



Unleashing the Power of Data Utilization

Highlighting Data Strategies for Student Success at the Eight Historically Black (HBCC) and Predominantly Black (PBCC) Community Colleges in Alabama

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the
**GREAT
EIGHT**

The Center for Innovation in Postsecondary Education (CIPE), University of South Alabama

CIPE serves community colleges, universities, postsecondary partners, employers, and community partners to improve graduation rates and workforce outcomes for first-generation, under-represented, and under-resourced students. CIPE unifies the work of its partner communities to provide maximum benefit for participating institutions and the students they serve. CIPE assists higher education institutions in becoming more student-centered and equity-focused. CIPE catalyzes change among postsecondary institutions in digital teaching and learning, student advising, developmental education, student pathways, and capacity building, among other topics. Focusing on these objectives improves student outcomes and eliminates disparities, particularly among Black, Latino/a/x, and Indigenous students and students from low-income backgrounds.

Since 2015, Dr. Thompson and her team have honed their skill in creating partner communities, building consensus to articulate a shared learning agenda, and skillfully building relationships with site-facing supports and support providers. CIPE's purposeful and uniquely accomplished team is staffed by experts with the skill, knowledge, and ability to perform precisely at both the macro and micro levels. They develop unique operational service delivery frameworks for guidance, planning, strategy, and resources for partners to deploy in change management. CIPE's service deliverable supports constructs of holistic student success initiatives to serve students effectively and efficiently. The team's technical assistance enables partner institutions to build capacity by better understanding the practice of data utilization for decision-making and deploying efficiency in all-encompassing student success support.

Dr. Kathy Thompson is the Founding Director of the Center for Innovative in Postsecondary Education. She has over 30 years of experience in postsecondary administration, teaching, and workforce and economic development. Dr. Thompson currently serves as the Technical Assistance provider for the Lumina Foundation, Black Adult Learners Initiatives cohort of five HBCUs in North Carolina. Prior, Dr. Thompson served six years as the Historically Black Colleges and Universities (HBCU) Intermediary for the Bill and Melinda Gates Foundation Frontier Set. She is motivated to eliminate equity disparities in education, particularly for Black, Latinx, and Indigenous students and students from low-income backgrounds.

Dr. Lisa Dunning, Kaizen Education Group, has a deep-rooted passion for higher education. She served three years as a consultant on the Historically Black Colleges and Universities (HBCU) Intermediary Team for the Bill and Melinda Gates Foundation Frontier Set. Dr. Dunning currently lends her expertise through technical assistance and strategic guidance to the Lumina Foundation's Adult Learner Initiative and Educause's CourseGateway Digital Learning Strategy. A significant chapter of her career includes her leadership role as the Associate Vice President for Student Success at a distinguished HBCU. Dr. Dunning's visionary thinking was instrumental in developing and implementing a newly designed academic advising framework, the cornerstone of student support systems.

Carlisha Hartzog is the Storytelling Team Project Manager, overseeing the project's design, management schedule, and outreach. She is the president and managing member of Hartzog Consulting, a full-service project and event management firm that integrates logistics management and communications support to support some of the world's most respected foundations, Fortune 500 corporations, and multinational enterprises. Her experience supporting higher education organizations includes engagement with the Bill & Melinda Gates Foundation, Association of Public & Land-Grant Universities (APLU), Historically Black Colleges and Universities (HBCUs) nationally, and public and private colleges and universities. She has more than ten years of experience managing initiatives that embrace diverse populations to create equitable access to resources and opportunities.

Candace Spencer is a communication specialist with more than a decade of experience in higher education marketing and strategy development. Throughout her career, she has

provided valuable support to numerous postsecondary institutions spanning 21 states. She offers in-depth strategy analysis, creates impactful digital and print communication materials, crafts compelling written content, delivers training sessions that are both informative and engaging, guides brand evolution, and provides recommendations to help clients stay ahead of the competition.

Lisa Becker is a technical writer/editor with 28 years of experience contributing to projects and workgroups, including as Contributing Writer and Managing Editor of the Storytelling Team. She served as the communications arm of the Bill & Melinda Gates Foundation's HBCU Intermediary Team from 2018 to 2022. She is currently contracted with the NASA Shared Services Center to work with NASA senior executives in drafting career history/achievement papers and Presidential Rank Nominations for executive career advancement and recognition.

Issifu Appiah is a student in the Master of Public Administration program at the University of South Alabama. Issifu earned a Bachelor's in Education from the University of Cape Coast, Ghana, West Africa. Issifu is a Graduate Assistant at the Center for Innovation in Postsecondary Education (CIPE). Issifu has a passion for learning, participating in community service, and having a positive impact.

In collaboration with the ECMC Foundation, the Center for Innovation in Postsecondary Education (CIPE) and Alabama Possible are delighted to share the first of a series of case studies. The focus is on the eight Historically Black Community Colleges (HBCC) and Predominantly Black Community Colleges (PBCC) in Alabama, collectively known as the "Great Eight." The eight HBCCs/PBCCs are Bishop State, Chattahoochee Valley, Gadsden State, George C Wallace, H. Councill Trenholm, J F Drake, Lawson State, and Shelton State. Over the next three years, Alabama Possible will consult with the CIPE Team to create case studies highlighting the successful initiatives of various institutions in promoting student success. These studies will cover a range of topics, including Academic Advising and Workforce Development, as well as the academic experience, campus climate, leadership and culture, data utilization, and technology. The CIPE Team's Storytellers conclude the project by developing a Storytelling Playbook that outlines these institutions' unique student success practices.

In today's digital age, data isn't just a buzzword; it's a transformative force that empowers decision-making in education. Within postsecondary institutions, harnessing the power of data utilization has become imperative for shaping effective student success strategies. At its core, data utilization in academia involves collecting, analyzing, and interpreting vast amounts of information to gain insights into student behaviors, performance trends, and learning outcomes. This data provides valuable information for institutions to make well-informed decisions. It enables administrators, staff, and faculty to customize their approaches and interventions confidently, ultimately supporting students throughout their academic journeys. This leads to higher yield rates, increased engagement, and a more enriching university experience for students.

Why is data utilization crucial to the context of student success strategies?

Data utilization is not only about understanding student needs and challenges; it's about taking **proactive** steps to address them. By analyzing data on factors such as course attendance, assignment completion rates, and academic performance, institutions can identify at-risk students early on and intervene with targeted support mechanisms. Whether providing additional tutoring, counseling services, or academic advising, these timely interventions can significantly prevent students from falling through the cracks, putting the control of student success strategies in the hands of educators, administrators, and policymakers.

Data utilization enables institutions to evaluate the **effectiveness** of existing programs and initiatives. By tracking retention, graduation rates, and student satisfaction metrics, institutions can assess which interventions yield the most significant impact and refine their strategies accordingly. This continuous cycle of evaluation and improvement is essential for fostering a culture of innovation and excellence in student support services.

Data utilization facilitates evidence-based **decision-making** at all institutional levels. From academic departments to administrative offices, administrators can leverage data insights to allocate resources more efficiently, streamline processes, and implement targeted interventions. By making decisions based on empirical evidence rather than intuition or anecdotal evidence, institutions can ensure that their efforts are aligned to enhance student success.

Data utilization is not just a tool; it's a catalyst for **transformation** in higher education. By harnessing the power of data, postsecondary institutions can cultivate a supportive and conducive environment where every student can thrive. Data is the key to student success and the map guiding institutions toward their destination of excellence.

What data utilization strategies have proven to be impactful in improving student success at postsecondary institutions?

Predictive Analytics: Predictive analytics uses historical data to forecast future outcomes. Institutions can identify students at risk of academic challenges or dropping out by analyzing past academic performance, demographic information, and engagement metrics. Predictive models enable proactive interventions, such as targeted advising, early alert systems, and personalized support services, to mitigate risks and enhance student retention and success.

RESOURCE: National Institute for Student Success (NISS) at [National Institute for Student Success](#)

Learning Analytics: Learning analytics analyzes data generated within learning management systems (LMS), such as course participation, assignment submissions, and assessment scores. By monitoring students' digital footprints, instructors and academic support staff can gain insights into learning behaviors, engagement levels, and areas of struggle. This data-driven approach enables instructors to adapt their teaching strategies, provide timely feedback, and offer additional resources to meet students' individual learning needs, ultimately improving learning outcomes.

RESOURCE: [CANVAS by Instructure](#)

Adaptive Learning Technologies: Adaptive learning technologies leverage data analytics to deliver personalized learning experiences tailored to each student's strengths, weaknesses, and learning pace. These platforms use algorithms to dynamically adjust content difficulty and provide targeted remediation or enrichment activities based on student performance and mastery levels. By catering to individual learning styles and preferences, adaptive learning technologies empower students to progress at their own pace and achieve mastery of course materials, leading to improved academic success.

RESOURCE: [Everylearner Everywhere \(ELEW\)](#)

Institutional Research and Benchmarking: Institutional research involves systematically collecting and analyzing data on various aspects of institutional performance, including student demographics, retention rates, graduation rates, and alumni outcomes. By benchmarking against peer institutions and national averages, postsecondary institutions can identify areas for improvement and best practices to emulate. This data-driven approach informs strategic planning, resource allocation, and policy development, ultimately enhancing institutional effectiveness and student success.

RESOURCE: [Association for Research](#)

Student Success Dashboards: Student success dashboards provide stakeholders, including students, advisors, faculty, and administrators, with real-time access to key performance indicators and predictive analytics related to student success. These interactive dashboards visualize data in a user-friendly format, allowing stakeholders to track progress, identify trends, and make data-informed decisions. By promoting transparency, collaboration, and accountability, student success dashboards facilitate proactive interventions and continuous improvement efforts to support student success.

RESOURCE: Tableau at [Tableau from Salesforce and National Student Clearinghouse Postsecondary Data Partnership \(PDP\) at National Student Clearinghouse](#)

These data strategies harness the power of information to inform decision-making, enhance student support services, and foster a culture of data-driven innovation in postsecondary institutions. By leveraging data effectively, institutions can empower students to overcome challenges, achieve their academic goals, and succeed in their educational endeavors.

Case Study Methods

The research was designed to be inclusive, with data collection methods that included semi-structured interviews, analysis of college and system websites, and supplemental research. Interviews were conducted with institutional research and student success leaders at each participating college, including administrators overseeing institutional research and student success initiatives. Interview questions were carefully crafted to explore the institution's data collection strategies and tools, data utilization strategies, and perceptions of challenges and successes.

OneACCS INTEGRATION

To improve the student experience and the effectiveness of faculty and staff in 2024, the Alabama Community College System (ACCS) will complete a system-wide data utilization integration by incorporating the LMS Canvas. Canvas follows the system-wide integration of the Student Management System (SMS) Ellucian Banner in 2018. It's important to note that the ACCS system's unified identity, **OneACCS INTEGRATION**, encompasses Banner, Canvas, and Microsoft Office 365 platforms that interact and work cohesively.



The eight HBCCs/PBCCs are in various stages of completing the **OneACCS INTEGRATION**; however, each expressed excitement about engaging in a system-wide data collection practice that will improve the quality of data collected, data access, create a campus-wide approach to using data analytics, and data collaboration with internal and external partners to create opportunities for future student success initiatives.

The system-wide data utilization strategy of **OneACCS INTEGRATION** enables the system to streamline practices and processes, resulting in greater efficiency for students, faculty, and staff. Furthermore, the quality of the data collected will enable the ACCS and colleges to actively engage in predictive analytics, learning analytics, institutional performance analysis, and benchmarking, as well as identify areas of improvement and best practices to emulate, resulting in improved student performance and outcomes.

About ACCS – www.accs.cc

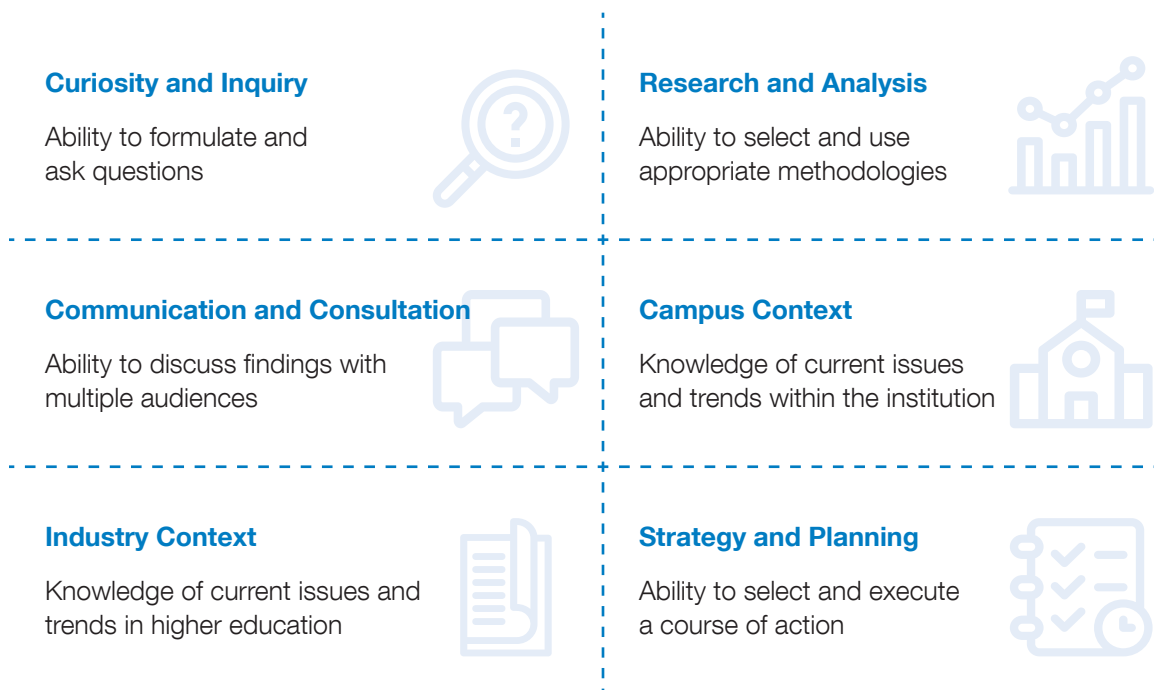
The Alabama Community College System (ACCS) comprises 25 comprehensive community and technical colleges, Marion Military Institute, and the Alabama Technology Network (ATN). ACCS is committed to providing a unified system of institutions that delivers excellence in academic education, adult education, and workforce development. Through its entities, ACCS serves approximately 185,000 people annually, with over 83,000 students enrolled in credit courses.

What are other strategies that help to build a culture of data utilization in postsecondary institutions?

Dr. Amelia Parnell, President of the National Association of Student Personnel Administrators (NASPA), and former Vice President of Research and Policy at NASPA, and author of the 2021 publication *You Are a Data Person: Strategies for Using Analytics on Campus* asserts that nearly everyone in higher education can contribute to data and data analysis to help students succeed. To explain her point, Dr. Parnell's *Data Identity Framework* (the Framework) identifies various ways higher education professionals can use data in daily work regardless of role. Dr. Parnell emphasizes that after gaining a data identity, these education professionals can use the knowledge to establish a collaborative culture and promote open communication, supportive sharing of progress and results, and ongoing partnership.



Can you find your Data Identity in the Framework?



Dr. Parnell defines data identity as a combination of the six components in the Framework: knowledge, skills, and abilities that a person can contribute to a campus-wide data analytics strategy. Understanding one's data identity within these six components helps the team leverage their knowledge and roles to collaborate and enhance campus-wide student success initiatives with data.

How does collaboration play a critical role in maximizing the effectiveness of data utilization at postsecondary institutions?

Importance of Collaborations

- **Cross-functional Expertise:** Collaborations bring together individuals with diverse skill sets and expertise across departments and disciplines. This interdisciplinary approach ensures that data utilization efforts benefit from various perspectives, including academic affairs, student affairs, institutional research, information technology, and data analytics. By leveraging cross-functional expertise, institutions can develop comprehensive data strategies that address various aspects of student success, from academic support to student campus life.
- **Data Integration and Interoperability:** Collaborations facilitate data integration and interoperability by breaking down silos between disparate systems and databases. Institutions can establish data governance, standardized data definitions, formats, and protocols through collaborative efforts, enabling seamless data sharing and analysis across different platforms and applications. This integrated approach enhances the accuracy, reliability, and accessibility of data, allowing administrators to make informed decisions and interventions based on a holistic view of student information.

Benefits of Collaborative Efforts for Data Utilization

- **Resource Sharing and Capacity Building:** Collaborations enable institutions to pool resources, share best practices, and build institutional capacity for data utilization. By partnering with external organizations, such as consortia, research networks, and industry partners, institutions can access additional expertise, tools, and funding opportunities to support their data initiatives. Moreover, collaborations foster professional development opportunities for staff and faculty, empowering them with the knowledge and skills to harness data effectively in their respective roles and disciplines.
- **Collective Impact and Continuous Improvement:** Collaborations amplify the impact of data utilization efforts by fostering a culture of collective impact and continuous improvement. Institutions can engage colleagues in collaborative data analysis, benchmarking, and knowledge sharing through collaborative learning communities, working groups, and task forces. This collaborative approach enables institutions to identify promising practices, address common challenges, and drive systemic change initiatives to improve student success outcomes over time.

Examples of Collaborative Initiatives in Data-Driven Student Success

- **Engagement and Accountability:** Collaborations enhance colleague engagement and accountability by promoting transparency, communication, and shared ownership of data-driven initiatives. By involving students, faculty, staff, administrators, and external partners in collaborative decision-making processes, institutions can build trust, buy-in, and commitment to collective goals. Moreover, collaborations facilitate data-driven accountability mechanisms, such as performance dashboards, scorecards, and peer benchmarking, which hold administrators accountable for achieving measurable outcomes and driving continuous improvement efforts.

The Great Eight Data Utilization Best Practices

Aligned with the **OneACCS INTEGRATION**, the eight HBCCs/PBCCs have implemented several best practices for data utilization, resulting in significant benefits. These practices are ingrained in daily operations and include bi-weekly meetings with professional advisors and faculty to review student success data and provide insights from this data, which are shared with administrators, department heads, and division chairs to inform student support and funding decisions.

The ACCS collaborated with Complete College America (CCA) and the National Student Clearinghouse Postsecondary Data Partnership (PDP) data platform to implement the PDP at the eight HBCCs/PBCCs. The Postsecondary Data Partnership (PDP) is a nationwide initiative to help colleges and universities more efficiently gain a fuller picture of student progress and outcomes, meet various reporting requirements, and focus more of their resources on using data to help students.

Bishop State, Drake State, Gadsden State, Lawson State, and Shelton State are leveraging the National Student Clearinghouse (NSC) PDP to access comprehensive student data for dashboards and predictive analytics. The PDP tool showcases the commitment to enhancing their institutions' reporting and analytics capabilities. Notably, Bishop State uses the Postsecondary Data Partnership by disaggregating data to identify barriers to success for all students, significantly improving their academic journey.

The strategic use of data is a tool and a catalyst for transformation. It improves decision-making, enhances student support, and optimizes funding allocations, paving the way for a brighter future in education. The discussion below highlights the data utilization best practices of the eight HBCCs/PBCCs.

1 **Data and the Student Experience** Bishop State Community College

Bishop State Community College (BSCC) in Mobile, AL, in partnership with The Trellis Company and funded by the US Department of Education, integrates student success data with student experience research. This approach has emerged as a best practice for effective data utilization. By grounding data-driven decisions in quantitative analysis and student insights, Bishop State can more accurately identify needs, address challenges, and develop targeted interventions reflecting student experience.

2 **Data governance** Chattahoochee Valley Community College

Chattahoochee Valley Community College (CVCC) in Phenix City, AL recognizes the critical importance of establishing robust data governance practices. As institutions of higher learning increasingly rely on data to inform decision-making, enhance student outcomes, and ensure operational efficiency, the need for a structured approach to data management has never been more pressing. Effective data governance at CVCC is not merely a procedural necessity but a strategic imperative that underpins the college's mission to foster academic excellence and institutional integrity. By developing comprehensive data governance practices, CVCC aims to ensure its data's accuracy, security, and usability, ultimately driving improved decision-making, resource optimization, and student success. Developing a data governance practice at CVCC demonstrates the college's commitment to utilizing all data components effectively.

3 **Data and Enrollment Goals** Drake State Community and Technical College

Drake State Community and Technical College (DSCTC) in Huntsville, AL has established the strategic alignment of data and enrollment goals as a best practice for data utilization. The college sets realistic

targets by meticulously analyzing enrollment data, developing effective recruitment strategies, and enhancing student retention efforts. This data-driven approach ensures that decisions are based on accurate insights, enabling the college to respond proactively to trends and challenges. This strategy highlights why integrating data with enrollment goals at DSCTC represents a best practice, emphasizing its role in optimizing resource allocation, improving student outcomes, and driving institutional growth and success.

4 *Data and Campus-Wide Implementation* Gadsden State Community College

Gadsden State Community College (GSCC) in Gadsden, AL is committed to fostering student success through the strategic use of data and campus-wide implementation initiatives. The college can make informed decisions that enhance educational outcomes by closely monitoring key metrics such as retention, persistence, course drop rates, course completions, and graduation rates. The GSCC publishes two reports each year to the entire campus community to communicate the progress of the students and the outcomes of the student success strategies: The GSCC At-A-Glance focuses on retention and graduation rates, and The GSCC Annual Student Success Report provides a comprehensive overview of these efforts, highlighting progress and identifying areas for improvement. The significance of this data strategy offers a glimpse into Gadsden State's data-driven approach, emphasizing the importance of leveraging data to support student achievement and institutional growth.

5 *Data and Communications* Lawson State Community College

Lawson State Community College (LSCC) in Birmingham, AL systematically uses routine and specialized reports to maintain institutional effectiveness and promote student success. Regular reports are prepared for department chairs and administrators, providing essential data on enrollment, credit hours, retention, persistence, and graduation rates. Daily enrollment reports are also sent to administrators, ensuring real-time awareness of key institutional metrics. Ad hoc reports are also generated to address specific needs, catering to the diverse requirements of various stakeholders. This best practice exemplifies how Lawson State's comprehensive reporting framework supports data-driven decision-making, enhances transparency, and fosters a culture of continuous improvement across the college. Lawson State Community College is a 2024-2025 Advising Success Network (ASN) cohort institution.

6 *Data and Dashboards* Shelton State Community College

At Shelton State Community College (SSCC) in Tuscaloosa, AL, integrating data, dashboards, and a campus-wide data utilization strategy exemplifies a forward-thinking approach to enhancing institutional effectiveness. By harnessing the power of advanced data analytics and user-friendly dashboards, Shelton State empowers faculty, staff, and administrators with the insights needed to make informed decisions. This comprehensive strategy streamlines data access and interpretation and fosters a culture of data-driven decision-making across the campus. This data utilization strategy demonstrates Shelton State's commitment to leveraging data and dashboards, which supports strategic planning, enhances student success, and drives continuous improvement throughout the institution.

7 *Data and the Advising Success Network* Trenholm State Community College

The selection of Trenholm State Community College (TSCC) in Montgomery, AL by the Advising Success Network (ASN), Student Affairs Administrators in Higher Education (NASPA) is not only a recognition but an invitation to a collaborative journey. This prestigious milestone underscores Trenholm State's commitment to academic excellence and opens new avenues for advancing

its data utilization strategies. Participation in the Advising Success Network and focus on holistic advising redesign will give the college access to cutting-edge resources, best practices, and a collaborative community focused on improving advising processes through data-driven approaches. Trenholm State's selection holds significant importance, and their participation will profoundly refine their data utilization strategies, ultimately leading to more informed decision-making, enhanced student support, and increased institutional effectiveness, fostering unity within the entire educational community.

8 *Data and Leveraging for Funding Opportunities*

Wallace Community College Selma

Wallace Community College Selma (WCCS) in Selma, AL recognizes that the strategic use of data is essential for securing public and private funding. As educational institutions face increasing financial pressures and competition for resources, effectively leveraging data can significantly enhance the college's ability to attract and justify funding from various sources. Accurate and comprehensive data demonstrate the college's needs and successes and highlight its impact on the community and alignment with funding priorities. This approach supports the institution's growth, enhances student services, promotes student success through continuous improvement efforts, and drives innovation in education. This best practice demonstrates the importance of using data to leverage funding at Wallace Community College Selma.

Recommendations for an Effective Data Utilization Implementation at the HBCCs/PBCCs

Effective data utilization is critical for enhancing institutional performance and student success at HBCCs and PBCCs. To maximize the benefits of developing a community practice of data utilization, it is essential to develop processes and practices in several key areas: data quality, data governance, data integration, and data literacy.

Data Quality: Ensuring the data being utilized is accurate, complete, and reliable can be challenging. Only precise or complete data can lead to good analysis and decision making.

Data Governance: Establishing clear policies and procedures for data management, access, and security is essential. Without proper governance, issues with data integrity, privacy violations, and compliance can occur.

Data Integration: Combining data from multiple sources, which may be in different formats and structures, can be complex and time-consuming. Ensuring interoperability and seamless integration across systems is crucial for effective data utilization.

Data Literacy: It is essential to ensure users have the necessary skills and knowledge to interpret and use data effectively. A lack of data literacy can lead to misinterpretation of findings and ineffective decision-making.

Resources

The Center for Innovation in Postsecondary Education (CIPE), University of South Alabama, partners with organizations focusing on data utilization, data platforms, and data tools for improved student retention, personalized learning, and adaptive technology, optimizing course offerings, predicting student success, and enhancing institutional practices and processes:



Complete College America (CCA) advocates for increasing college completion rates and closing institutional performance gaps by working with states, systems, institutions, and partners to scale highly effective structural reforms and promote policies that improve student success. Website at [Complete College America](#)



The **Advising Success Network (ASN)** brings together students, faculty, advisors, and other student support staff to build cultures of care that support students in achieving their personal, academic, and career goals. ASN celebrates and amplifies the work of institutions and individuals who support Black, Latinx/a/o, Indigenous, Asian, Pacific Islander, and poverty-affected students and support the field in reflecting on and addressing institutionally-imposed barriers to student success by providing access to national experts and identity-conscious resources and services. Website at [Advising Success Network](#)



The **Association for Institutional Research (AIR)** supports higher education professionals in their research and professional development. AIR focuses on institutional research, which involves collecting, analyzing, and interpreting data to help academic institutions make informed decisions. AIR aims to help professionals use data more effectively and ethically to benefit their organizations and students. Website at [American Institute for Research](#)



The **Center for First-Generation Student Success** provides data, training, and expertise for a growing nationwide network of colleges and universities to scale and sustain the important work of serving first-generation students. Website at [Center for First-Generation Success](#)



EDUCAUSE is a nonprofit association whose mission is to lead the way, advancing the strategic use of technology and data to further the promise of higher education. It connects and empowers member communities through insights, advocacy, resources, and learning opportunities to anticipate trends and strengthen professional practice. Website at [EDUCAUSE](#)



Every Learner Everywhere helps institutions improve student engagement and increase academic success in gateway courses through innovative teaching and learning strategies. Website at [Every Learner Everywhere](#)



Kaizen Education Group offers a comprehensive array of consulting solutions tailored to support colleges and universities in addressing their organizational challenges and fostering positive change, student success, and operational efficiency. Website at [Kaizen Education Group](#)



The **National Institute for Student Success** empowers colleges and universities to achieve more. Website at [National Institute for Student Success](#)



The **National Student Clearinghouse** is an educational nonprofit that provides educational reporting, verification, and research services to North American colleges and universities. Website at [National Student Clearinghouse](#)

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For more information about the Great Eight and their work with adult learners,

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