, 2015*)

* [Part-time Faculty and Community College Student Success, by Gregory S. Rogers](#) *(Community College Journal of Research and Practice, 2015)*

* "Dangerous Work": Improving Conditions for Faculty of Color in the Community College, by John S. Levin, Adam Jackson-Boothby, Zachary Haberler & Laurencia Walker (*Community College Journal of Research and Practice*, 2015)

* The Impact of Human Capital and Selected Job Rewards on Community College Faculty Job Satisfaction, by Frankie W. Lyons and Duane Akroyd (*Community College Journal of Research and Practice, 2014*)

* Predictors of Depression, Stress, and Anxiety Among Non-Tenure Track Faculty, by Gretchen M. Reevy and Grace Deason (*Frontiers in Psychology, 2014*)

* Faculty Perceptions of Actions of Community College Presidents that Increased Organizational Trust, by Joshua D. Baker (*Ph.D. Dissertation, Oregon State University, 2014*)

* Peers and Faculty as Predictors of Learning for Community College Students, by Carol A. Lundberg(*Community College Review, 2014*)

Campus Climate Studies

* Campus Climate Matters: Changing the Mental Health Climate on College Campuses Improves Student Outcomes and Benefits Society, by Bradley Stein et. al (*RAND Research Briefs*, 2016)

* Tracing LGBTQ Community College Students' Experiences, by Eboni Zamani-Gallaher, and Devika DibyaChoudhuri, (*New Directions for Community Colleges*, Summer 2016)

* Examining the Complexity of the Campus Racial Climate at a Hispanic-Serving Community College, by M. Cuellar (*Community College Review*, 2016)

* In Our Own Voice: Campus Climate as a Mediating Factor in the Persistence of LGBT People in Higher Education, by Warren Blumenfeld, Genevieve N. Weber, and Susan Rankin (2016)

* Student Satisfaction and Success in a Low-Income Community College Environment, by Damon A. Bell, Cedrick D. Hackett, & John L. Hoffman (*Journal of Applied Research in the Community College*, Spring 2016)

* Climate for Learning and Students' Openness to Diversity and Challenge: A Critical Role for Faculty, by Ryder, A. J., Reason, R. D., Mitchell, J. J., Gillon, K., & Hemer, K. M. (*Journal of Diversity in Higher Education, October 2015*).

* Call to Action: Embracing an Inclusive LGBTQ Culture on Community College Campuses, by Jason L. Taylor(*New Directions for Community Colleges*, Winter 2015)

* An Examination of Campus Climate for LGBTQ Community College Students, by Jason Garvey, Jason Taylor, and Susan Rankin (*Community College Journal of Research and Practice*, October 2014)

* The Role of Faculty, Counselors, and Support Programs on Latino/a Community College Students' Success and Intent to Persist, by Esau Tovar (*Community College Review*, Fall 2014)

Community College Quality

* Reforming the American Community College: Promising Changes and their Challenges, by Kevin Dougherty, Hana Lahr, and Vanessa Morest (CCRC, November 2017)

* The Promises and Pitfalls of Measuring Community College Quality in California, by Michal Kurlaender, Scott Carrell, & Jacob Jackson (*RSF: Russell Sage Foundation Journal of the Social Sciences*, 2016)

* Fact or Fiction: Do Community Colleges Actually Offer a Quality Education? (*Community College Review*, 2016)

* A New Measure of College Quality to Study the Effects of College Sector and Peers on Degree Attainment, by Jonathan Smith and Kevin Strange (*Education Finance and Policy, 2016*)

* Student Engagement and Institutional Graduation Rates: Identifying High-Impact Educational Practices for Community Colleges Derek V. Price & Tovar (*Community College Journal of Research and Practice*, 2015)

* Classifying California Community Colleges Based on Students' Patterns of Use, by Peter Riley Bahr (*Research in Higher Education*, 2013)

* Redesigning Community Colleges for Completion: Lessons from Research on High-Performance Organizations, by Davis Jenkins (CCRC, 2011)

Leadership Effectiveness

* Deliberate Disequilibrium: Preparing for a Community College Presidency, by Delores E. McNair (*Community College Review, 2015*)

* Moving Ahead with Institutional Change: Lessons from the First Round of Achieving the Dream Community Colleges, by Alexander K. Mayer, Oscar Cerna, Dan Cullinan, Kelley Fong, Elizabeth Zachry Rutschow, and Davis Jenkins (CCRC, 2014)

* Rebuilding Trust in Community Colleges Through Leadership, Emotional Healing, and Participatory Governance, by Sewer Awan (*The Community College Enterprise, 2014*)

* Factors Community College Faculty Consider Important to Academic Leadership, by Juston C. Pate and Lance R. Angell (*Kentucky Journal of Higher Education Policy and Practice, 2013*)

* [Consequence of Toxic Leadership on Employee Job Satisfaction and Organizational Commitment, by Sunita Mehta and G.C. Maheshwari](#) (*The Journal of Contemporary Management Research, 2013)*

* [If I Knew Then What I Know Now: Using the Leadership Competencies Developed by the American Association of Community Colleges to Prepare Community College Presidents, by Delores E. McNair, Christopher A. Duree, and Larry Ebbers](#) (*Community College Review, 2011)*

* [Framing the Role of Leader: How Community College Presidents Construct their Leadership, by Pamela L. Eddy](#) (College of William and Mary, W&M Publish, 2005)