

Ramona Schindelheim, WorkingNation editor-in-chief:

You're listening to Work in Progress. I'm Ramona Schindelheim, editor in chief of WorkingNation. Work in Progress explores the rapidly changing workplace through conversations with innovators, educators, and decision makers. People with solutions to today's workforce challenges.

Ramona Schindelheim, WorkingNation editor-in-chief:

Here's a phrase you hear a lot of us say at WorkingNation, the best solutions to education and workforce issues are local. That's why today on Work in Progress, we're talking about the nation's 400 plus dual mission colleges and universities. My guests are Carrie Hauser, president and CEO of Colorado Mountain College in Glenwood Springs, Colorado, and Marion Fedrick, president of Albany State University in Albany, Georgia. Ladies, thank you for joining me.

Carrie Hauser, Colorado Mountain College president:

Glad to be here.

Marion Fedrick, Albany State University president:

Glad to be here.

Ramona Schindelheim, WorkingNation editor-in-chief:

As I was researching today's topic, I came across this description. Dual mission institutions generally offer a blend of certificate programs and associate degrees, as well as bachelor degrees under one roof. They also recognize that today's learners need and want a mix of liberal arts and hands on career skills training. So Carrie, does that accurately describe Colorado Mountain College?

Carrie Hauser, Colorado Mountain College president:

It does. I think those of us who subscribe to this notion of being dual mission, I think the other thing that you'll find, and Marion can certainly talk about Albany State as well, but we are most often in rural communities. Or in places where there aren't a collection of other institutions. And so part of the reason that we are a dual mission, and offer this blend of degree programs, most of us a blend of undergraduate programs, some offer a few graduate programs as well, is because we're the only game in town. There isn't another institution that you can either articulate into, or whatever. So in our case, we're actually, we operate almost like a system, Colorado Mountain College. We have 11 campuses. We are accredited as one institution, but we serve essentially the mountain ski resorts of Colorado. And we were founded on this premise. And our local communities pay for us largely through a mill levy and through some taxing support.

Carrie Hauser, Colorado Mountain College president:

And the only way really that we're able to deliver this kind of model in these very high cost mountain towns, is because we are a little bit of that one stop shop. And we really respond to what the mountain communities of Colorado need. So we don't offer a lot of programs because they don't have relevance in these communities. We train nurses, we train law enforcement officers, we train teachers. We train people that are part of the backbone of these communities. We have one of the few avalanche science programs in the country, which would make sense for us. Ski area operations, the things that really fuel these mountain communities. And the reason that we offer a blend of degree programs, and types of degree programs, is because they're not offered in other places.

Ramona Schindelheim, WorkingNation editor-in-chief:

Marion, is that the same kind of situation at Albany, Georgia?

Marion Fedrick, Albany State University president:

Let me first say whenever I hear someone speak about the mission and what it is, I still get chills after running this institution for over five years, because it means so much in the communities where we live. Albany State is just slightly different in that we weren't the only game in town up until 2017. So we actually consolidated with another institution, and that's where we actually picked up our dual mission. And so that work that we've been doing over the last five years is to make it seamless for all the students to go to Albany State. To actually go from those certificate two year degrees into our four year degrees. As well as we have master's degrees at Albany State as well. Similar to what Carrie said, we are so focused on what is needed in our community, but what's different is that we are a regional university.

Marion Fedrick, Albany State University president:

And so we have quite a few students who come from different areas. They come from Atlanta, they come from out of state. We have international students that come to Albany State. And we were founded on that four year mission where we actually bring students in. But the goal, the focus, what we're trying to do, is get people work ready, literally day one when they get out of college. And sometimes, because of our student body, we have a student body that's highly Pell eligible. So we have over 78% of our students who are Pell eligible, which as you know means that they're coming from low income families. So our students come into Albany State. Most of them are either working or looking for an opportunity to work while they're doing their degree. So we have to care for all of that for our students. And at the end of the day, when they get out, we need them to be ready to go ahead and go to work.

Ramona Schindelheim, WorkingNation editor-in-chief:

What is the percentage of the four year degrees? If you had to kind of at Albany State, what is the percentage for you guys?

Marion Fedrick, Albany State University president:

Since the consolidation in 2017, where at one point Albany State was all four year and six year degrees, or bachelor and master's degree institution, adding this other piece in we're now right about 40% two year degrees. And then everything else makes up our percentage from there. So we're over 41% for two year degrees. Which makes sense in that we are in a rural area. We also have what we call our career associate degrees. But then we also have access mission degrees. And so those students who may not have been A students in high school, or made high grades or high scores on SAT, ACT, we still have a pathway for them to come into Albany State and get them ready for careers.

Ramona Schindelheim, WorkingNation editor-in-chief:

I wanted to talk to you both about this idea that this dual mission college and university, it does expand who can go to school and get a good career. And you both have talked about those career pathways. Have you seen an influx of students who couldn't afford it otherwise?

Carrie Hauser, Colorado Mountain College president:

Well, I think Marion said it well. The other common thread through a lot of the dual mission institutions that are working together, and as Marion said, not any of us are exactly alike. But we do have some core components that make us more similar. That rural, we're either rural or we're in a place where there might not be a collection. A lot of us are not in urban environments, is what I would describe. Although, there are few as well. I think we don't market. I think a general student, or a parent or somebody out there isn't going to say, "Oh, that's a dual mission institution." It's all by design these seamless pathway opportunities. A couple other things that I'm on record of saying is, I try very hard, and this is not to disagree with Marion, not at all, but I try very hard not to use two year degrees and four year degrees.

Carrie Hauser, Colorado Mountain College president:

I try very hard to say associate degrees and bachelor's degrees, because that's the degree. And to try not to talk as much about time. Because I do think it's one of the faults and one of the layovers from a very, very long history of higher education. And what we do is we offer different types of programs under one roof. And we try to make those very seamless. We try to make those very simple for students. And I would also say the other thing that I think dual mission institutions do very well, which is another part of the dual, there's a couple prongs of the dual. The dual types of degrees, the dual applied programs plus liberal arts. And then the other leg of this dual mission school, I believe, is that we take students at any sequencing. So it doesn't have to be, you start at a certificate level and go to an associates level, and then a bachelor's level, or whatever.

Carrie Hauser, Colorado Mountain College president:

In our communities, we have as many, and at a lot of our campuses, we have a lot of people come in with a bachelor's degree and they're adding a specialized certificate. Or they're adding an associate degree. Or we may have students that are pursuing two associate degrees because that's quicker, it's easier. It's more aligned with our workforce needs in our communities. And so that's another piece of it as well. But to the user, I don't know that they necessarily know that we're, quote, dual mission. We're just operating in this way that guides them through these pathways. It doesn't stigmatize any type of degree or program, or anything that they might be going through. A lot of us are open access as well. That's another sort of pillar to this. We're open access at some level in that we welcome everybody, regardless of their background, their training, their age, their income. As Marion said, a lot of us, Colorado Mountain College has recently been named a Hispanic serving institution.

Carrie Hauser, Colorado Mountain College president:

I believe, Marion, if I'm not mistaken, Albany State is still an HBCU, if I'm not mistaken.

Marion Fedrick, Albany State University president:

That's correct.

Carrie Hauser, Colorado Mountain College president:

I think that we also, because we're so open access, and we do have such interest in these diverse, welcoming environments for anybody, wherever they come to us, that's also, I think, innate to the work that we do, and why we think this dual mission model is so very relevant, critical, and important right now. Particularly post pandemic. We've had people come back, they're retraining. This crazy economy that we're in right now, the quicker, the better for a lot of these programs. And so it doesn't necessarily mean that a four or five or six year bachelor's degree is the right choice. It might be a quicker step, it might be something else. And that sequencing thing I think is also really important to say, let's try to

stop always thinking and defaulting that this is an 18 year old, or somebody that's kind of coming in with an upward trajectory. When they may be coming in at some chaotic step in, step out model as well.

Marion Fedrick, Albany State University president:

And let me add one to that. And Carrie you're absolutely right on a two and six. Two, four, six, there's no such thing. It is the degree, the associate, the bachelors, the master's. We add a piece in there as well that is, we get a lot of students that are in high school. And as they're in high school, they can take our classes as well. And so some of them are graduating high school and college in the same month with a associate's degree. And again, what we're trying to do is get them prepared to go to work pretty quickly. Because that's the need of the community, and frankly of our families as well in the areas that we live in.

Ramona Schindelheim, WorkingNation editor-in-chief:

Marion, what kind of businesses are around your community that you are working with to design programs for those students?

Marion Fedrick, Albany State University president:

We have some great partnerships. So we have a Marine Corps logistics base. It's the fourth largest logistics space in the nation. And they are right here in Albany. We've partnered with them on different degrees that they want. Supply chain management. We've gone in and we've counted weapons for the Marine Corps because they have to do it every day. And that's an eight hour activity that we've turned into a two hour activity by using technology in STEM. We have our local hospital. We actually are very heavy in health professions. So nurses, physical therapists, dental hygiene, coding, we have all of those degrees. Some are certificate degrees, others are associate degrees. And then of course we have a bachelor's degrees in nursing as well. We actually focus a lot in health professions. And our health professions college is our largest college. And it's right about 45% of our student body is there in that college, for those types of degrees.

Marion Fedrick, Albany State University president:

EMS, emergency management, we have those certificate degrees as well, and students are attracted to that. So we have a middle course, which is the distributing company. Again, we go back to supply chain and how effective can we be? We also, we are sitting in the agriculture belt in Southwest Georgia. And so ag business has become a big business that we're working on. And we're linking that with all of our STEM degrees. So that focus with our local farmers has gone very well. So a school that never got into the ag business, part of it, we're not a land granted student, but we got into the ag business. So agricultural business, and we're focusing on that as well. And a lot of that is focused on our supply chain degrees. And then of course, all of our local counties. And so we have law enforcement degrees from one end to the other forensic science, law enforcement, police, detective. And we feed our local communities. We have about a 17 county region that we focus on specifically, and that's where most of our students are going to go back to.

Ramona Schindelheim, WorkingNation editor-in-chief:

Both of you on this. One of the things I noticed, and you mentioned it already, Carrie, is that your institution has actively recruited Hispanic students. And so now you're a Hispanic serving institution, and Marion Albany State is an HBCU, or you're you come out of being an HBCU. I think this is something that's very important. How do people know about you? They may not know you're a dual mission

institution, but they know you exist and you're offering these programs. How are you bringing that to the people?

Carrie Hauser, Colorado Mountain College president:

Well, I would just maybe piggyback on what Marion said. Again, because in many cases we are the higher education, or post-secondary center in our communities, in our case, we've got a number of campuses, and we're it for that post-secondary training. So we're also very, very closely connected to our K-12 partners. So one of the things that we looked at very closely when I first got here, I'm about to finish my ninth year at that Colorado Mountain College. We were at about 13%, the Hispanic enrollment when I started. And we started to really look at that because it wasn't reflective of the broader population. And a lot of people that have visited the mountain towns in Colorado would maybe, on first glance, think they're homogenous. They are very, very high cost. They can feel more affluent, so to speak. And there is this incredible backbone that is the economy. And this isn't uncommon for college towns, and the reasons that a lot of communities have a college in them. But we didn't reflect our communities.

Carrie Hauser, Colorado Mountain College president:

So we essentially said, "We've got to really work on this." And so what we did was we, essentially, I went out on a stump for about two years to every business community that I could talk to, every chamber, anybody that I could talk to say, "What are the demographics in that K-12 pipeline? This is your workforce. This is the pipeline that will become your workforce." A lot of immigrant students, or students from immigrant families. We have a lot of DACA students, undocumented as well. Documented also. But we essentially said we're not reaching them well enough. And those that were coming to us were immediately having to enroll in some form of a remedial course. So they were burning time. They were burning money. And most of them never got into full degree credentialing programs by the time they gave up or whatever.

Carrie Hauser, Colorado Mountain College president:

And so we completely redesigned developmental ed. We essentially reached down very intentionally into our high school K-12 partners. And we started to really work on getting kids more ready. And that would be a more traditional age, obviously, a high school graduate. We deployed some things that have been used by Aspen prize winners and others. We borrowed some of the things that I think have worked really well. Every single high school student in our entire nine county service area gets a personalized letter from me. It's essentially says, "You're automatically enrolled in Colorado Mountain College when you graduate from high school. You have a thousand dollars running start as a scholarship. And the things that we ask you to do in return are enroll full time." Because often that's one of the things that obviously students trip up if they are not full time. And that they apply for Federal Financial Aid.

Carrie Hauser, Colorado Mountain College president:

We're so affordable, and a lot of the dual mission institutions I think are so affordable that students come in and come out. They pick up a class or two and they stop out a little bit. They work, they come back. And that is typically not a formula for actual completion. So we put some strategies in place to just make sure that students were actually leveraging Federal Financial Aid. They could use that we're such a high cost region for housing, apply for all the aid that you're eligible for, because we're very affordable. Tuition is very affordable. That's not the hurdle for our communities. It's cost of living and housing, and all the other things that come with being a student. So we were trying to influence behavior. And those

were some of the strategies that really increased our Hispanic and our Latino student enrollment. And it's not just the enrollment on the front end.

Carrie Hauser, Colorado Mountain College president:

We all know that it's not just about signing up and showing up your first day. It's actually about retention and keeping students there. And supporting them and making sure that the environment is, it's not just a Hispanic serving institution. We're thriving, we're supporting. We're redesigning how we actually deliver classes, support programs. Obviously during the pandemic everything got just tossed up, 52 card pickup. And we sort of learned very quickly, how do students access us? And how do they access tutoring and all the other things that sort of come along with being a student? And so I think those are some of the crises that we didn't waste, and some of the lessons that we learned during the pandemic to even better serve a lot of our, what I would call underrepresented, mostly first generation across the board. Those are typically first generation behaving students. And that's really what achieved.

Carrie Hauser, Colorado Mountain College president:

We're almost, we're bumping up to 30% now of our Hispanic student population. And that was from 13% about six years ago. So it wasn't by accident. We are not a border. We don't live at the border. We're not Arizona. We're not California. We're not Texas. Even perhaps Georgia, maybe in some cases. But we had to say, "Okay, this is the K-12 pipeline." And if you actually look at K-6, that was even more predominant. There were classes in school districts where we could say, 60, 70, 80% of the student pipeline that was going to come into the workforce, or come of age, or be part of these communities, was of Latino background. So hopefully we're not done. Hopefully that trajectory just continues, and we continue to become a better institution for any student that may be historically underrepresented. May not have college as part of their background.

Carrie Hauser, Colorado Mountain College president:

And I think this dual mission model really speaks to that because we say, "You are welcome regardless of where you come into us. Whatever your preparation is, we're going to get you ready." And to Marion's point, to the extent that we can dually enroll students in classes with us, while they're in high school, they get a little taste of what it is like to be in college. They walk across that high school stage with their, whatever credential, or their associate degree before they go. We have a lot of them, because our commencement is so early, they graduate with an associate degree before they even graduate from high school. So those are some really incredible success stories.

Ramona Schindelheim, WorkingNation editor-in-chief:

And Marion, you guys, Albany State has deep roots in the community there. Talk a little bit about how you're expanding your student body as well.

Marion Fedrick, Albany State University president:

It's a lot like what Carrie just talked about. Albany State, founded in 1903 with Dr. Holly. And I will be fully transparent, when we consolidated in 2017, it was not a welcomed consolidation. It was one of those consolidations that people pulled apart for several years. We're just getting to the point where I think we're moving in the right direction, number one, to truly grasp, and truly accept and enforce our HBCU status. And so HBCU is not just the population of students, it's the spirit of where students are coming from. And so in this area, the population, as Carrie talked about, when you look at the population in the

area, Albany is about 70% African American. To think that, that's not your workforce was a story I had to keep telling people.

Marion Fedrick, Albany State University president:

I was beating the bushes. I was going to high schools. I have a great enrollment management and recruitment team. I mean, literally we had all together stopped recruiting from the local area. We had stopped recruiting because we didn't know who we were anymore through the consolidation. And so I had to spend quite a bit of time focusing there and being connected to HBCU, and the HBCU environment. With it being such deep roots in HBCU, we have legacy students who come. And so there's some students that come from all over. All over Georgia, out of state, their parents have gone here. The grandparents have gone here. It is amazing. It is heartfelt when you hear the stories about how Albany State changed their lives.

Marion Fedrick, Albany State University president:

We look at these students who, our K through 12 systems, where we are, and again, we work with multiple K through 12 systems, they haven't done well with getting our students prepared for college. And so we've put some dollars on the line, and put some programs on the line to help them get students better prepared. Albany, and the city of Albany, was hit very hard with COVID. And when you think about how hard it was hit, and how we were already behind the eight ball with our high school graduation, our preparedness, our income, it impacted us a lot. And so we immediately started working with our K through 12 systems saying, "You know what? If we need tutoring, let us help you do the tutoring. Bring them to campus if they need to. If they want to be on campus with something as simple as Wi-Fi access." We're considered urban, but the Wi-Fi access is not that great in the area. On campus, it's wonderful. Come to my campus and you can use Wi-Fi to get your work done. Come in the library, spread out.

Marion Fedrick, Albany State University president:

So we really reached out to our local community to tell them to come to campus. It stuck. Carrie, I love you. You said you didn't waste the trauma of going through COVID. And I love the fact that some of the things that we started in that process we're still doing. And I think we're going to continue to do, because it gave us the opportunity to really focus on where our gaps were in the community, and how we, as the university in the area, the only university in Albany, how could we actually help? And so we're still totally transparent.

Marion Fedrick, Albany State University president:

I'm still building those relationships. And it has been wonderful to see our community, our students, our K through 12, our superintendents, those who are outside of the community, to really get on the bandwagon with us and make sure that our students are getting the services that they need. But HBCU was critical. And it was in question for a while. I'm not sure why. But it was in question which just made people pull away. So we pulled them back in to make sure that they understand we are HBCU. We do have a very rigorous academic program. And so many opportunities from a, again, certificate, associate, master's degrees. You can come here and do whatever you want. Wide open.

Ramona Schindelheim, WorkingNation editor-in-chief:

It sounds like the key to that success too is also convincing people that if your community is in need of workers, you have this pipeline, just embrace it.

Marion Fedrick, Albany State University president:

Right.

Ramona Schindelheim, WorkingNation editor-in-chief:

I think it's important this conversation that when you are talking to students, you're talking to parents, you're talking to business leaders, and as you said, talking to the HBCUs, that you're creating this pathway. You're creating this, like a very direct path to jobs.

Marion Fedrick, Albany State University president:

Other institutions may not understand Albany and the Albany area. I'm always amazed at the connections and the relationships that happen in this small town. On any given day, I could be with the mayor, the county administrator, two superintendents or more, the technical college president, and they're all pulling in the same direction. And for that, it helps our businesses understand, what do they need and how do we need to get those students? A lot of our students, we prepare to go right to work at these businesses. And it's because the businesses has told us, what do they want? What do you need? Do you need to hone more skills? I can add a certificate program for that. So we've been able probably to be a little more flexible than what the previous Albany State and Darton State College was. Because we have more degrees and more opportunities to get students at work, and in school, in our institution.

Ramona Schindelheim, WorkingNation editor-in-chief:

Coming up in November, you're going to have your next summit in Glenwood Springs. And Carrie's hosting this time. What is it that you would like people to know? And when I say people, educators, local communities, students. What would you like people to take away from that, and maybe grow more of these dual purpose hybrid institutions? And I'll let Carrie go first. And then Marion, I'd love to hear what your thoughts are.

Carrie Hauser, Colorado Mountain College president:

I think part of the reason that we convene, several years ago when Marion and I first met, was one of the first dual mission summits. And I think it was a number of institutions that were looking for kindred spirits. They were looking for the other institutions that operate. We're a little bit of the island of misfit toys in some ways. And I mean that very positively. And I like Marion's description, whether we're rural, or we're sort of islands, I think the island piece is maybe a better description of a lot of the dual mission institutions. Because there just isn't this, you are the place where this is going to happen. And so you have to deliver it in whatever ways are needed. And I think it's also important, Marion said, we also draw a lot of students.

Carrie Hauser, Colorado Mountain College president:

I was just on our campus, we started classes this week. And last Saturday night I went to a concert at one of our residential campuses. And I go around and say, "Where are you from? What are you going to study?" Every one of them was from out of state. 80, 90% of our students are local students, but we are also in the backbone of these mountain tourism resort communities. So we draw a lot of people into these communities, and we also need to be a source and a hub to catch them. Here's a river behind me. It's like catch them like a fish, and reel them in and keep them here. We found in the pandemic that a lot of people left because their jobs left. And that wasn't unique to us necessarily, but certainly in really tourism centered towns and communities, that certainly happened. So we're also a magnet. I don't

know about Albany necessarily, but we also offer lifelong learning and these other enrichment opportunities.

Carrie Hauser, Colorado Mountain College president:

So I think it's important for people that attend, or are interested in this dual mission model, the audiences that I'm most interested in are the state higher education executive offices, the departments of higher education. Marion used to be at the Georgia system office. To understand, to celebrate and to support dual mission institutions. We're not mission drifting. We're not trying to take students from other institutions. We're it. We're not drawing from anywhere else. We're going to be the place. And I think, at least in Colorado, if you look at bachelor's degree attainment, since CMC has had authorization to offer bachelor's degrees, which has been more than a decade now, but we've been a value and net add to bachelor's degree production. Because what would've happened is students would've either foregone a degree, or had to go someplace else. Or most likely they wouldn't have gotten one. Or they would've had to move out of these communities.

Carrie Hauser, Colorado Mountain College president:

And that's certainly not what we want to have happen. So the support from legislators, Utah has obviously been a real leader in this because there's actual legislation that really supported the dual mission model in Utah. It's why they've been the place for the energy to start around this. And others of us have joined into this conversation. So whether it's legislative support. We ran a bill a number of years ago, and we're now actually officially a dual mission institution in state statute in Colorado. Dickinson State University in North Dakota is officially a dual mission institution in North Dakota. Because they're sitting out there by themselves in Western North Dakota. So sort of a similar model. That's in state higher education policy, not law. So the audiences, and what I think you'll see with our speakers, and some of the other people that we'll have here, is this is not a threat.

Carrie Hauser, Colorado Mountain College president:

This is actual, really in tune delivery for what communities need. And what I think, what I would argue, I'm on the American Council on Education Board and we're in the midst of rethinking the Carnegie classification system, that there's a place for institutions like ours. We don't necessarily fit really well into a box. Two year or four year, which I, again, really try to avoid using that language. But we are so programmed to do that to institutions. And rather, some of us that actually live in this hybrid space, and I think really are in tune to the needs of our local economies, our state economies, our regional economies, whatever that is, it means that we need to offer a blend. We need to offer what these communities want, what they demand from us. And I think that's the other thing is, we need to be very clear about what we don't do. And that's another piece I think of a dual mission institution.

Carrie Hauser, Colorado Mountain College president:

And maybe the last thing I'll say, in this day and age right now, when our environment, our political dialogue is where it is, opportunities for learners to be in an environment that teaches them something that they know how to do, that applied program, that workforce training, and also has that liberal arts component to it too, where they can learn to think and be a good citizen, and sit across from somebody that does not agree with them, does not look like them, may never agree with them, but they find a way to have that dialogue, I think that's also really, a beautiful part of what we do, is we mix those things together.

Marion Fedrick, Albany State University president:

Carrie, thank you. I mean, all of those things are what our institutions are about. And we're not competing. We're not trying to steal students from one area or another. It's not the mission creed, it is truly being community driven, being community focused, helping our businesses to get the workforce that they need to get, and doing it seamlessly. It is that important. And in the Albany area, again, it's a small town and we have a lot of students. I want to go someplace else, I want to get out of Albany. And I'm not kidding. We have a lot of those students that come right back, now I'm ready to go to Albany State. And we love them, and we welcome them, and we bring them back in. I wish they would stay in the first place, because being in some of these other areas is just not, it's not what they grew up with. It's not where they want to be. They just think they do.

Marion Fedrick, Albany State University president:

As I tell students, being on campus is just like being completely away from home. Just come and you never have to go home. And so we focus on that as well. But I am enamored at the opportunity that we've been able to give to our local community. And we have been able to change the trajectory of so many students. Carrie is absolutely right. Some of these students, not only would they not come for the four year degree, and once they get that associate's degree, they stop. If we didn't have that bachelor's degree available, they wouldn't go any further. And I think we also have these companies that will say, "We want this level of engagement for our employees and our students." If we don't have it available, they're going to go somewhere else.

Marion Fedrick, Albany State University president:

And some of our companies, before we really kind of got this dual mission drive together, some of our companies did close and go closer to Atlanta because the workforce. There were more people in the workforce and more opportunities to train their employees. So I'm very excited about our dual mission opportunity, and continuing to expand it. And I will add on there, one of the biggest things that we're focusing on right now is getting our faculty who we're so focused on just doing bachelor's degrees and master's degrees, to understand that this is the route that we need to go. And this is how we're going to change our workforce and our students. That has probably been one of the largest challenges over the last several years, is just broaden that viewpoint to get all our students at the table.

Ramona Schindelheim, WorkingNation editor-in-chief:

I want to thank you both for joining me on the podcast today. I really learned a lot that I did not know about the dual mission institutions. And I hope our audience did too. So I want to thank you both for being here.

Carrie Hauser, Colorado Mountain College president:

Thanks for having us.

Marion Fedrick, Albany State University president:

Thank you.

Carrie Hauser, Colorado Mountain College president:

We'll see you in November.

WIP Episode 241 – Dual Mission Institutions

Ramona Schindelheim, WorkingNation editor-in-chief:

So I want to thank again, Marion Fedrick. President of Albany State University in Albany, Georgia. And Carrie Hauser, president and CEO of Colorado Mountain College in Glenwood Springs, Colorado. Thank you for being on Work in Progress.

Ramona Schindelheim, WorkingNation editor-in-chief:

I'm Ramona Schindelheim, editor in chief of WorkingNation. Thank you for listening.