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COMMUNITY COLLEGE DISTRICT NO. 508  
JANUARY 9, 2014



## Scorecard of Strategic Metrics

Fiscal Year 2013

Thursday, January 9, 2014



# Executive Summary

City Colleges selected 24 key metrics to assess academic and institutional health, part of Reinvention's ongoing refocusing of the institution on increasing positive outcomes yielding credentials of economic value, and operational efficiencies to support that goal and free up additional resources for academics.

This is the first scorecard measuring performance against the Plan: In Fiscal Year 2013, City Colleges met or exceed 21 of these 24 key metrics.

1. Completion within 3 years
2. Total number of degrees & certificates awarded
3. Degrees awarded
4. Certificates awarded
5. Credit students fall-to-spring retention rate
6. Student employment rate in area of training
7. Median earnings of students employed in training area
8. Total enrollment (unduplicated)
9. Credit enrollment
10. Adult education enrollment
11. Continuing education enrollment
12. College to careers program enrollment
13. Rate of transfer bachelor's degree programs within 2 years of ccc graduation
14. Number of fall new students that transfer to four-year
15. Percent of students in the cohort (fall first-time, full-time degree/cert. Seeking students taking >12 credit hours) who earn 30 credits within their first year
16. Percent of students in the cohort (fall first-time, part-time degree/cert. Seeking students taking <12 credit hours) who earn 15 credits within their first year
17. Percentage of students in the cohort (new students enrolled in remedial course) advancing to college-level work within 1 year of their first semester
18. Total adult education students identified in the fiscal year who transition to at least one credit course after one semester
19. Percentage of unrestricted fund balance to total expenses
20. Increase the amount of money awarded through grants and contracts
21. Improve time to hire
22. Reported crime
23. Crime against persons
24. Crime against property

# Increase the number of students earning college credentials of economic value

## Completion

### COMPLETION WITHIN 3 YEARS



CCC's projected\* IPEDS rate (federally defined graduation rate for first-time, full-time students who complete within 150% of the designated completion timeframe) is 13 percent, above the target of 12 percent, and nearly double the 7 percent rate before Reinvention began.

### TOTAL NUMBER OF DEGREES & CERTIFICATES AWARDED



### DEGREES



### CERTIFICATES



The total number of awards (degrees and certificates) topped 10,000 for the first time, 5 percent above the target. While the goal for certificates was outpaced by nearly 650, the number of degrees was 179 below the target of 3,957. Although 3,957 degrees were awarded through the summer session of 2013 - as forecasted - the 179 awarded in that session must be counted toward FY2014. The final official number of 3,778 degrees for FY13 represents a nearly 14 percent increase (or 454 degrees) over the preceding fiscal year and the highest on record.

\*That projection is subject to verification by the state and federal governments, with the official figure to be released in late 2014.

# Increase the number of students earning college credentials of economic value

## Retention

### CREDIT STUDENTS FALL-TO-SPRING RETENTION RATE



Retention is critical to ensuring students achieve credentials of economic value and take advantage of careers and further education available to them. Fall-to-Spring retention among credit students exceeded the goal of 66.3 percent by reaching 67.6 percent, up 1.4 percent from the preceding year.

## College to Careers

### STUDENT EMPLOYMENT RATE IN AREA OF TRAINING



### MEDIAN EARNINGS OF STUDENTS EMPLOYED IN TRAINING AREA



College to Careers' success is measured by meaningful and gainful employment. City Colleges met its targets for the proportion of students employed in their area of training (60 percent) and median earnings for those students (\$31,200). Furthermore, the goal for College to Careers enrollment was exceeded by 5 percent.

## Enrollment with a Purpose

<b>TOTAL ENROLLMENT</b> (UNDUPLICATED)	TARGET	110,793	<input checked="" type="checkbox"/>
	ACTUAL	114,255	
<b>CREDIT</b>	TARGET	62,246	<input checked="" type="checkbox"/>
	ACTUAL	62,391	
<b>ADULT EDUCATION</b>	TARGET	35,195	<input checked="" type="checkbox"/>
	ACTUAL	36,642	
<b>CONTINUING EDUCATION</b>	TARGET	16,430	<input checked="" type="checkbox"/>
	ACTUAL	18,508	
<b>COLLEGE TO CAREERS PROGRAM ENROLLMENT</b>	TARGET	9,058	<input checked="" type="checkbox"/>
	ACTUAL	9,518	

Total enrollment exceeded the target by 3 percent, with each academic area seeing stronger growth than forecasted. In all, there were 114,255 students at City Colleges in FY13. There were 62,391 credit enrollees and 36,642 adult education enrollees.

## Increase the rate of transfer to bachelor's degree programs following City Colleges graduation

### RATE OF TRANSFER TO BACHELOR'S DEGREE PROGRAMS WITHIN 2 YEARS OF CCC GRADUATION



### NUMBER OF FALL NEW STUDENTS WHO TRANSFER TO FOUR-YEAR INSTITUTIONS AFTER EARNING 12 CREDITS



The Five-Year Plan targets for transfer were met as well with 42 percent of credit students transferring within two years of degree completion.

## Drastically improve outcomes for students requiring remediation

### PERCENTAGE OF STUDENTS IN THE COHORT (NEW STUDENTS ENROLLED IN REMEDIAL COURSE) ADVANCING TO COLLEGE-LEVEL WORK WITHIN 1 YEAR OF THEIR FIRST SEMESTER.



Successful transitions from remediation work to college-level courses increased to 32 percent, above the forecasted 29.8 percent and up from the 29.5 percent in FY12.

## Increase the number and share of ABE/GED/ESL students who advance to and succeed in college-level courses

**TOTAL ADULT EDUCATION STUDENTS IDENTIFIED IN THE FISCAL YEAR WHO TRANSITION TO AT LEAST ONE CREDIT COURSE AFTER ONE SEMESTER.**



The goal of seeing 727 students transition from Adult Education to college credit and GED attainment was surpassed by more than 250.

## Increase the quality and effectiveness of student services and support

**PERCENT OF STUDENTS IN THE COHORT (FALL FIRST-TIME, FULL-TIME DEGREE/CERT. SEEKING STUDENTS TAKING >12 CREDIT HOURS) WHO EARN 30 CREDITS WITHIN THEIR FIRST YEAR**



**PERCENT OF STUDENTS IN THE COHORT (FALL FIRST-TIME, PART-TIME DEGREE/CERT. SEEKING STUDENTS TAKING <12 CREDIT HOURS) WHO EARN 15 CREDITS WITHIN THEIR FIRST YEAR**



As documented by Complete College America, time is the enemy when it comes to college: the longer students take on the way to a credential, the less likely they are to achieve it. City Colleges students are now reaching key milestones faster.



# Improve operational discipline with a focus on high performance standards including excellent financial management

## PERCENTAGE OF UNRESTRICTED FUND BALANCE TO TOTAL EXPENSES



By strengthening monitoring and maintaining fiscal discipline, City Colleges exceeded its goal of holding an amount corresponding to at least 3 percent of its operating expenses in reserves.

## INCREASE THE AMOUNT OF MONEY AWARDED THROUGH GRANTS AND CONTRACTS



After the federal sequester drastically curtailed the issuance of new grants and delayed decisions on pending applications, grant activity at City Colleges was greatly affected. As a result, City Colleges received \$30.4 million in grant funds in 2013, shy of its goal of \$32 million, which the institution was on pace to meet before the sequester.

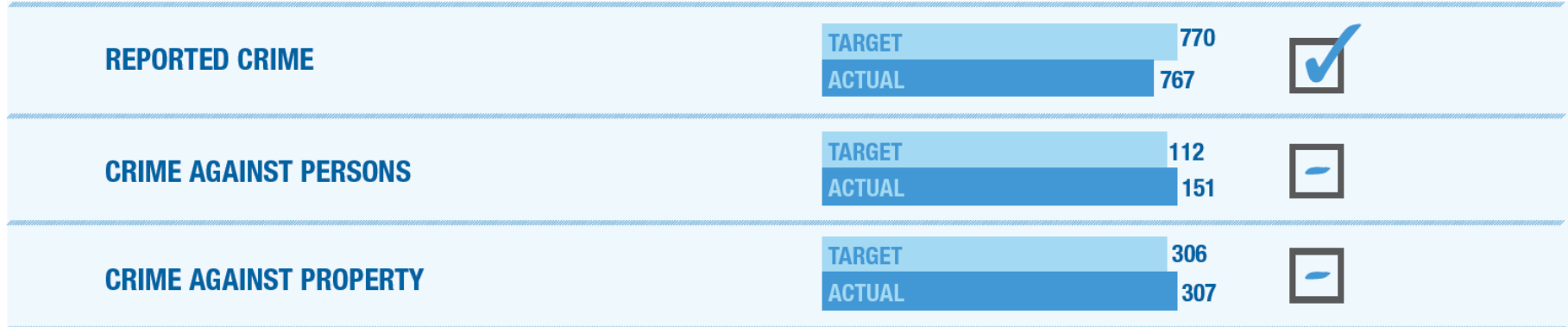
## IMPROVE TIME TO HIRE



City Colleges has revamped its hiring processes by introducing new technology to improve internal data tracking and controls. By employing this new system, City Colleges has met and exceeded its goal to source, recruit, and hire quality faculty and staff in a shorter time period.



## Ensure Safe and Secure Teaching and Learning Environments\*



Safety and security improvements implemented under Reinvention include employing a mobile-patrol strategy (including bike patrols in some locations) and the development of a standardized ID system and improved access control, leading to a 5 percent decrease in overall crime over 2012.

\*Crime statistics per calendar year