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## Reinvention – Where we are today

Thursday, February 4, 2016







# From 2010 to today, the heart of Reinvention remains its four goals

*Six years ago we launched Reinvention to address many problems at CCC, including:*

- *Only 7% of CCC students who came to City Colleges earned a credential*
- *CCC was losing 54% of degree-seeking students in their first six months*

## *Reinvention Goals...*

-  Increase number of students earning college credentials of economic value
-  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<sup>1</sup> students who advance to and succeed in college-level courses

## *Reinvention Vision...*

Drive greater degree attainment, job placement, and career advancement

**Ensure student success**

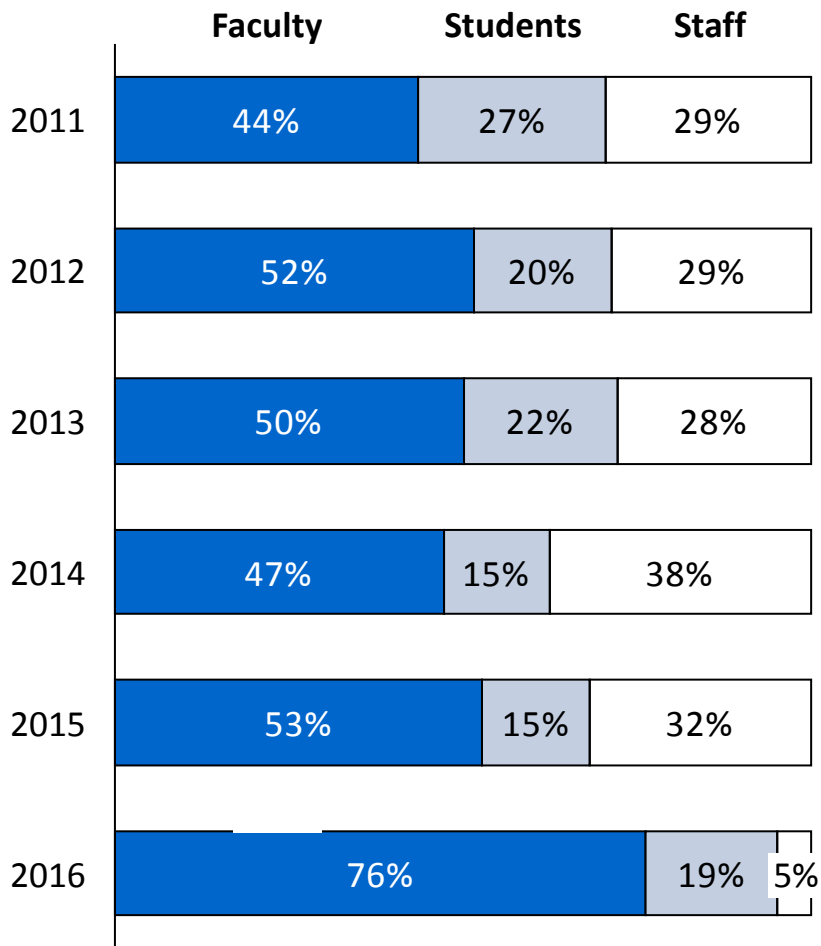
Become an economic engine for the City of Chicago

<sup>1</sup>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

# Students, faculty, and staff make up Reinvention teams, working to set and implement the strategic direction for CCC

## Breadth of input into strategic direction:

Faculty have made up more than half of the Reinvention team composition



## Depth of input into strategic direction:

**More than one in ten** full-time faculty members across CCC gave up class time to work on Reinvention – most at least two semesters:

- This was, and will continue to be, an unprecedented, budgeted investment in faculty to shape CCC's future
- Faculty lead projects on myriad topics, from facilities to advising, and have had near-total leadership to overhaul...

- ✓ How we award tenure
- ✓ How we credential faculty
- ✓ How we make curriculum changes
- ✓ How we treat developmental education students, including through the creation of accelerated, and co-requisite courses

Through College-to-Careers and strategic transfer initiatives, we ensure that our certificate and degree completions represent learning relevant to employers and four-year institutions

Through College-to-Careers, we work with **150 employer partners across 7 industries**, ensure our programs are relevant, and have made **over 4,000 job placements**

**DA** Advanced Manufacturing

**HW** Business and Professional Services

**KK** Culinary Arts and Hospitality and Construction Technology

**MX** Healthcare

**OH** Transportation, Distribution, and Logistics

**TR** Education, Human and Natural Sciences

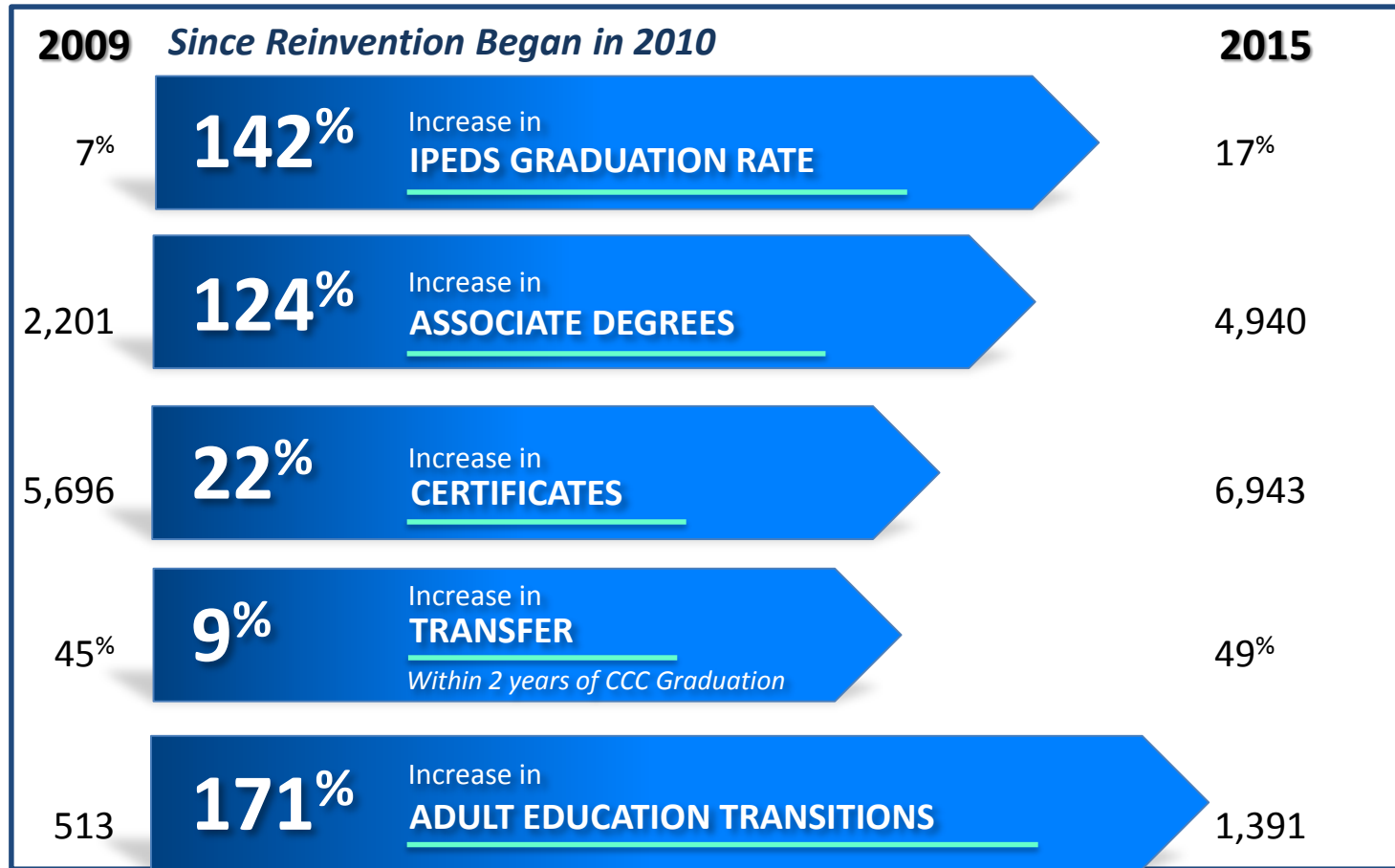
**WR** Information Technology

We also partner with four-years to have more articulation agreements than ever before, reducing CH loss and driving our transfer post-completion rates upward

1. We have **over 100 2+2's** with 9 different four-years, showing the courses students need to take, semester-by-semester, to baccalaureate attainment, with no credit-hour loss.
2. We have **12 STAR partners** who help STAR scholars with tuition assistance, student services, and other perks.
3. We are closing agreements with multiple four-years to facilitate **transcript data exchange**, ensuring we minimize credit-hour loss and maximize reverse transfer of credit

# CCC's growth in rate of success is unparalleled in IL, and in the US

- CCC's graduation rate more than doubled (115%) from start of Reinvention to 2014, while the rest of Illinois grew 19 percent
- From the start of Reinvention to 2013, CCC saw its grad rate grow from 9<sup>th</sup> out of the top ten most populous US cities to 6<sup>th</sup>



1	San Jose	26%
2	Los Angeles	20%
3	San Diego	20%
4	New York	16%
5	Phoenix	14%
6	Chicago	13%

CCC's most recent rate – 2015 – is **17%**, and our transfer rate post-completion is its highest since start of Reinvention (49%)

Each College saw growth in numerous areas. Some highlights:



**253% increase in adult ed. transitions**

Graduation rate at DA grew 3x faster than the rest of IL community colleges



**375% increase in graduation rate**

Graduation rate at HW grew 9x faster than the rest of IL community colleges



**213% increase in graduation rate**

Graduation rate at KK grew 8x faster than the rest of IL community colleges – had ranked below every single suburban community college before Reinvention, now eclipses 9 of 14 of them.



**89% increase in degrees awarded**



**120% increase in graduation rate**



**501% increase in certificates awarded**






Graduation rate at TR grew 9x faster than the rest of IL community colleges



**140% increase in degrees awarded**

# We are trending to meet the important targets that support our Reinvention goals

 Tracking to target

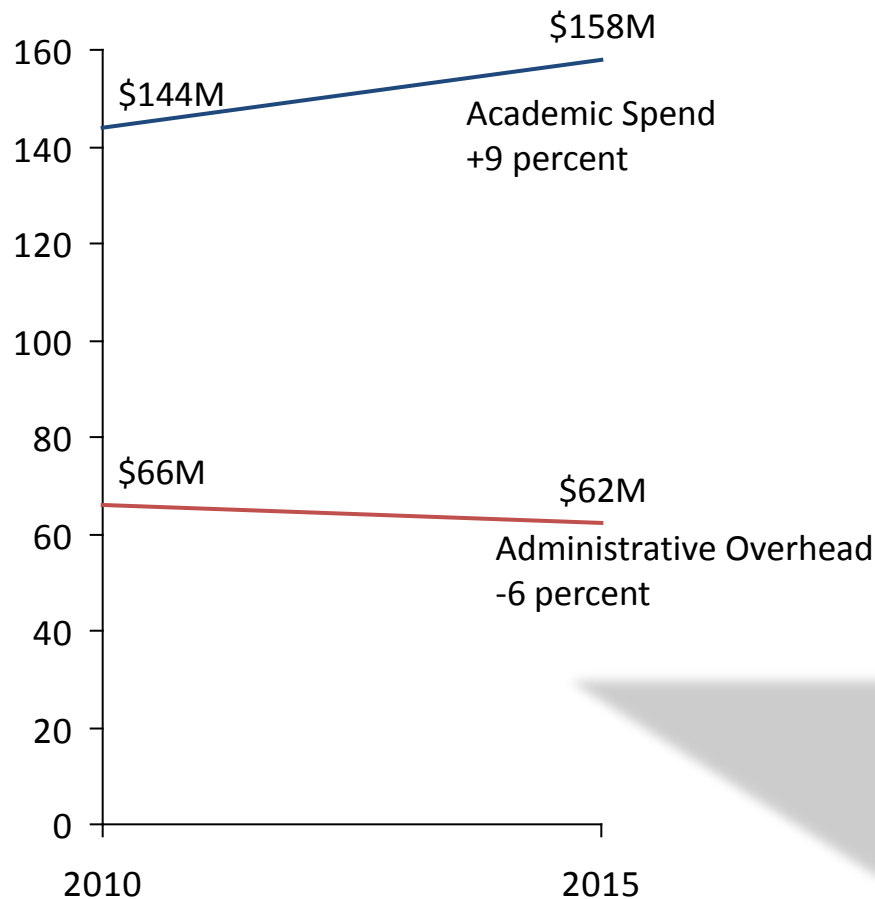
	Before Reinvention	What we achieved in 2015	Five-year plan target for 2016	Where we are, as of today*
<b>Increase number of students earning college credentials of economic value</b>	<b>Graduation Rate</b>			
	7%	17%	16%	
	<b>Degrees awarded</b>			
	2,201	4,944	4,586	
<b>Increase rate of transfer to bachelor's degree programs following CCC graduation</b>	<b>Transfer rate post-completion</b>			
	45%	49%	47%	
<b>Drastically improve outcomes for students requiring remediation</b>	<b>Transitions from dev. ed. to credit</b>			
	30.9%	38%	31.2%	
<b>Increase number and share of ABE/GED/ESL students who advance to and succeed in college-level courses</b>	<b>Transitions from adult education to credit</b>			
	737	1,391	1,773	

\*We always work to not only meet the target but to improve against our prior year

# Our fourth strategy – strengthening operations – has allowed us to decrease administrative overhead while increasing academic spend

## Fiscal Prudence under Reinvention

- CCC Saved \$70M from administrative redundancies and increasing efficiencies (e.g., centralization of software licenses)
- \$70M has been reinvested in the classroom



## We are progressing with College-to-Careers investments



### New Malcolm X Campus

- State-of-the-art virtual hospital environment
- Wayfinding layout physically anchors programs offered
- \$250MM capital investment

Similar construction projects waiting in the wings at DA, OH





**Next steps:** Student GPS must enable all students to register all semesters, at once, so they can plan their lives around College and not the other way around



**Next Steps for Spring 2016**

1. Better technology
2. Four-year pathways
3. Student-driven scheduling

**1 Better inform students during planning process**

- ❑ Show total tuition cost per-semester and for whole program in plan, so student can see how time spent impacts cost.
- ❑ Surface credit-hour load preferences and plan information all in one screen so students can more easily visualize how long it will take to complete their degree, depending on program and CH load chosen.

**2 Enroll students onto 4-year semester-by-semester pathways**

- ❑ Expand upon present ~60 freshman-to-senior pathways a CCC student could traverse with our STAR partners, depending on their pathway/4-year-destination combination
- ❑ Enter these into our new SmartPlanner system, so when a student indicates preferred destination and pathway they get precisely the right combination of courses

**3 Provide students predictable schedules around which to plan work, childcare and other life needs**

- ❑ Forecast demand by course, time, day, term based on plans and preferences
- ❑ Create the class schedule each term based on this student demand
- ❑ Develop more agile course-scheduling processes so we can...

**❑ Allow for students to enroll into all semesters at once!**