REINVENTION
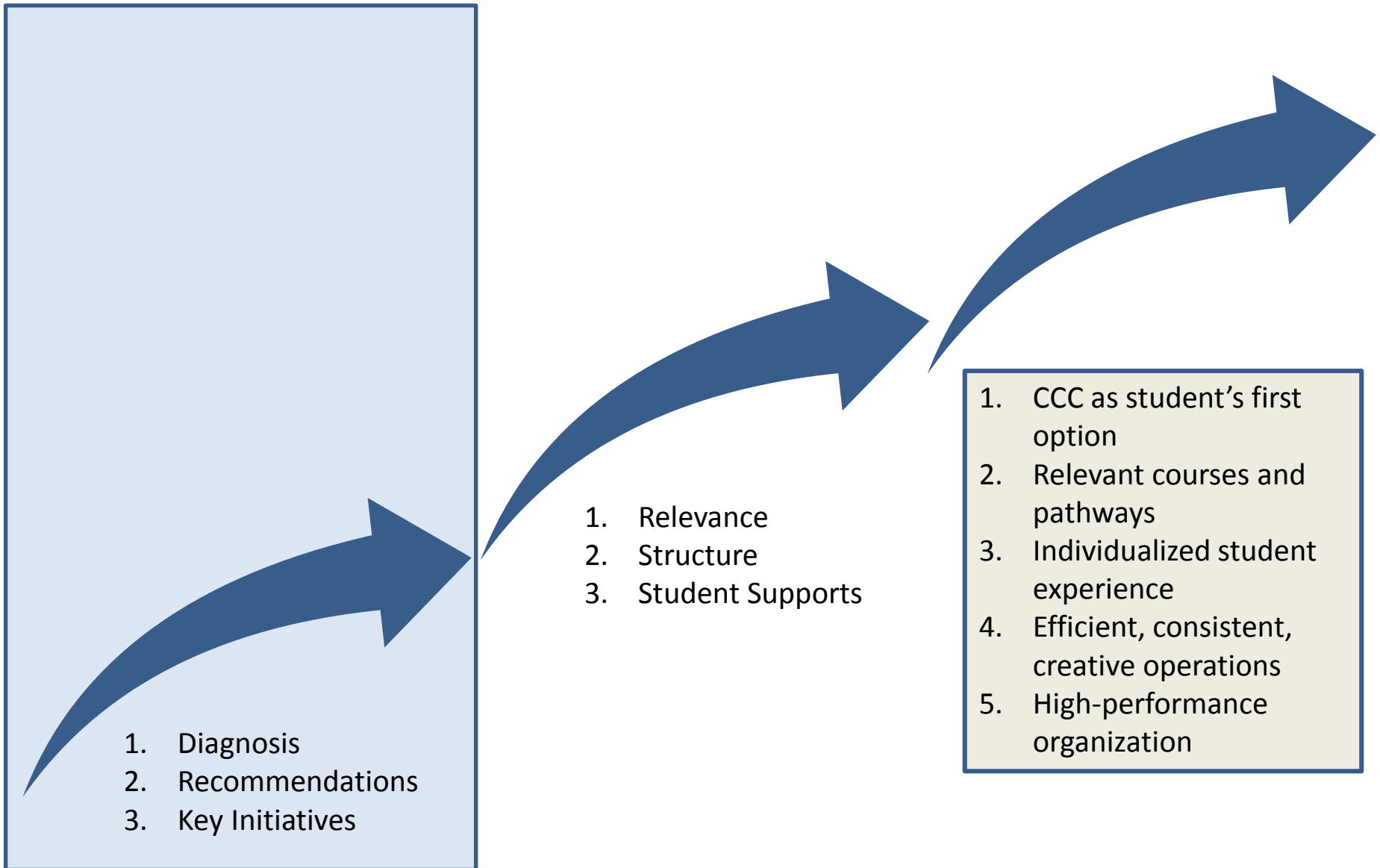
October Board meeting

Discussion document: October 1st 2015

Reinvention horizons: Three phases of change…

1. Diagnosis
2. Recommendations
3. Key Initiatives

1. Relevance
2. Structure
3. Student Supports

1. CCC as student's first option
2. Relevant courses and pathways
3. Individualized student experience
4. Efficient, consistent, creative operations
5. High-performance organization

We established four critical goals to help our students meet the demands of a changing world
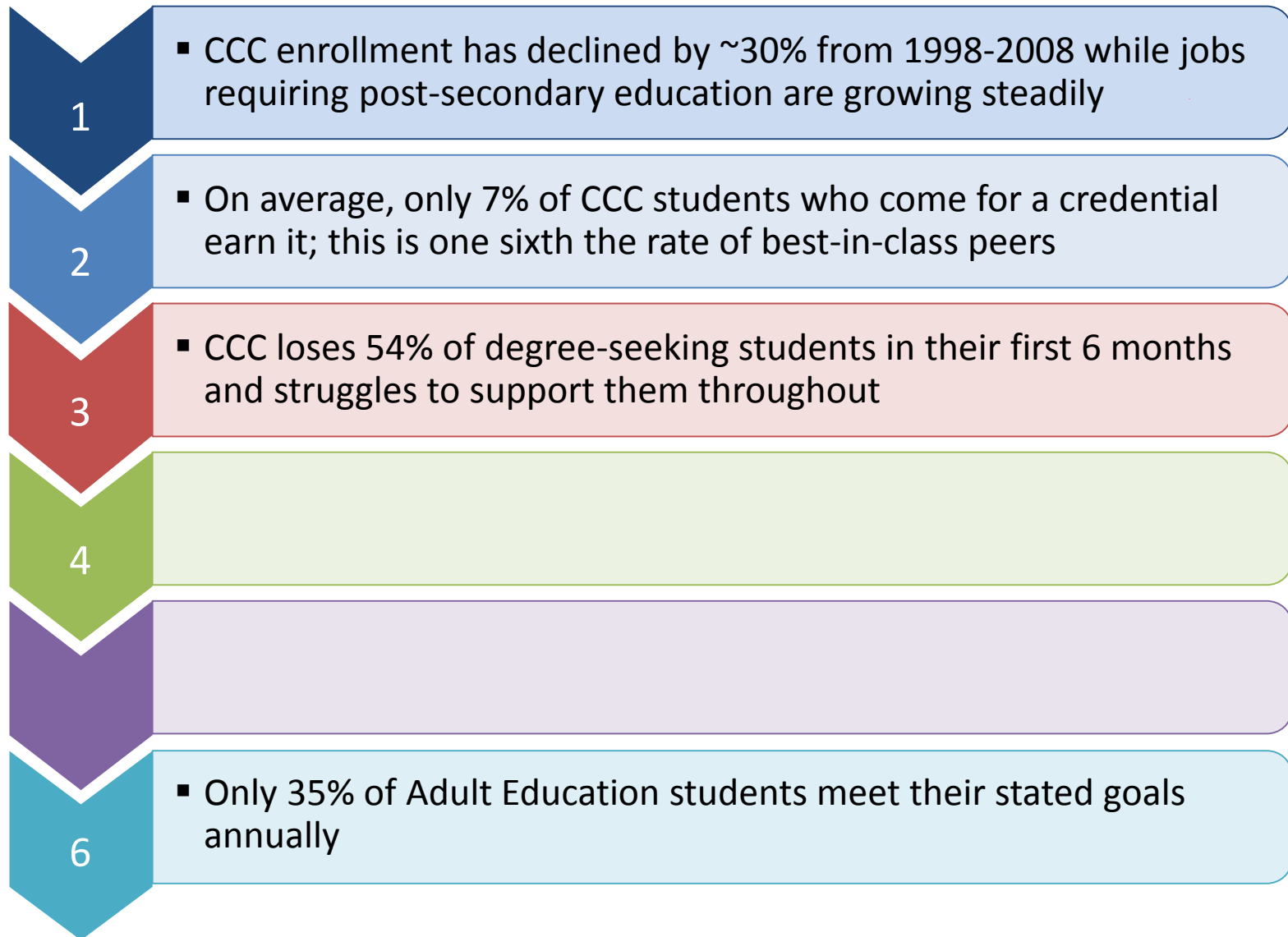
Reinvention Goals…
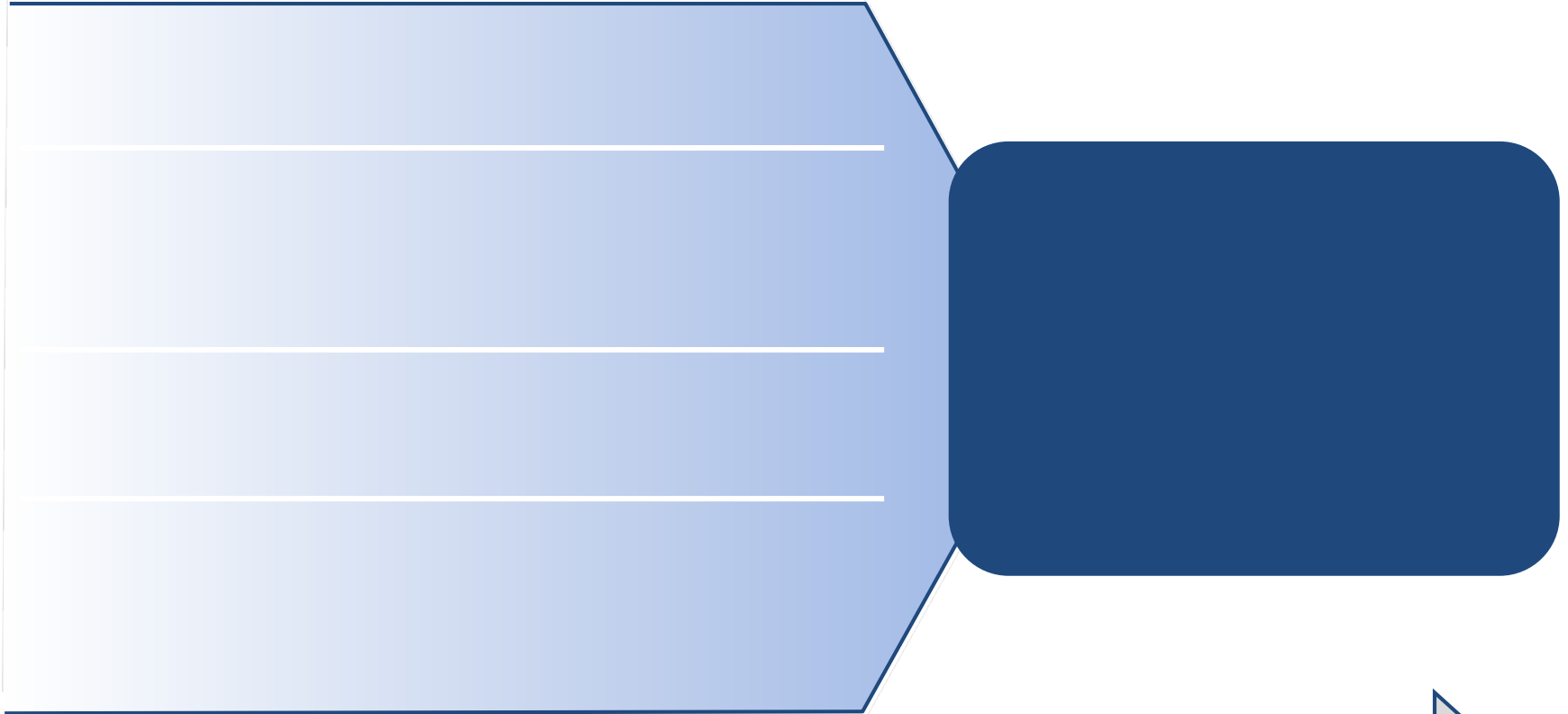
Reinvention Guiding Principles…
- **Student-focused** – orienting all solutions to what will be of most benefit to current and future students
- **Data-driven** – measuring results, reflecting on what is/isn't working and working to improve

[1]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

In 2010, CCC completed a self-study that demonstrated we could be serving our students and communities better

1
- CCC enrollment has declined by ~30% from 1998-2008 while jobs requiring post-secondary education are growing steadily

2
- On average, only 7% of CCC students who come for a credential earn it; this is one sixth the rate of best-in-class peers

3
- CCC loses 54% of degree-seeking students in their first 6 months and struggles to support them throughout

4

5

6
- Only 35% of Adult Education students meet their stated goals annually

REINVENTION

On the operational side, CCC has been through a transformation across key areas

	Accomplishment	Description
Forecasting	• Implemented five-year financial forecasting model	• Supports and provides the financial structure to drive five year strategic plan • Refined capital investments and timing of investments to support five year strategic plan
Savings	• Achieved operational cost savings of $66 million	• Centralization of non-academic support services • Labor productivity enhancements • Energy cost management savings
Procurement	• New process for basic services and commodities	• Procurement cycle reduced from ~45 days to ~ 7days
HR	• Transformed from transactional to strategic talent acquisition	• Automated time and attendance system • Adjustments to the health and benefits structure
Financial position	• Enhanced CCC Financial position	• In 2013 issued $250M in bonds to finance capital plan • Strong credit ratings of AA and AA-, outlook stable, from Standard and Poor's and Fitch Ratings, respectively

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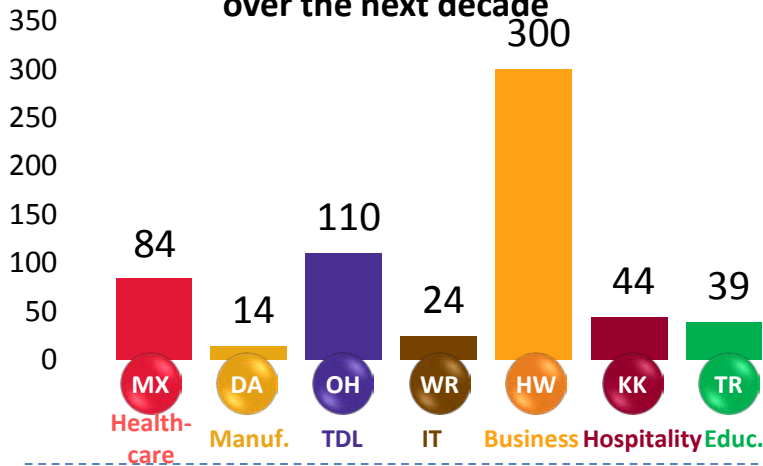
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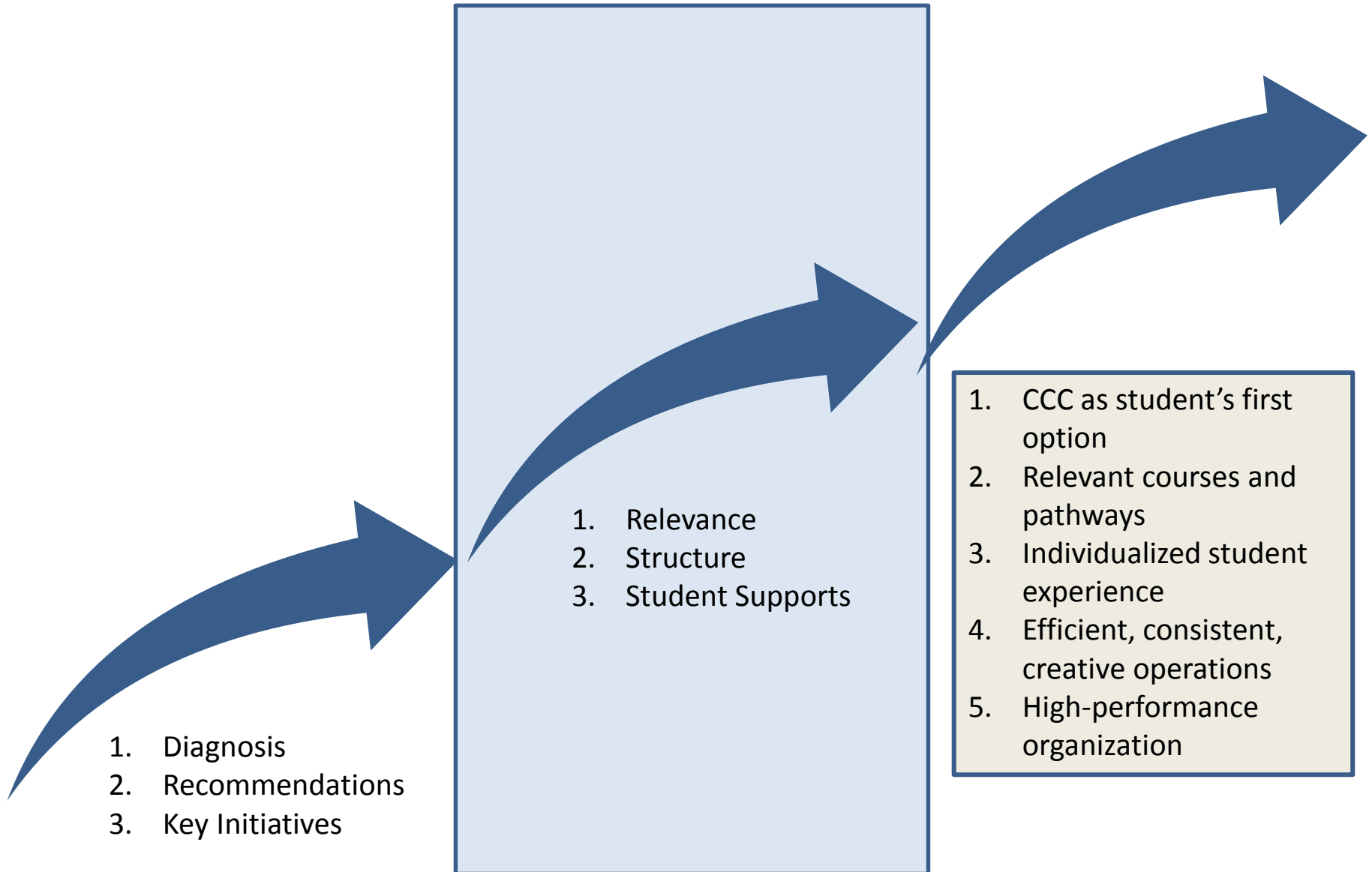
Relevance: CCC's College to Careers model focuses on ensuring relevance of programs and connecting students to job and transfer

(1) **Data driven** focus on offering programs with demonstrated labor market demand

Total job opening in thousands over the next decade

Category	Value
MX – Health-care	84
DA – Manuf.	14
OH – TDL	110
WR – IT	24
HW – Business	300
KK – Hospitality	44
TR – Educ.	39

(2) **Pathways of stackable credentials** of economic value that allow for multiple entry and exit points

City Colleges information technology pathways use the Associate's degree as the minimum level of competence required with 3 paths
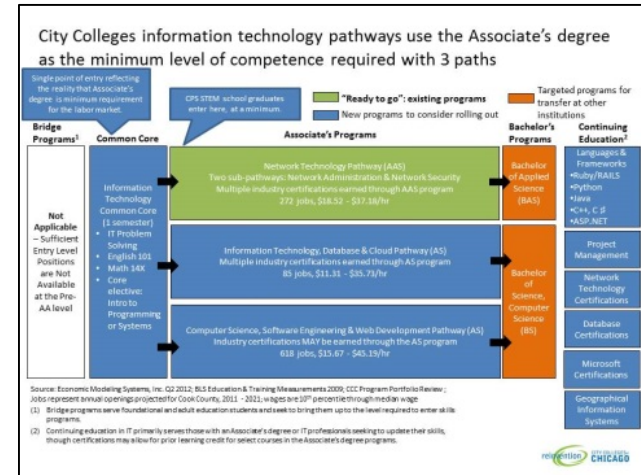
(3) **Employer involvement** in program design and direct interaction with students across lifecycle

Curriculum review › On-campus student exposure › Workplace learning › Commit to interview students
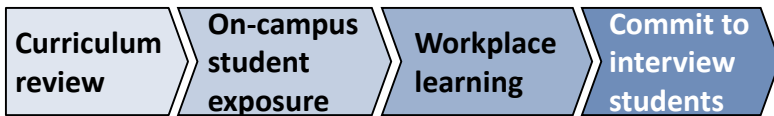
(4) **Career planning and placement services** to prepare students for employment

Career Development Cycle

Employment Success Skills Workshops

REINVENTION
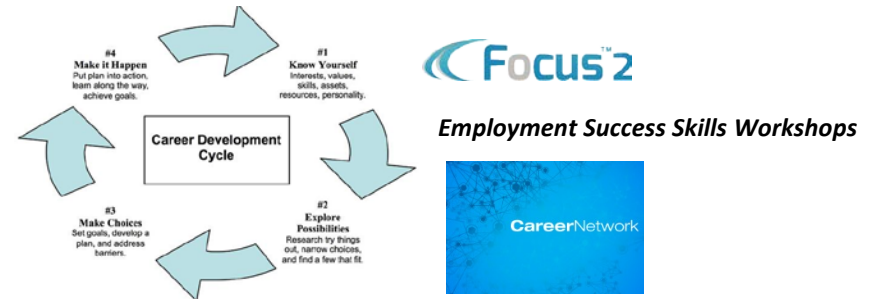
Relevance: Colleges each focus on a high-impact sector and labor market data provides strategic roadmap for pathways

Advanced Manufacturing
Richard J. Daley College

Business & Professional Svcs
Harold Washington College

Culinary Arts and Hospitality
Kennedy King College

Education
Harry S Truman College

Healthcare
Malcolm X College

Information Technology
Wilbur Wright College

Transportation, Distribution & Logistics Olive-Harvey College

✓ **Reviewed by industry partners**

HW Business pathways at Harold Washington College to focus on four key areas for employment and transfer to bachelor's degree

300,000 job openings in Cook County projected over the next decade
Annual job openings and starting wages shown for each program

Existing programs
Future programs/pathways
Targeted programs for transfer

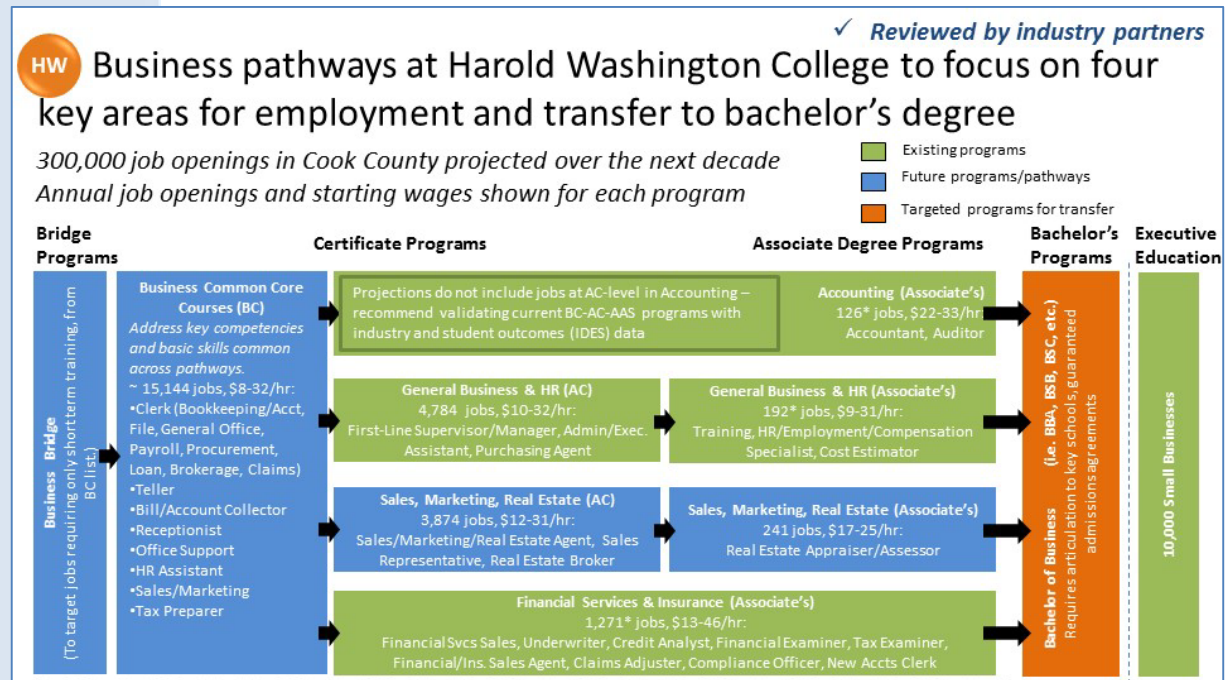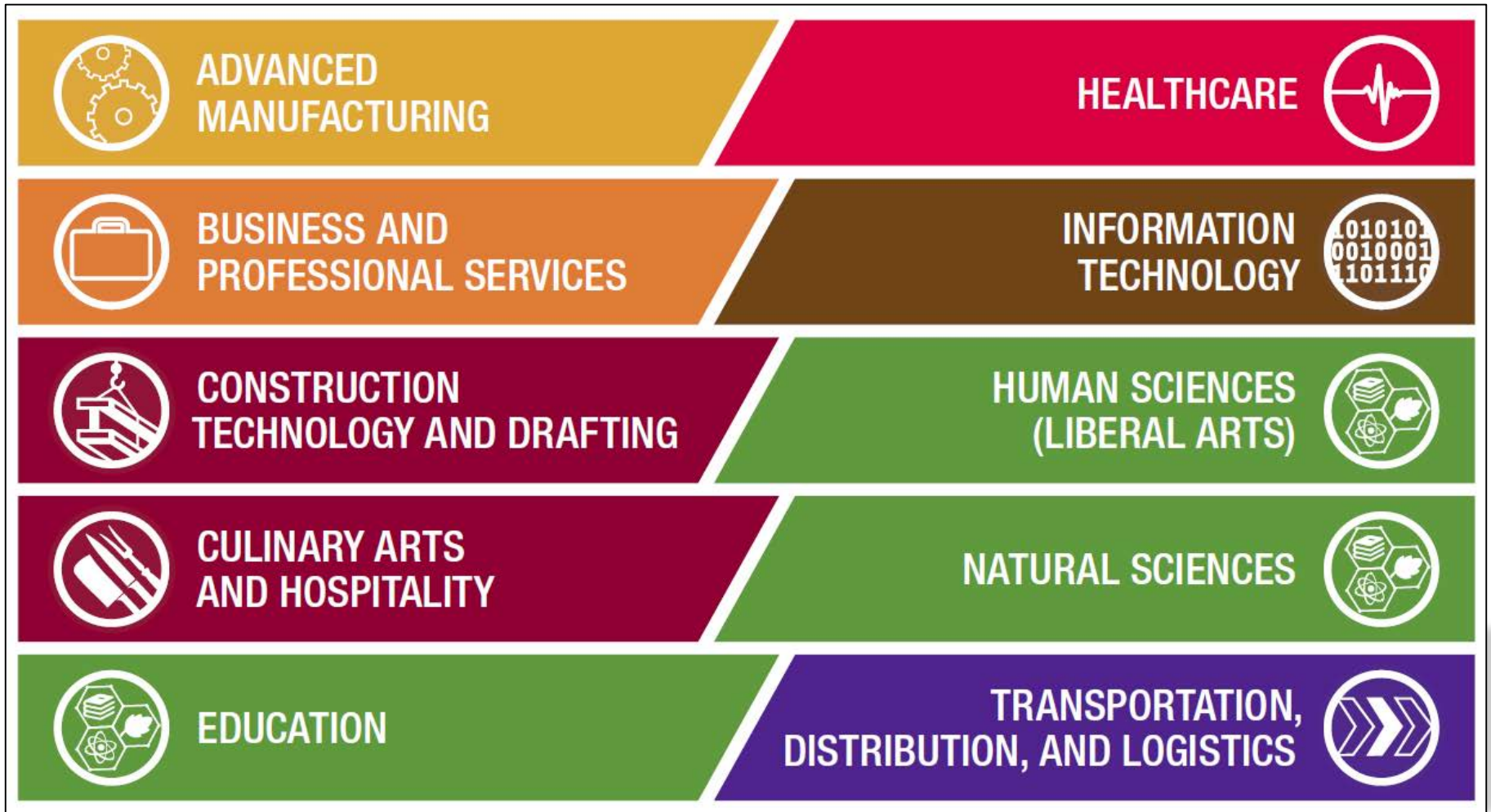| Bridge Programs | Certificate Programs | | Associate Degree Programs | Bachelor's Programs | Executive Education |

Business Bridge (To target jobs requiring only short-term training, from BC list)

Business Common Core Courses (BC)
Address key competencies and basic skills common across pathways.
~ 15,144 jobs, $8-32/hr:
- Clerk (Bookkeeping/Acct, File, General Office, Payroll, Procurement, Loan, Brokerage, Claims)
- Teller
- Bill/Account Collector
- Receptionist
- Office Support
- HR Assistant
- Sales/Marketing
- Tax Preparer

Projections do not include jobs at AC-level in Accounting – recommend validating current BC-AC-AAS programs with industry and student outcomes (IDES) data

Accounting (Associate's)
126* jobs, $22-33/hr
Accountant, Auditor

General Business & HR (AC)
4,784 jobs, $10-32/hr:
First-Line Supervisor/Manager, Admin/Exec. Assistant, Purchasing Agent

General Business & HR (Associate's)
192* jobs, $9-31/hr:
Training, HR/Employment/Compensation Specialist, Cost Estimator

Sales, Marketing, Real Estate (AC)
3,874 jobs, $12-31/hr:
Sales/Marketing/Real Estate Agent, Sales Representative, Real Estate Broker

Sales, Marketing, Real Estate (Associate's)
241 jobs, $17-25/hr:
Real Estate Appraiser/Assessor

Financial Services & Insurance (Associate's)
1,271* jobs, $13-46/hr:
Financial Svcs Sales, Underwriter, Credit Analyst, Financial Examiner, Tax Examiner, Financial/Ins. Sales Agent, Claims Adjuster, Compliance Officer, New Accts Clerk

Bachelor of Business (i.e. BBA, BSB, BSC, etc.) Requires articulation to key schools, guaranteed admissions agreements

10,000 Small Businesses

REINVENTION

Structure: Ten focus areas encompass all program offerings

ADVANCED MANUFACTURING	HEALTHCARE
BUSINESS AND PROFESSIONAL SERVICES	INFORMATION TECHNOLOGY
CONSTRUCTION TECHNOLOGY AND DRAFTING	HUMAN SCIENCES (LIBERAL ARTS)
CULINARY ARTS AND HOSPITALITY	NATURAL SCIENCES
EDUCATION	TRANSPORTATION, DISTRIBUTION, AND LOGISTICS

Structure: Our Academic Catalog now reflects this structure and is built upon our pathway maps

D	AC	BC	SEMESTER 2	CATEGORY	ACHIEVEMENTS & NEXT ACTIONS
●	●	·	Business 182 – Managerial Accounting (4)	*Required Program Core*	
●	●	●	Business 231 – Marketing (3)	*Required Program Core***	**COMPLETION** of Basic Certificate in Management/Marketing
·	·	●	Business 236 – Advertising (3)	*Program Elective*	**DO THIS** – Meet with advisor to discuss Advanced Certificate, Associate of Applied Science, and four-year transfer options
·	·	●	Business 237 – Selling (3)	*Program Elective*	
●	·	●	Business 258 – Small Business (3)	*Program Elective*	
●	·	·	Computer Information Systems 123 – Introduction to Spreadsheets (3)	*Program Elective*	
			19 CREDIT HOURS		

Focus Area: Business & Professional Services

D	AC	BC	SEMESTER 3	CATEGORY	ACHIEVEMENTS & NEXT ACTIONS
●	●	●	Business 211 – Business Law I (3) **OR** Business 212 – Business Law II (3) **OR** Business 214 – Legal and Social Environment of Business (3)	*Required Program Core*	**COMPLETION** of Advanced Certificate in Management/Marketing
●	●	·	Business 241 – Introduction to Finance (3)	*Required Program Core*	**DO THIS** – Apply online for advanced certificate
●	●	●	Business 269 – Principles of Management (3)	*Required Program Core***	**DO THIS** – Meet with advisor to confirm courses for completion of Associate of Applied Science degree
●	●	·	Program Elective (3)	*Program Elective*	
●	·	·	Program Elective (3)	*Program Elective*	
●	·	·	Speech 101 – Fundamentals of Speech Communication (3)	*Required Program Core**	
			18 CREDIT HOURS		

32   D = DEGREE // AC = ADVANCED CERTIFICATE // BC = BASIC CERTIFICATE
FOR MORE INFO ON DEGREE AND CERTIFICATE PROGRAMS, VISIT CCC.EDU

http://www.ccc.edu/departments/Documents/AcademicCatalog_Interactive.pdf

REINVENTION

Structure: Student GPS is our solution for ensuring student success

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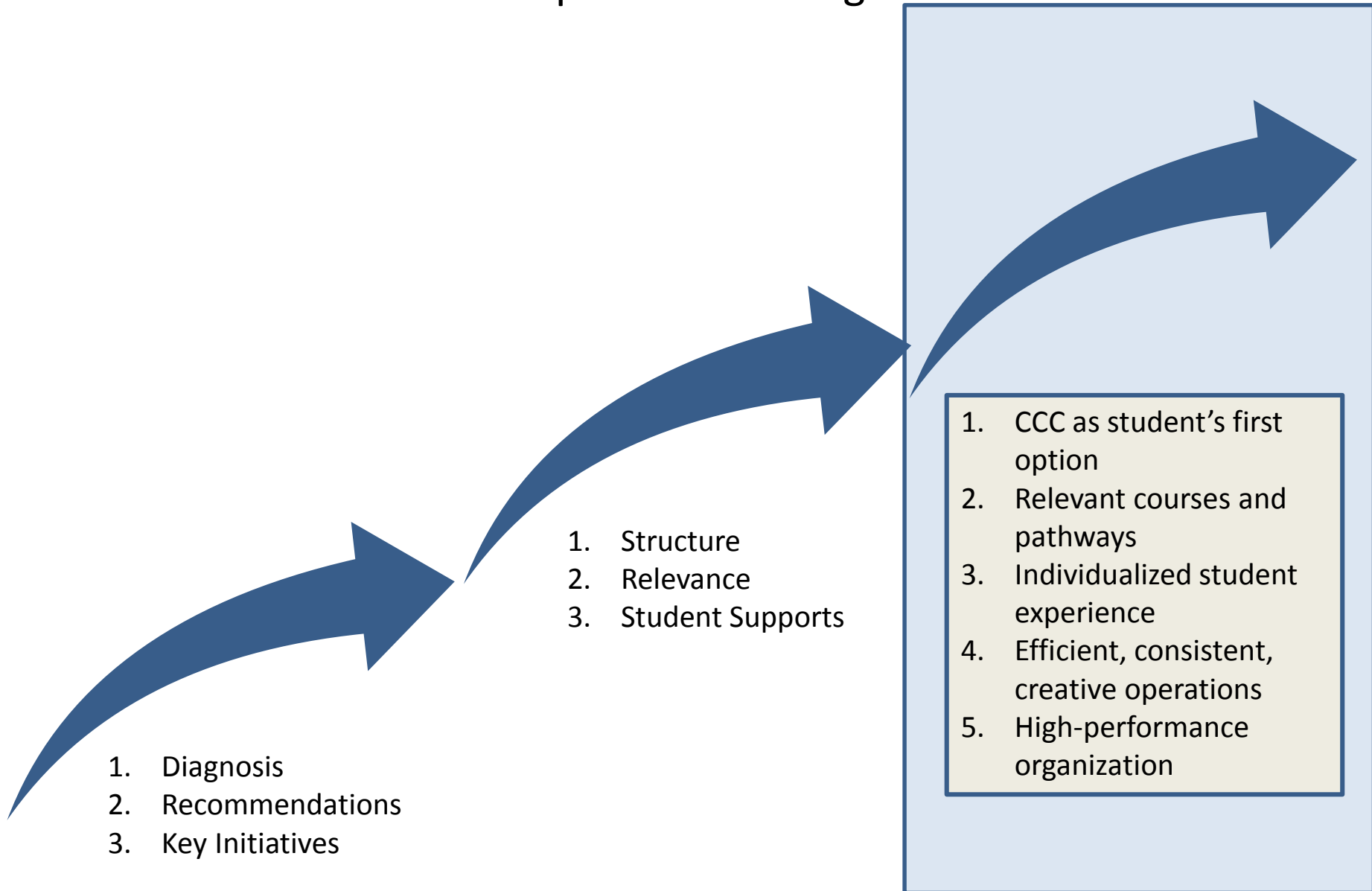
Strategic priorities to achieve targets in the five-year plan

The five year plan outlines four strategies to establish a culture of student success:

	Operational excellence: Foster excellent financial, operational and human resources management.

FY2016 Strategic priorities

Student GPS

Continue the year-long process of enabling Student GPS through:
- Pathways: Build and institutionalize structured pathways within and beyond CCC
- Predictive scheduling: Create predictable schedule term-to-term to build life around
- Whole program enrollment: Allow students to enroll in their program of choice

Learning and assessment

By pathway:
- Map current SLOs and assessment mechanisms
- Identify any gaps and overlaps in the current curriculum
- Build toolkit (if needed based on analysis above) to allow for professional development

Policy revamp

- There are today multiple policy documents that mix too many different components
- Compile documents, separate policy from process, practice, contract language and tools
- Identify areas to improve content in support of student success

Assessing incoming students

- Compass is being discontinued
- As a district, we need to develop a consistent and equitable approach to understand how we help each individual student succeed academically at CCC