Strategic roadmap
- objectives and initiatives 2013-2017

Board material

DRAFT

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Executive summary

- **Two months since joining the team**
  - Main observation: Exceptional organizational focus on the four performance goals of Reinvention
  - Unique opportunity to double down on Reinvention principles

- **Defining strategic objectives and initiatives**
  - Setting targets for performance metrics to measure progress
  - Outlining 4 main strategies: relevance, time, student support, operations
  - Defining the path forward Reinvention

- **Reinvention[7] in 2013: Focus areas**
  - Defining student pathways within career clusters
  - Establishing semester-by-semester program enrollment
  - Defining predictive scheduling

REINVENTION

To help our students meet the demands of a changing world, we must continue the focus on four critical Reinvention goals

Reinvention Goals

- Increase number of students earning college credentials of economic value[1]

- Increase rate of transfer to bachelor's degree programs following CCC graduation

- Drastically improve outcomes for students requiring remediation

- Increase number and share of ABE/GED/ESL[2] students who advance to and succeed in college-level courses

Reinvention Vision

Drive greater degree attainment, job placement, and career advancement

Ensure student success

Become an economic engine for the City of Chicago

[1]Since there are economic (as well as social and personal) returns to a college credential and since higher level credentials have higher value, a credential of "economic value" is one that: a) Prepares students to succeed at the next level of education (including maximizing the number of credits that transfer where applicable), whether that be the associate degree program (for certificates) or bachelor's degree programs, thereby increasing their potential lifetime earnings; b) Enables career and technical education program students to advance in the labor market either by moving up in their current job or securing a better job.

[2]ABE is Adult Basic Education, courses are for students testing at the 1st through 8th grade levels, GED is General Educational Development for students to prepare for high school equivalency, ESL is English as a Second Language, courses provide instruction for non-native English speakers .

REINVENTION

To ensure successfully meeting the four Reinvention goals CCC is developing detailed strategic objectives and initiatives

**Developing a roadmap
for the next five years**

CCC targets, strategies, and Reinvention[7]

- Using research and benchmarking of community college success drivers, we are developing a roadmap to guide the development over the next five years within CCC

- Making the roadmap reality will require a lot of engagement across all the 7 colleges over the next months and years

Annual targets

- CCC developed a methodology to quantify and keep the organization accountable for meeting specific targets for the four Reinvention goals
  - Details follow on select targets

Strategies

- CCC has outlined four specific strategies to meet the targets
  - Increasing Relevance
  - Decreasing Time
  - Better Student Support
  - Improve Operations

Reinvention[7]

- Charting the path forward will require the Reinvention principles throughout the organization
- Reinvention[7] unleashing the power in all 7 colleges

REINVENTION

Targets will be set through a combination of top-down aspirations and bottom-up validation

Target setting

- Development of targets for Reinvention goals
  - Setting aggressive aspirations
  - Building required logic to verify attainability
  - Double check against other institutions' pace of change

Reinvention goal	Aspirational target
• Increase number of students earning college credentials of economic value	• Doubling the graduation rate from 11% to 20+% over the next five years
• Increase rate of transfer to bachelor's degree programs following CCC graduation	• Increasing rate of transfer to a 4-year institution from 16% to ~24% of students
• Drastically improve outcomes for students requiring remediation	• Increasing share of students advancing to college-level work within 1 year from 37% to 43%
• Increase number and share of ABE/GED/ESL2 students who advance to and succeed in college-level courses	• Increasing the number of students transitioning from adult education by 4x to ~2,400

REINVENTION

CCC will follow 4 basic strategies in the coming years

	Strategies	**Description**

1 **Increasing Relevance**	• Align curriculum with
	  • Transfer institutions
	  • Employers
	  • High schools
	  • Adult education
	  • Developmental Ed.
		• Implement clear pathways that provide clarity and consistency across all parts of the student lifecycle
		• Ensure all parts fit internally and collectively to meet the demands of employers and partner universities

2 **Decreasing Time**	• Clear pathways for all students • Dual credit/enrollment • Adult Ed. bridges • Accelerated dev. ed. • Early program choice • Predictive scheduling	• Through program enrollment ensure CCC programs are structured to reduce student time to completion • From all entry points to both employers and partner universities • Allow students to plan their life around their studies (e.g., through use of block/predictive scheduling)
3 **Better Student Support**	• Required academic advising • Data tools and resources • Provide data to manage progress • Improve CCC data use	• Use dedicated, well-trained advisors to frequently advise students in mandated sessions during studies • Improved data tools and resources for students, faculty and staff to manage progress against milestones
4 **Improve Operations**	• Improve cash flow • Improve HR processes • Other operational improvements	• Improved operations across all of CCC to be as efficient and cost effective as possible

REINVENTION

Reinvention[7]: Primary indication of success will be the transformation of the CCC student experience

Before joining CCC	During enrollment	During CCC studies	After graduation

Enable students to make fully informed study choices

- Present students with clear material representing potential career pathways

- Provide deep program-specific advising expertise

- Clearly define destination and time to get there

Enroll students in a complete program aimed towards their career goals

- Provide a logical sequence of articulable courses so more students receive credentials of economic value

- Extend logical sequences backwards into adult education, developmental education and CPS

- Add predictive scheduling

Provide students with consistent, great advice and continuously reinforce

- Work with transfer and career centers to customize plans to keep them relevant from four-year and employer perspectives

- Use student tracking mechanism (e.g., GradesFirst) to alert when students are veering off-path

- Continuous pathway planning to reduce time to degree

Continuously track student outcomes to improve CCC processes

- Longitudinal tracking of student outcomes at four-year institutions and career outcomes

- Use outcomes to improve CCC pathways and internal processes

REINVENTION