Ensuring College Opportunity and Success

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Executive Director, Policy Research
The College Board

CUNY Office of Policy Research
Higher Education Policy Seminar Series
November 2015
Research at The College Board

- Psychometrics
  - Operational Scaling/Scoring/Equating
  - Measurement Research

- Validity and Efficacy Studies
  - Higher Education Research
  - K-12 Research
  - Data Analysis Services
  - Policy Research

Mike Hurwitz
Jon Smith
Matea Pender
Jennifer Ma
D’Wayne Bell
Terrance Oey
Policy Research

+ Interdisciplinary team
  - Economics, education, measurement, political science, public policy, sociology

+ Team goals
  - Identify and conduct rigorous social science research
  - Help organization to develop and implement evidence-based activities at scale
  - Evaluate whether initiatives worked and for whom
  - Ensure College Board practices, policies, and policy positions are supported by evidence
Attributes of Policy Research Portfolio

How decision-makers (could) use assessments /programs to improve student outcomes

- **State Policy Decisions** (Universal SAT)
- **College Policy Decisions** (AP Credit Policies)

How CB data can be used to inform/solve broader education problems

- **College Enrollment & Retention**
- **College Completion**

How the right research methods can generate causal statements

- **Experiments / Interventions** (gold standard)
- **Quasi-Experimental** (silver standard)
Example of Strong Descriptive Work

Trends in Higher Education

A report series that provides the latest information on student financial aid, tuition and other expenses associated with attending college and illustrates trends over time.

Trends in College Pricing
Download the full report, data or presentation from Trends in College Pricing 2014.
- PDF
- Presentation
- Data in Excel
Go to Site

Trends in Student Aid
Download the full report, data or presentation from Trends in Student Aid 2014.
- PDF
- Presentation
- Data in Excel
Go to Site

2015 Editions Released Tomorrow!
4-Year College-Going Rates Before and After the Universal SAT in Maine

Source: Hurwitz, Smith, Howell, & Niu (2014), Figure 1.
Credit-Granting Policies Matter: Earning a credit-granting AP score increases the probability of on-time BA completion by ~2 percentage points per exam.

Source: Smith, Hurwitz, & Avery (2015), Figure 5.
Giving Credit Where Credit Is Due
There are psychological effects of earning higher AP scores that have nothing to do with college credit-granting policies.

Source: Smith, Hurwitz, & Avery (2015), Figure 6.

Earning a 3 on AP English Language junior year increases the number of AP exams taken senior year.
Some students don’t apply to enough colleges; moving from 1 to 2 or 2 to 3 applications can increase their probability of enrolling in a 4-year institution by as much as 40%.


Some students – disproportionately low-SES students – don’t apply to the right set of colleges; applying to a balanced portfolio of colleges can increase their probability of enrolling in an academically matched college, which increases their probability of completing a bachelor’s degree.


School counselors can also be harnessed to improve college-going rates among graduating seniors. This research provides evidence that an additional high school counselor increases four-year college enrollment by 10 percentage points.


Students’ college application choices are much more fickle (and therefore, malleable) than people realize. Requiring an application essay or increasing the application fee both lower student applications to and enrollment in those colleges. This evidence suggests that behavioral nudges that make small changes to the cost of applying can effectively change students’ application choices.

Why College Choices Matter: BA Completion Differences

Six-Year Completion Rates of Low-Income Students
by Individual Student SAT Score and College Selectivity

Low-income students face the smallest trade-offs between BA completion and net prices. In some cases, predicted completion rises while net price is virtually unchanged.

Further evidence on college quality and college sector...

Going to a college with a 100-SAT-point higher average SAT results in a 5-10 percentage point higher probability of completing a bachelor’s degree, with the largest results accruing to students with more modest academic credentials, who are disproportionately racial/ethnic minorities, first generation college students, and from low- and modest-income families.


All else equal, younger siblings are 15-20 percentage points more likely to enroll in 4-year or highly competitive colleges if their older siblings do so first.


For students on the cusp of going into the broad access sector, going to a moderately selective four-year public college system results in a 30 percentage point increase in bachelor’s degree completion. For low-income students, the effect is 50 percentage points.


Community colleges can be a good path to college, but there is as much variation in 2-year college quality as there is in 4-year college quality. Prospective college students do not have access to information about which two-year institutions are better for their BA degree completion chances than others.

Access to Opportunity

Access to Opportunity (A2O) efforts are designed to identify and break down barriers that prevent students – particularly low-income students, first generation college students, and students of color – from applying to, enrolling in, and succeeding at colleges that are a good academic, social, and financial fit.

- SAT, PSAT, and AP are examples of other College Board programs, so mission has been explicitly elevated through Access to Opportunity.

Barriers that cause these gaps include issues of:

- Affordability
- Academic preparation
- Process complexities and information asymmetries
- Various policies and practices
Access to Opportunity: Sample of Evidence-Based Initiatives

+ **Realize Your College Potential**
  - Based on Expanding College Opportunities research by Hoxby & Avery (2013), and Hoxby & Turner (2013)
  - Targets low- and moderate-income students with customized info about balanced application portfolio, affordability, and good match/fit

+ **Apply to 4 or More**
  - Based on application and enrollment research by Smith (2013), Pallais (2013)
  - Targets students on-track for college with college app fee waivers and messaging about applying to enough colleges

+ **All In**
  - Based on AP effectiveness research by Jackson (2010) and Smith, Hurwitz, & Avery (2015), and descriptive statistics in AP Report to the Nation (2015)
  - Targets African American, Latino, and Native American students with outreach about enrolling in AP courses in which they have potential for success
  - One of a variety of very targeted AP expansion/access pilots
Year 1: Realize Your College Potential Intervention (2014 cohort)

+ Sent to ≈28,000 high-achieving, low-income students in the class of 2014

+ High-achieving is defined as any student with a 1250 or above combined SAT score (M and CR) or PSAT equivalent.

+ Low-income designation is modeled using data from the Census and IRS

+ Packets included customized college planning information along with 8 application fee waivers
Year 2: Realize Your College Potential Intervention (2015 cohort)

+ Sent ≈26,000 high-achieving low-income students in the class of 2015

+ RYCP mailing went to students in early fall of senior year, and follow-up emails continued through graduation.

+ Packet cost increased from ≈$8 to ≈$13 due to increased complexity

+ Packets included customized college planning information along with 4 or 8 application fee waivers
Year 3: *Realize Your College Potential* Intervention (2016 cohort)

- **Packet Deconstruction (i.e., time-released medicine)**
  - Sending components of the packet sooner and in waves, such as a starter college list, which would allow us to interact with students sooner and more aligned to “when” they have to complete key tasks and make key decisions.

- **Audience Expansion**
  - Expand the target audience of the existing custom components from RYCP to other audiences, such as on-track low- and moderate-income and high achieving moderate-income students (moderate income defined at between $40k to $75k annual income).

- **Additional Treatments in Concert with Mailing**
  - Through several partnerships, pilot the incremental impact of offering students additional/new college planning supports, such as starter college lists, virtual advising, and college list “analyzer”.
CONGRATULATIONS on your great performance on the PSAT/NMSQT®, Christopher!

We know there’s a lot to consider when choosing a college — this brochure will help you get started. It’s full of everything you need to keep the momentum going.

How to Use Your Starter List

You performed well on the PSAT/NMSQT®, so you have a lot of options. Students who live near you and share your strong academic record graduated from the colleges listed below. We want you to find a college where you’ll be just as successful, so we created a personalized starter college list just for YOU. Consider using the list of schools on the next page as a starting point for exploring colleges that will maximize your chances of success.

There is a lot of information on this list, so think about the following when reviewing your list.

- Look at the graduation rates to see if most students graduate in four or six years
- Look at how much are you are likely to pay to attend this school, depending on family income
- Look at the city and state, and consider city size and distance from home
- Think about who to discuss this list with — school counselor, parents, friends — and get feedback on other college options you should consider
- Log in to or create your college planning account at bigfuture.org to explore more college options

Inside, you’ll find lots of quick tips on:

- Finding the Right College for You
- How to Build a College List
- Completing the Most Important Activities This Summer

Would you like to chat with someone about your list?

Check out the back of this booklet for a list of topics to discuss with a school counselor or other trusted adviser.
## Starter College List

**Start Here Christopher!**

This is your personalized starter college list. Students who live near you and share your strong academic record graduated from the colleges listed below. Use this to “jump-start” your college search — start here and then think big!

<table>
<thead>
<tr>
<th>College</th>
<th>Location</th>
<th>Graduation Rate</th>
<th>SAT Critical Reading</th>
<th>SAT Math</th>
<th>ACT</th>
<th>Full Price Annual Cost of Attendance</th>
<th>What You’ll Likely Pay Annually (“Net Price”)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amherst College</td>
<td>Amherst, MA</td>
<td>89% 96%</td>
<td>670–760</td>
<td>680–770</td>
<td>30–34</td>
<td>$46,574</td>
<td>$1,936 $8,389 $10,016</td>
</tr>
<tr>
<td>Harvard University</td>
<td>Cambridge, MA</td>
<td>87% 97%</td>
<td>700–800</td>
<td>710–800</td>
<td>32–35</td>
<td>$42,292</td>
<td>$3,897 $2,977 $5,405</td>
</tr>
<tr>
<td>Dartmouth College</td>
<td>Hanover, NH</td>
<td>87% 95%</td>
<td>670–780</td>
<td>680–780</td>
<td>30–34</td>
<td>$46,752</td>
<td>$9,858 $4,870 $10,539</td>
</tr>
<tr>
<td>Cornell University</td>
<td>Ithaca, NY</td>
<td>87% 93%</td>
<td>640–740</td>
<td>680–780</td>
<td>30–34</td>
<td>$46,968</td>
<td>$9,149 $10,599 $16,820</td>
</tr>
<tr>
<td>Columbia University</td>
<td>New York City, NY</td>
<td>86% 93%</td>
<td>690–780</td>
<td>700–790</td>
<td>31–34</td>
<td>$49,138</td>
<td>$8,086 $3,514 $7,258</td>
</tr>
<tr>
<td>New York University</td>
<td>New York City, NY</td>
<td>77% 84%</td>
<td>620–720</td>
<td>630–740</td>
<td>28–32</td>
<td>$44,848</td>
<td>$25,441 $28,643 $34,728</td>
</tr>
<tr>
<td>SUNY at Binghamton</td>
<td>Binghamton, NY</td>
<td>69% 81%</td>
<td>590–675</td>
<td>630–710</td>
<td>27–30</td>
<td>$13,304</td>
<td>$10,159 $12,613 $18,324</td>
</tr>
<tr>
<td>Cooper Union</td>
<td>New York City, NY</td>
<td>68% 82%</td>
<td>610–710</td>
<td>610–780</td>
<td>29–33</td>
<td>$41,400</td>
<td>$12,772 $12,399 $19,937</td>
</tr>
<tr>
<td>Stony Brook University</td>
<td>Stony Brook, NY</td>
<td>45% 66%</td>
<td>550–650</td>
<td>600–700</td>
<td>26–30</td>
<td>$13,965</td>
<td>$8,585 $10,717 $15,882</td>
</tr>
<tr>
<td>St John’s University</td>
<td>New York City, NY</td>
<td>36% 55%</td>
<td>460–590</td>
<td>490–620</td>
<td>21–27</td>
<td>$37,260</td>
<td>$25,736 $26,226 $26,726</td>
</tr>
<tr>
<td>CUNY City College</td>
<td>New York City, NY</td>
<td>9% 42%</td>
<td>460–590</td>
<td>630–640</td>
<td>–</td>
<td>$9,344</td>
<td>$3,537 $6,028 $10,035</td>
</tr>
</tbody>
</table>
College List Refinement Tool

+ For those who received a Starter College List in the spring of their Junior year, they could receive feedback on their own college list if they created one in Big Future by August 30, 2015.

+ What is provided in the Refinement Tool?
  - Baseball card view of their colleges with a reach / fit / safety graphic
  - Repeat the information provided in the Starter College List, but for the list of colleges they created
  - Application and financial aid deadlines
  - Common App info
  - CSS Profile info
  - Link to each college’s net price calculator
My Organizer

Welcome, Kathy

My Colleges (6)

- My Plan
- My Tests
- My Calendar
- My Ways to Pay
- My Majors & Careers
- My Info

My Plan

- Discover cost information, graduation stats, deadlines, and more about the colleges below in your Personalized College Portfolio.
- Resume your saved college search from June 05, 2015.

REMINDER: Don’t forget to apply to at least four schools: one safety, one reach, and two matches.
NOTE: SAT scores are not automatically sent to each college on this list.

COMING UP

- Sep. 3, 2015
  Registration deadline: Oct SAT (U.S.)
- Sep. 22, 2015
  Late registration deadline: Oct SAT (U.S.)
- Oct. 3, 2015
  SAT test day

View Calendar >

College Board
Your Personalized College Portfolio: College List + Application Checklist

Welcome, Kathy

Email me my Personalized College Portfolio: College List + Application Checklist
Print my Personalized College Portfolio: College List + Application Checklist
Not sure of your list? Search for colleges or manage your college list.

College List
Discover graduation stats, testing data, cost information and more.

<table>
<thead>
<tr>
<th>College</th>
<th>Location</th>
<th>Six-Year Graduation Rate</th>
<th>SAT Critical Reading</th>
<th>SAT Math</th>
<th>ACT</th>
<th>Full Price Annual Cost of Attendance (K)</th>
<th>What You'll Likely Pay Annually (&quot;Net Price&quot;) Based on Family Income (K)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Case Western Reserve University</td>
<td>Cleveland, OH</td>
<td>80%</td>
<td>600-720</td>
<td>670-760</td>
<td>29-33</td>
<td>$60,064</td>
<td>$9,491 $11,566 $16,048</td>
</tr>
<tr>
<td>Duke University</td>
<td>Durham, NC</td>
<td>80%</td>
<td>600-720</td>
<td>670-760</td>
<td>29-33</td>
<td>$60,064</td>
<td>$9,491 $11,566 $16,048</td>
</tr>
<tr>
<td>Ohio State University</td>
<td>Columbus, OH</td>
<td>80%</td>
<td>600-720</td>
<td>670-760</td>
<td>29-33</td>
<td>$60,064</td>
<td>$9,491 $11,566 $16,048</td>
</tr>
<tr>
<td>Yale University</td>
<td>New Haven, CT</td>
<td>80%</td>
<td>600-720</td>
<td>670-760</td>
<td>29-33</td>
<td>$60,064</td>
<td>$9,491 $11,566 $16,048</td>
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<tr>
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<td>670-760</td>
<td>29-33</td>
<td>$60,064</td>
<td>$9,491 $11,566 $16,048</td>
</tr>
<tr>
<td>University of Notre Dame</td>
<td>Notre Dame, IN</td>
<td>80%</td>
<td>600-720</td>
<td>670-760</td>
<td>29-33</td>
<td>$60,064</td>
<td>$9,491 $11,566 $16,048</td>
</tr>
<tr>
<td>Georgetown University</td>
<td>Washington, DC</td>
<td>80%</td>
<td>600-720</td>
<td>670-760</td>
<td>29-33</td>
<td>$60,064</td>
<td>$9,491 $11,566 $16,048</td>
</tr>
<tr>
<td>Washington University in St. Louis</td>
<td>Saint Louis, MO</td>
<td>80%</td>
<td>600-720</td>
<td>670-760</td>
<td>29-33</td>
<td>$60,064</td>
<td>$9,491 $11,566 $16,048</td>
</tr>
<tr>
<td>Harvard College</td>
<td>Cambridge, MA</td>
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<td>600-720</td>
<td>670-760</td>
<td>29-33</td>
<td>$60,064</td>
<td>$9,491 $11,566 $16,048</td>
</tr>
<tr>
<td>Northwestern University</td>
<td>Evanston, IL</td>
<td>80%</td>
<td>600-720</td>
<td>670-760</td>
<td>29-33</td>
<td>$60,064</td>
<td>$9,491 $11,566 $16,048</td>
</tr>
<tr>
<td>Swarthmore College</td>
<td>Swarthmore, PA</td>
<td>80%</td>
<td>600-720</td>
<td>670-760</td>
<td>29-33</td>
<td>$60,064</td>
<td>$9,491 $11,566 $16,048</td>
</tr>
<tr>
<td>Kenyon College</td>
<td>Gambier, OH</td>
<td>80%</td>
<td>600-720</td>
<td>670-760</td>
<td>29-33</td>
<td>$60,064</td>
<td>$9,491 $11,566 $16,048</td>
</tr>
</tbody>
</table>
## Personalized College Portfolio: Application Checklist (part 2)

### Application Checklist
Stay on track with deadlines for your colleges.

<table>
<thead>
<tr>
<th>College</th>
<th>Location</th>
<th>Application Due Dates</th>
<th>Common App Accepted</th>
<th>College Application Fee Waiver Available</th>
<th>CSS/Financial Aid Profile Due Date</th>
<th>College’s Net Price Calculator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Case Western Reserve University</td>
<td>Cleveland, OH</td>
<td>mm/dd/yy</td>
<td>mm/dd/yy</td>
<td>Yes</td>
<td>Yes</td>
<td>mm/dd/yy</td>
</tr>
<tr>
<td>Duke University</td>
<td>Durham, NC</td>
<td>mm/dd/yy</td>
<td>mm/dd/yy</td>
<td>Yes</td>
<td>Yes</td>
<td>mm/dd/yy</td>
</tr>
<tr>
<td>Ohio State University</td>
<td>Columbus, OH</td>
<td>mm/dd/yy</td>
<td>mm/dd/yy</td>
<td>No</td>
<td>No</td>
<td>mm/dd/yy</td>
</tr>
<tr>
<td>Yale University</td>
<td>New Haven, CT</td>
<td>mm/dd/yy</td>
<td>mm/dd/yy</td>
<td>Yes</td>
<td>Yes</td>
<td>mm/dd/yy</td>
</tr>
<tr>
<td>Cornell University</td>
<td>Ithaca, NY</td>
<td>mm/dd/yy</td>
<td>mm/dd/yy</td>
<td>Yes</td>
<td>Yes</td>
<td>mm/dd/yy</td>
</tr>
<tr>
<td>University of Notre Dame</td>
<td>Notre Dame, IN</td>
<td>mm/dd/yy</td>
<td>mm/dd/yy</td>
<td>No</td>
<td>No</td>
<td>mm/dd/yy</td>
</tr>
<tr>
<td>Georgetown University</td>
<td>Washington, DC</td>
<td>mm/dd/yy</td>
<td>mm/dd/yy</td>
<td>Yes</td>
<td>Yes</td>
<td>mm/dd/yy</td>
</tr>
<tr>
<td>Washington University in St. Louis</td>
<td>Saint Louis, MO</td>
<td>mm/dd/yy</td>
<td>mm/dd/yy</td>
<td>Yes</td>
<td>Yes</td>
<td>mm/dd/yy</td>
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<tr>
<td>Harvard College</td>
<td>Cambridge, MA</td>
<td>mm/dd/yy</td>
<td>mm/dd/yy</td>
<td>Yes</td>
<td>Yes</td>
<td>mm/dd/yy</td>
</tr>
<tr>
<td>Northwestern University</td>
<td>Evanston, IL</td>
<td>mm/dd/yy</td>
<td>mm/dd/yy</td>
<td>No</td>
<td>No</td>
<td>mm/dd/yy</td>
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<tr>
<td>Swarthmore College</td>
<td>Swarthmore, PA</td>
<td>mm/dd/yy</td>
<td>mm/dd/yy</td>
<td>Yes</td>
<td>Yes</td>
<td>mm/dd/yy</td>
</tr>
<tr>
<td>Kenyon College</td>
<td>Gambier, OH</td>
<td>mm/dd/yy</td>
<td>mm/dd/yy</td>
<td>Yes</td>
<td>Yes</td>
<td>mm/dd/yy</td>
</tr>
</tbody>
</table>
## Christopher's Application Deadlines

Here's your list from BigFuture. You can use this table to keep it all organized and on time.

<table>
<thead>
<tr>
<th>COLLEGE</th>
<th>LOCATION</th>
<th>APPLICATION DUE DATES</th>
<th>COMMON APP ACCEPTED</th>
<th>COLLEGE APPLICATION FEE WAIVER AVAILABLE</th>
<th>CSS/FINANCIAL AID PROFILE DUE DATE</th>
<th>COLLEGE'S NET PRICE CALCULATOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amherst College</td>
<td>Amherst, MA</td>
<td>mm/dd/yy</td>
<td>Yes</td>
<td>Yes</td>
<td>mm/dd/yy</td>
<td><a href="http://www.collegeboard.org/student/app/amherst">www.collegeboard.org/student/app/amherst</a></td>
</tr>
<tr>
<td>SUNY College of Environmental Science and Forestry</td>
<td>New York, NY</td>
<td>mm/dd/yy</td>
<td>Yes</td>
<td>Yes</td>
<td>mm/dd/yy</td>
<td>college.harvard.edu/financial-aid/net-price-calculator</td>
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<tr>
<td>Dartmouth College</td>
<td>Hanover, NH</td>
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<td>Yes</td>
<td>Yes</td>
<td>mm/dd/yy</td>
<td>admissions.dartmouth.edu/financial-aid/cost-attendance/net-price-calculators</td>
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<td>Cornell University</td>
<td>Ithaca, NY</td>
<td>mm/dd/yy</td>
<td>Yes</td>
<td>Yes</td>
<td>mm/dd/yy</td>
<td>comell.studentaidcalculator.com</td>
</tr>
<tr>
<td>Columbia University</td>
<td>New York City, NY</td>
<td>mm/dd/yy</td>
<td>No</td>
<td>No</td>
<td>mm/dd/yy</td>
<td>cc-seas.financialaid.columbia.edu/npc</td>
</tr>
<tr>
<td>New York University</td>
<td>New York City, NY</td>
<td>mm/dd/yy</td>
<td>No</td>
<td>No</td>
<td>mm/dd/yy</td>
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<td>Yes</td>
<td>mm/dd/yy</td>
<td><a href="http://www.enrollment.cmu.edu/netprice/npcalc.htm">www.enrollment.cmu.edu/netprice/npcalc.htm</a></td>
</tr>
<tr>
<td>SUNY at Binghamton</td>
<td>Binghamton, NY</td>
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<td>No</td>
<td>No</td>
<td>mm/dd/yy</td>
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<td>Yes</td>
<td>mm/dd/yy</td>
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<td>Stony Brook University</td>
<td>Stony Brook, NY</td>
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<td>Yes</td>
<td>mm/dd/yy</td>
<td>npc.collegeboard.org/student/app/stonybrook</td>
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<tr>
<td>St John's University</td>
<td>New York City, NY</td>
<td>mm/dd/yy</td>
<td>Yes</td>
<td>Yes</td>
<td>mm/dd/yy</td>
<td>stjohns.edu/form/net-price-calculator</td>
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<td>CUNY City College</td>
<td>New York City, NY</td>
<td>mm/dd/yy</td>
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<td>No</td>
<td>mm/dd/yy</td>
<td><a href="mailto:portal@uasp.cuny.edu">portal@uasp.cuny.edu</a>/uap/public/financial_aid estimator/FinAidEstimator.jsp</td>
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</tbody>
</table>

*Only the first 12 schools on your BigFuture account appear on this list. They are organized alphabetically. You can still view the rest of your schools on your list online when you log into BigFuture.
Plan Your College Applications

When you log into bigfuture.org, use this table to help organize your college list. It will help you keep track of your deadlines!

<table>
<thead>
<tr>
<th>COLLEGE</th>
<th>LOCATION</th>
<th>APPLICATION DUE DATES</th>
<th>COMMON APP ACCEPTED</th>
<th>COLLEGE APPLICATION FEE WAIVER AVAILABLE</th>
<th>CSS/FINANCIAL AID PROFILE</th>
<th>MY FAMILY’S ESTIMATED NET PRICE</th>
<th>NOTES</th>
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</tbody>
</table>
Evaluation of Access to Opportunity Initiatives

+ All materials are focus group tested
+ Some activities are followed-up with student surveys
+ Treatment and control groups are set up:
  - To learn about timing
  - To learn about dosage
  - To learn about heterogeneous effects by student attributes (family income, measured academic ability, first gen status)
Policy Research Papers Cited


+ Jonathan Smith, Michael Hurwitz, and Chris Avery. “Giving College Credit Where it is Due: Advanced Placement Exam Scores and College Outcomes” NBER Working Paper, Accepted at *Journal of Labor Economics*.


+ Jonathan Smith and Kevin Stange. 2015. A New Measure of College Quality to Study the Effects of College Sector and Peers on Degree Attainment. Accepted at *Education Finance & Policy*.
Ensuring College Opportunity and Success

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The College Board

CUNY Office of Policy Research
Higher Education Policy Seminar Series
November 2015