

Davis Jenkins

910 S. Michigan Ave., Apt. 502
Chicago, IL 60605
Tel: 312-953-5286
E-mail: davisjenkins@gmail.com

Education

- 1995 Ph.D., Public Policy Analysis, Carnegie Mellon University
1985 B.A., Religion, Princeton University

Professional Experience

- 2002- Senior Research Associate, Community College Research Center, Teachers College, Columbia University, New York, NY
2000-02 Visiting Scholar, Education Commission of the States, Denver, CO
1995-06 Senior Fellow, Great Cities Institute, University of Illinois at Chicago
1994-95 Research Associate, Center for Economic Development, Carnegie Mellon University, Pittsburgh, PA
1991-94 Director of Applied Learning, New Standards Project, Learning Research and Development Center, University of Pittsburgh
1988-90 Director of Research, Higher Education Management Services, Academy for Educational Development, Cambridge, MA
1986-88 Research Director, Adult Learning Project, Academy for Educational Development, Cambridge, MA
1985-86 Assistant to the President, Academy for Educational Development, New York, NY

Publications

Jenkins, D., & Weiss, M.J. (2011). Charting Pathways to Completion for Low-Income Community College Students. (CCRC Working Paper No. 34). New York: Community College Research Center, Teachers College, Columbia University.

Bailey, T.R., Jaggars, S.S., Jenkins, D. (2011). *Strengthening Student Success in the Community College*. Working Brief #4 for the 21st Century Commission on the Future of Community Colleges. Washington, DC: American Association of Community Colleges.

Wachen, J. Jenkins, D. Van Noy, M. (2011). Integrating basic skills and career–technical instruction: Findings from a field study of Washington State's I-BEST Model. *Community College Review*. 39. 136-159.

Jenkins, D. (2011, April). *Get with the Program: Accelerating Community College Students' Entry into and Completion of Programs of Study*. (CCRC Working Paper No. 32). New York: Community College Research Center, Teachers College, Columbia University.

Shulock, N., & Jenkins, D. (2011, March). *Performance Incentives to Improve Community College Completion: Learning from Washington State's Student Achievement Initiative (A State Policy Brief)*. New York: Community College Research Center, Teachers College, Columbia University.

Zachry Rutschow, E., Richburg-Hayes, L., Brock, T., Orr, G., Cerna, O., Cullinan, D., Kerrigan, M.R., Jenkins, D., Gooden S. & Martin, K. (2011, February). *Turning the tide: Five years of Achieving the Dream in community colleges*. New York: MDRC and Community College Research Center

Jenkins, D. (2011, January). Redesigning Community Colleges for Completion: Lessons from Research on High-Performance Organizations. (CCRC Working Paper No. 24, Assessment of Evidence Series). New York: Community College Research Center, Teachers College, Columbia University.

Jenkins, D., Speroni, C., Belfield, C., Jaggars, S.S., Edgecombe, N. (2010, September). A model for accelerating academic success of community college remedial English students: Is the Accelerated Learning Program (ALP) effective and affordable? CCRC Working Paper No. 21. New York: Community College Research Center, Teachers College, Columbia University.

Wachen, J., Jenkins, D., & Van Noy, M. (2010, September). *How I-BEST works: Findings from a field study of Washington State's Integrated Basic Education and Skills Training Program*. New York: Community College Research Center, Teachers College, Columbia University.

Zeidenberg, M., Cho, S-W, & Jenkins, D. (2010, September). Washington State's Integrated Basic Education and Skills Training Program (I-BEST): New evidence of effectiveness. CCRC Working Paper No. 20. New York: Community College Research Center, Teachers College, Columbia University.

Jenkins, D., & Harmon, T. (2010, July). *Using State Data to Promote Continuous Improvement of Workforce Programs: Guidance for States Preparing Applications to the U.S. DOL Workforce Data Quality Initiative*. The Joyce Foundation's Shifting Gears Initiative.

Jenkins, D., Roksa, J., & Jaggars, S. (2009, November). *Promoting Gatekeeper Course Success Among community College Students Needing Remediation: Findings and Recommendations from a Virginia Study*. New York: Community College Research Center, Teachers College, Columbia University.

Jenkins, D., & Bailey, T. (2009, October). How Community Colleges Can Reach Obama's Goals. (Op Ed.) *Inside Higher Ed*. October 13, 2009.

Jenkins, D. (lead author). (2009). *Field Guide to Improving Student Success*. Achieving the Dream. www.achievingthedream.org.

Jenkins, D., Zeidenberg, M., & Kienzl, G. (2009, May). *Educational Outcomes of I-BEST, Washington State Community and Technical College System's Integrated Basic Education and Skills Training Program: Findings from a Multivariate Analysis*. CCRC Working Paper No. 16. New York: Community College Research Center, Teachers College, Columbia University.

Jenkins, D., Zeidenberg, M., & Wachen, J. (2009, April). *Educational outcomes of Cabrillo College's Digital Bridge Academy: Findings from a multivariate analysis*. New York: Community College Research Center, Teachers College, Columbia University.

Jenkins, D. & Kerrigan, M.R. (2009). *Faculty and Administrator Data Use at Achieving the Dream Colleges: A Summary of Survey Findings*. Report (January). Culture of Evidence Series, Report 3. Achieving the Dream and Community College Research Center.

Jenkins, D., Ellwein, T., Wachen, J., Kerrigan, M.R., & Cho, S-W. (2009, March). *Achieving the Dream Colleges in Pennsylvania and Washington: Early Progress toward Building a Culture of Evidence*. Community College Research Center, Teachers College, Columbia University and MDRC.

Jenkins, D., Ellwein, T., & Boswell, K. (2009). *Formative Evaluation of the Student Achievement Initiative "Learning Year."* Report to the Washington State Board for

Community and Technical Colleges and College Spark Washington. New York: Community College Research Center, Teachers College, Columbia University. (Revised January 2009).

Bailey, T.R., Calcagno, J.C., Jenkins, D., Kienzl, G.S. & Leinbach, D.T. (2008). Community college student success: What institutional characteristics make a difference? *Economics of Education Review*. 27(6). 632-645.

Jenkins, D. (lead author). (2008). *Bridges to Opportunity for Underprepared Adults: A State Policy Guide for Community College Leaders*. Ford Bridges to Opportunity Initiative. Available at www.communitycollegecentral.org.

Ewell, P., & Jenkins, D. (2008). Using state student unit record data to increase community college student success. In Trudy Bers, Ed., *Tracking in the Community College*, New Directions for Community Colleges, no. 143. Fall 2008 (pp. 71-81). Wiley Periodicals, Inc.

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Leinbach, D.T., & Jenkins, D. (2008). *Using longitudinal data to increase community college student success: A guide to measuring milestone and momentum point attainment*. CCRC Research Tools No. 2. New York: Community College Research Center, Teachers College, Columbia University. (January).

Jenkins, D. (2007). Institutional effectiveness and student success: A study of high- and low-impact community colleges. *Journal of Community College Research and Practice*. 31(12). 945-962. (December).

Calcagno, J.C., Crosta, P., Bailey, T.R., & Jenkins, D. (2007). Stepping stones to a degree: The impact of enrollment pathways and milestones on community college students. *Research in Higher Education*. 48(7). 775-801. (November).

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Schwartz, W., & Jenkins, D. (2007). *Promising practices for community college developmental education: A discussion resource for the Connecticut Community College System*. New York: Community College Research Center, Teachers College, Columbia University. (September).

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Brock, T., Jenkins, D., et al. (2007). *Building a culture of evidence for community college student success: Early progress in the Achieving the Dream initiative.* MDRC and Community College Research Center. (May).

Morest, V.S., & Jenkins, D. (2007). *Institutional Research and the Culture of Evidence at Community Colleges.* Culture of Evidence Series, Report 1. Achieving the Dream and Community College Research Center. (April).

Jenkins, D., & Kossy, J. (2007). *Promising Practices from the Bridge Training Program Pilots.* Chicago, IL: Great Cities Institute, University of Illinois at Chicago. (January).

Jenkins, D and Spence, C. 2006. *The Career Pathways How-To Guide.* New York: Workforce Strategy Center. (November).

Bailey, T.R., Jenkins, D., & Leinbach, D.T. 2006. Is student success labeled institutional failure? Student goals and graduation rates in the accountability debate at community colleges. CCRC Working Paper No. 1. New York: Community College Research Center, Teachers College, Columbia University. (September).

Jenkins, D. 2006. *Career Pathways: Aligning Public Resources to Support Individual and Regional Economic Advancement In The Knowledge Economy.* New York: Workforce Strategy Center. (August).

Bailey, T.R., Crosta, P., & Jenkins, D. 2006. What Can Graduation Rates Tell Us About Community College Performance? CCRC Working Paper. New York: Community College Research Center, Teachers College, Columbia University. Under review by *Educational Researcher* (submitted August 2006).

Tornatzky, L.G., Macias, E.E., Jenkins, D., & Solis, C. 2006. *Access and achievement: Building Educational and Career Pathways for Latinos in Advanced Technology.* Los Angeles: The Tomás Rivera Policy Institute, University of Southern California.

Bailey, T.R., Calcagno, J.C., Jenkins, D., Leinbach, D.T., & Kienzl, G.S. 2006. Is Student-Right-To-Know All You Should Know? An Analysis of Community College Graduation Rates. *Research in Higher Education.* 47(5), 491-519. (August).

Crosta, P., Leinbach, T., & Jenkins, D. 2006. *Using Census Data to Classify Community College Students by Socioeconomic Status and Community Characteristics*. CCRC Research Tools No. 1. New York: Community College Research Center, Teachers College, Columbia University. (July).

Crosta, P., Jenkins, D., & Bailey, T. 2006. *Comparing Alternative Measures of Community College Performance*. CCRC Brief. New York: Community College Research Center, Teachers College, Columbia University. (July).

Reid, M., Bailey, T.R., Jenkins, D. & Morest, V. 2006. *Achieving the Dream Model of Institutional Transformation: Definition and Comparison with Other Models*. New York: Community College Research Center, Teachers College, Columbia University. (July).

Jenkins, D. 2006. Strengthening the federal role in combating adult illiteracy. *Clearinghouse Review Journal of Poverty Law and Policy*. 40(1-2). (May-June).

Schrock, G., & Jenkins, D. 2006. *Partnerships for job training and economic development. An evaluation of Illinois' JTED program*. Chicago: Chicago Jobs Council. (February).

Jenkins, D. 2005. *Project Exitó: How are we doing? Educational experiences and outcomes of first-time Latino students attending colleges and universities in the Chicago Southland region*. University Park, IL: South Metropolitan Higher Education Consortium. (November).

Henle, T., Jenkins, D., & Smith, W. 2005. *Bridges to careers for low-skilled adults. A program development guide*. Chicago, IL: Women Employed Institute. (October.)

Jenkins, D. 2005. *Using data to guide systemic improvement in the success of underserved students at community colleges*. New York: Community College Research Center, Teachers College, Columbia University. (May).

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Bailey, T.R. & Jenkins, D. 2005. Building a pathway for occupational students. *Chronicle of Higher Education*. Volume 51. Issue 32. (April 15, 2005). Page B20.

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Bailey, T.R., Calcagno, J.C., Jenkins, D., & Kienzl, G. *Benchmarking community college performance using adjusted institutional graduation rates*. 2004. New York: Community College Research Center, Teachers College, Columbia University. (July).

Jenkins, D. & Sommers, S. 2004. *A Bridge to Community College Career Programs for Adults with Poor Basic Skills*. Chicago: Great Cities Institute, University of Illinois at Chicago. (April).

Jenkins, D. 2004. *A bridge program planning guide*. Chicago: Women Employed Institute. (April).

Jenkins, D. 2003. *Rethinking How We Prepare Minority Youth for Success in College and Careers*. Chicago: Great Cities Institute, University of Illinois at Chicago. (October).

Jenkins, D: 2003. *Career pathway primer and planning guide*. Chicago: Great Cities Institute, University of Illinois at Chicago. (October).

Jenkins, D. 2003. *Illinois' Impending Workforce Crisis: A Strategic Response*. Background paper for the Illinois Career Pathways Initiative. Chicago: Women Employed. (July).

Bailey, T.R., Jacobs, J. Jenkins, D. 2003. *Outsourcing of Instruction at Community Colleges*. New York: Community College Research Center, Teachers College, Columbia University. (June)

Jenkins, D., Nuñez, I. & Tozer, S. 2003. *Rethinking Schooling as Postsecondary Preparation for All*. Chicago: Great Cities Institute, University of Illinois at Chicago. (April).

Bailey, T.R., Jacobs, J. Jenkins, D. & Leinbach, D.T. 2003. *Community Colleges and the Equity Agenda: What the Record Shows*. Paper prepared for the AACC National Conference, April 6-8, 2003, Dallas, Texas. New York: Community College Research Center, Teachers College, Columbia University. (April.)

Jenkins, D. 2003. *The Potential of Community Colleges as Bridges to Opportunity: Can It Be Achieved at Scale?* Paper presented to the Community College Research Center, Seminar on Equity and Access, March 26, 2003, Columbia University, New York City. New York: Community College Research Center, Teachers College, Columbia University. (March).

Jenkins, D., Bush, S, Henle, T., Cohen, S. & Kossy, J. 2002. *Recruiting Lower-Income Women into Information Technology Careers: Building a Foundation for Action*. Chicago, IL: Women Employed Institute. (November.)

Jenkins, D., and Boswell, K. 2002. *State Policies on Community College Remedial Education: Findings from a National Survey*. Denver, CO: Center for Community College Policy, Education Commission of the States. (September).

Jenkins, D., and Boswell, K. 2002. *State Policies on Community College Workforce Development: Findings from a National Survey*. Denver, CO: Center for Community College Policy, Education Commission of the States. (September).

Allsid, J., Gruber, D., Jenkins, D., Mazzeo, C. and Roberts, B. 2002. *Building a Career Pathways System: Promising Practices in Community College-Centered Workforce Development*. New York and San Francisco: Workforce Strategy Center. (August).

Jenkins, D. 2002. "Participation of Women and Minorities in Information Technology Degree Programs in Illinois: An Analysis by Institution." Working Paper. Chicago: Great Cities Institute, University of Illinois at Chicago. (April).

Jenkins, D. 2001. "Chicagoland TechPaths: Building Pathways to Technology Careers." Report of the joint working group of the Mayor's Council of Technology Advisors and the Chicago Workforce Board's Employer Demand Committee. (November).

Jenkins, D. and Kossy, J. 2001. *Building a World-Class Information Technology Workforce for the Chicago Region: A Framework for Action*. Chicago: Council for Adult and Experiential Learning.

Jenkins, D. 1999. "A Strategy for Attaining the New Job Corps Performance Standards." Paper presented to the Job Corps Region V Annual Leadership Conference, Chicago. (August).

Jenkins, D. 1999. "Beyond Welfare-to-Work: Bridging the Low-Wage – Livable Wage Employment Gap." Chicago: Great Cities Institute, University of Illinois at Chicago. (January).

Jenkins, D. and Fitzgerald, J. 1998. "Realizing the Potential of Community Colleges to Connect the Poor to Good Jobs." In Education Commission of the States, *Community College Handbook: Policy Briefs for State and Local Legislators*. Denver, CO: Education Commission of the States.

Jenkins, D. and Florida, R. 1999. "Work System Innovation among Japanese Transplants in the United States," in Paul Adler, Mark Fruin, and Jeffrey Liker, (Eds.) *Remade in America: Japanese Manufacturing Transformed*. Oxford University Press. 1999.

Florida, R., Jenkins, D. and Smith, D. 1998. "The Japanese Transplants in North America: Location, Production Organization, and R&D." In Robert Boyer, Elsie Charron, Ulrich Jurgens, and Steven Tolliday, (Eds.) *Between Imitation and Innovation: The Transfer and Hybridization of Production Systems in the International Automobile Industry*. Oxford University Press.

Jenkins, D. 1996. "The Role of Assessment in Educating the High Performance Worker: Lessons from Denmark and Great Britain." In Lauren Resnick and John Wirt, Eds., *Linking School and Work: Roles for Standards and Assessment*. San Francisco: Jossey-Bass Publishers.

Grants and Contracts

Co-Investigator (with Thomas Bailey), "Quantitative Analysis for Completion by Design: Building Community College Capacity for Evidence-Based Continuous Improvement. Funder: Bill & Melinda Gates Foundation. 2011-2014. \$3,500,000.

Co-Investigator (with Thomas Bailey), "Transforming Community Colleges to Accelerate Postsecondary Success for Low-Income Young Adults." Funder: Bill & Melinda Gates Foundation. 2009-2012. \$5,100,000.

Co-Investigator (with Thomas Bailey), "Knowledge Development for Achieving the Dream: Community Colleges Count." Funder: Lumina Foundation for Education. 2004-2009. \$4,300,000.

Co-Investigator (with Thomas Bailey). "Using State Student Record Data to Map Pathways to Success for Underserved Community College Students. Partners: Community College Research Center. Funder: Association for Institutional Research. 2005-06. \$30,000.

Co-Investigator (with Thomas Bailey), "Preparatory Research for the Achieving the Dream Initiative" Partner: Community College Research Center (Teachers College, Columbia University). Funder: Lumina Foundation for Education 2003-2004. \$160,000.

Co-Investigator (with Thomas Bailey), "Evaluation of Community College Bridges to Opportunity Initiative." Partner: Community College Research Center (Teachers College, Columbia University). Funder: Ford Foundation. 2003-2008. \$1,400,000.

Co-Investigator (with Thomas Bailey), "Community Colleges and Minority Degree Attainment." Partner: Community College Research Center (Teachers College, Columbia University). Funder: Ford Foundation. 2003-2005. \$200,000.

Principal Investigator, "Evaluation of Illinois Bridge Training Program Pilots." Partners: Chicago Jobs Council, Illinois Community College Board, Chicago Mayor's Office for Workforce Development, Funder: The Joyce Foundation. 2005-06. \$50,000.

Co-Investigator, "Catching Up: Study of Latino Participation in the Information Economy." Partners: Tomas Rivera Policy Institute (Claremont Graduate School) and Rice University. Funder: National Science Foundation. 2001-2004. \$650,000.

Research Director, "Campaign to Recruit Working Women into IT Careers." Partners: Women Employed Institute. Funder: State of Illinois. 2001-2003. \$500,000.

Research Director, "Community College State Policy Project." Partner: Education Commission of the States. Funder: Ford Foundation. 2001-02. \$200,000.

Research Director, "Chicago Regional IT Workforce Study." Partner: CAEL. Funder: John D. and Catherine T. MacArthur Foundation. 2000-01. \$180,000.

Principal Investigator, "Bridges to Advanced Technological Education and Employment." Partners: Richard J. Daley College, Instituto del Progreso Latino, Illinois Institute of Technology, Wayne State University, Henry Ford Community College, Detroit Hispanic Development Corporation. Funder: National Science Foundation, Advanced Technological Education Program. 1998-2001. \$969,000.

Project Director, "Chicago Workforce Development Partnership." Partners: Chicago Urban League, City Colleges of Chicago, Chicago Jobs Council, Instituto del Progreso Latino, et al. Funder: John D. and Catherine T. MacArthur Foundation. 1996-2005. \$1,063,000.

Co-Principal Investigator (with Joan Fitzgerald), "Partnering to Bridge the Low Wage - Living Wage Employment Gap: A Study of Best Practice Community College-CBO Collaboration." Funder: Annie E. Casey Foundation. 1996. \$42,000.

Project Director, "Chicago Regional Manufacturing Workforce Development Partnership." Funder: Illinois Board of Higher Education HECA program. Partners: College of DuPage, William Rainey Harper College, Joliet Junior College, Moraine Valley College, South Suburban College, Wilbur Wright College. 1996-98. \$190,000.

Project Director, "Manufacturing Workforce Integration Project." Partner: Chicago Manufacturing Center. Funder: National Institute of Standards and Technology. 1996-97. \$100,000.

Research Director, "Policies to Promote 'Lean and Green' Manufacturing Practices among Small Manufacturers." Partner: Chicago Manufacturing Center. Funder: Joyce Foundation. 1996-98. \$142,000.

Co-Investigator (with Richard Florida). "Technological and Organizational Determinants of the Transformation to Quality across U.S. Manufacturing Industries." Carnegie Mellon University. Funder: National Science Foundation, 1995-96. \$220,000.

Principal Investigator. "Use of Standards, Assessment and Credentials in Educating the High Performance Worker: Lessons from Germany, Denmark and Great Britain." Learning Research and Development Center, University of Pittsburgh. Funder: German Marshall Fund. 1993-94. \$100,000.

Research Director (Richard Florida, PI). "Japanese Transplants and U.S. Industrial Competitiveness." Carnegie Mellon University. Funder: Alfred P. Sloan Foundation. 1993-95. \$250,000.

Research Director (Nell Eurich, PI), "The Learning Industry: Education for Adult Workers." Academy for Educational Development. Funders: Carnegie Foundation for the Advancement of Teaching and The W.K. Kellogg Foundation. 1986-88. \$700,000.

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