Campus Completion Plan 2018-2020

CONNECTION

Outcomes from 2016-2018

Strategy/Goal:	Outcome:	Progress:	Measure:	Comments:
What did you plan to improve?	What did you establish as your outcome?	What progress did you make towards strategy/goal?	What were measures of progress/success?	What contextual points are worth noting?
Develop and Communicate a Prior Learning Assessment (PLA) Plan.	Increase the students entering the institution with meaningful college credit towards their program of study.	Reviewed and updated the college policy and procedure on PLA through a college-wide stakeholder group. Created an assistant registrar position with a focus on PLA. Implemented Fast Path Ohio	Completed policy and procedure Created an assistant registrar with a focus on PLA. Implemented Fast Path Ohio	Fast Path being institutionalized.
Utilize CCP and CTAG framework to intensify and scale up partnerships with selected K12 feeder schools in our service district.	Increase participation in CCP, CTAG, and enrollment after graduation.	Developed 93 CTAG/CCP/articulated matriculation plans for students in K12 partners. Increased the number of CCP students participating.	Developed 93 CTAG pathways Increase in students taking CCP	

Campus Completion Plan 2018-2020

CONNECTION

2018-2020 Strategies

Improvement Focus Description: Diminishing number of high school graduates in our service area.

Improvement Focus Current Status: Address the decrease in direct from high school populations through outreach to other populations.

Focus	Strategy:	Leadership:	Others:	Outcome:	Measure:	Timeline:
Prior Learning Assessment	Finalize process and communication of Prior Learning Assessment (PLA) Plan.	Vice President for Student Services Vice President for Academic Affairs	Faculty, Deans, Chairs, Advisors, Admissions, Records	Identify and track students coming in with meaningful PLA credit towards degree. Increase the students entering the institution with meaningful college credit towards their program of study. Report PLA credits externally.	Adhere to the reporting system for state. Establish an institutional definition and baseline of students entering with PLA credit. Increase awareness of PLA for students. Increase PLA credits by 3%	SP 2019 SP 2019 SP 2020 SP 2020
High School Partnerships	Use market share data to establish key feeder schools in our district and increase enrollment in those schools.	Assistant Dean, Admissions, Vice President for Student Services, and Vice President for Academic Affairs	Coordinator, College Credit Plus, Chairs, Deans, Advising, Admissions, Assist Dean, Student Services, Institutional Research	Increase conversion of CCP student to new direct from high school. Increase awareness of the value added to students though the "Express" programs	Increase conversion rate to 14% Creating and marketing/branding for the "Express" programs.	SP 2020 SP 2020

What additional information do we need?
1. **Data review on multiple measures**
2. **Data on placement/success rates for developmental education in the first term and first year.**
3. **Benchmarks for comparison**

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FIRST-YEAR ENTRY

Outcomes from 2016-2018

Strategy/Goal:	Outcome:	Progress:	Measure:	Comments:
What did you plan to improve?	What did you establish as your outcome?	What progress did you make towards strategy/goal?	What were measures of progress/success?	What contextual points are worth noting?
Engage in a complete developmental education reform building on the successes of the Completion by Design Cadre and national completion data.	Decrease the time it takes students to become college-ready. Ensure developmental education prepares students to success in college level work. Increase completion and college-readiness.	Eliminated a level of developmental education in English in both reading and writing. Developed a model for composition, which included tiered assistance for lower-placing students.	Development of ENG 111P (structured composition course). Removal of ENG 091 and 096 from the inventory.	Mathematics has been a challenge due to our large number of "college" math courses that may not be college-level.
Review the success rates for students with no test scores on file and adjust pre/co requisites as needed.	Ensure that students have the correct skill set to succeed in college level courses.	There was not an adequate sample for comprehensive result.	Began researching multiple measures.	
Engage faculty to analyze first year courses with high DFWI rates.	Increase completion rates	Unable to complete		

Campus Completion Plan 2018-2020

FIRST-YEAR ENTRY

2018-2020 Strategies

Improvement Focus Description: Low course completion rates in developmental education and subsequent enrollment in credit-bearing coursework.

Improvement Focus Current Status: Increase the completion rates in developmental education and subsequent enrollment in credit-bearing coursework.

Focus	Strategy:	Leadership:	Others:	Outcome:	Measure:	Timeline:
Student Placement	Review and revise student placement processes.	Provost and Vice President for Academic Affairs, Dean of Liberal Arts, Dean of STEM, Vice President of Student Services	Faculty, Chair of Mathematics, Chair of Humanities, Institutional Research, Advising, Academic Services, Admissions, Testing	Increase accurate placement of students in English and Mathematics.	Correlation between placement and achievement in coursework.	SP 2020
Developmental Education Reform	Launch developmental education reform in English and reform developmental math. Utilize Strong Start to Finish Grant			Decrease the time it takes students to become college-ready.	Decrease the number of college-level math options to align with degree.	SP 2019
					Increase the percentage of students enrolling in college level English and math within their first year.	SP 2020
				Ensure developmental education prepares students for success in college level work.	Increase the percentage of students completing college level gateways courses within the first year.	SP 2020
Developmental Education Timing	Investigate/analyze the data related to the timing and efficacy of developmental education.	Provost and Vice President for Academic Affairs, Vice President of Student Services	Registrar, Advising, Admissions, IR, English and math chairs, LA and STEM deans	Align coursework to best support student success. Revise College Policy	Update curriculum pathway based on data. Policy implementation	SP 2020 SP 2020

Do we know our students' expectations?
1. **Must establish baseline expectations**
2. **Must establish student gaps**

Campus Completion Plan 2018-2020

PROGRESS

Outcomes from 2016-2018

Strategy/Goal:	Outcome:	Progress:	Measure:	Comments:
What did you plan to improve?	What did you establish as your outcome?	What progress did you make towards strategy/goal?	What were measures of progress/success?	What contextual points are worth noting?
Engage the campus community in a success policy audit.	Address unnecessary policies that impede student success.	The College has an Academic Standards Committee that is now regularly reviewing academic policies and procedures.	Nine policies and corresponding procedures were reviewed/updated or added	
Increase the non-cognitive skills of students.	Increase students' ability to navigate the college system as well as future career systems.	We have continued to develop marketing and internal networks to connect students to resources.	We realized there was not a sufficient benchmark to determine increases.	
Develop a mechanism to track student satisfaction.	Track student satisfaction and address areas of concern.	Developed and executed a student satisfaction survey in fall of 2017.	Survey was developed and delivered.	Results are currently under review to set benchmarks and develop ways to address areas of concern.

Campus Completion Plan 2018-2020

PROGRESS

2018-2020 Strategies

Improvement Focus Description: Low Fall to Fall retention

Improvement Focus Current Status: Increase persistence from Fall to Fall

Focus	Strategy:	Leadership:	Others:	Outcome:	Measure:	Timeline:
Understanding Student Populations	Develop a continuing student portrait.	Institutional Research	Institutional Research	Give a snapshot each year of persistence benchmarks for college as a whole.	The portrait	FA 2019
Understanding Student Populations and Needs	Analyze mindset data and develop strategies to meet student non-cognitive skill gaps.	Provost and Vice President for Academic Affairs and Vice President for Student Services	Student Services, Academic Services, Institutional Research	Identify needs of our student population and establish programming and structures to meet the needs.	Develop strategies Implement strategies	SP 2019 SP 2020
Understanding Student Populations and Needs	Analyze data on student satisfaction, establish a baseline, and develop strategies to improve.	Provost and Vice President for Academic Affairs and Vice President for Student Services	Student Services, Academic Services, Faculty, Staff, Institutional Research	Establish the baseline and set at least 2 strategies to increase student satisfaction moving forward.	Analyze data Establish 2 strategies Set improvement goal	SP 2019 SP 2020

How can we assist our faculty and staff to feel competent and engaged with the strategies?

1. Inform all college personnel of the student portrait.
2. Education all college personnel on the needs students have at the institution.
3. Inform all college personnel on the findings of the student satisfaction survey.

Campus Completion Plan 2018-2020

COMPLETION

Outcomes from 2016-2018

Strategy/Goal:	Outcome:	Progress:	Measure:	Comments:
What did you plan to improve?	What did you establish as your outcome?	What progress did you make towards strategy/goal?	What were measures of progress/success?	What contextual points are worth noting?
Develop and implement career-focused communities (metamajors).	Clear paths for students by area of interest.	We aligned all of the selective health degrees.	We have a common pre-health program and common review criteria and process for admissions.	We are also implementing the transfer pathways being developed by the state.
Audit electives to focus offerings and eliminate redundancy and courses outside of the 2-year scope.	Efficient and relevant pathways that lead to career or transfer	There have been some courses removed from inventory and/or degrees.	Less electives	This is an ongoing process that has taken more time than originally anticipated.
Better manage sequencing and course offerings of courses required for student completion.	Course schedule that meets the needs of students on both campuses and the Downtown Learning Center	We have better utilized technology to deliver courses via Olink technology. Investigated the use of Platinum Analytics for course scheduling.	Offered a course on both campuses at the same time. Developed a system to better track needed courses in house.	Deans and chairs are looking to hone in the times/semesters the offer courses and moving towards a yearlong schedule.

Campus Completion Plan 2018-2020

COMPLETION

2018-2020 Strategies

Improvement Focus Description: The 3-year graduation rates for first-time degree and certificate seeking students fall below the state average

Improvement Focus Current Status: Increase graduation and decrease time to completion

Focus	Strategy:	Leadership:	Others:	Outcome:	Measure:	Timeline:
Meta Majors	Implement career-focused communities (metamajors).	Provost and Vice President for Academic Affairs, School Deans	Faculty, Department Chairs, Assistant Chairs, Academic managers, Institutional Research, Advising, Academic Services, Assoc. VP for Academic Affairs, Vice President of Student Services	Have clear pathways for students by area of interest. Build the technology structure in ERP to support students picking a pathway.	100% of the schools develop a pathway – same first semester for all interest areas. System alignment to fully implement	FA 2019 SP 2020
Limit Confusion	Audit remaining electives ensure they meet the OTM, CTAG, TAG, or other state transfer initiative.	Provost and Vice President for Academic Affairs, School Deans	Faculty, Department Chairs, Assistant Chairs, Academic managers, Institutional Research, Academic Services, Assoc. VP for Academic Affairs	Efficient and relevant courses that lead to a career or state-endorsed transfer pathway	Increase compliance of CTAG, TAG, and OTM by 75% Established and consistent schedule of offerings each fall and spring that supports completion. 20% less course cancellations	FA 2020 SP 2020 SP 2020
Student Financial Stability	Establish an understanding of student financial stability needs, coordinate existing services, and establish new service related to student financial stability.	Provost and Vice President for Academic Affairs, School Deans	Faculty, Department Chairs, Assistant Chairs, Academic managers, Institutional Research, Affairs	To eliminate the non-academic barriers to completion	Development of a financial support network on campus that coordinates the multiple services we have and ones that may come.	FA 2020

What are our next steps?
1. **Align with state pathways.**
2. **Reduce course options to CTAG/OTM/TAG.**
3. **Develop and implement a network of financial stability support.**

Campus Completion Plan 2018-2020

OTHER

Outcomes from 2016-2018

Strategy/Goal:	Outcome:	Progress:	Measure:	Comments:
What did you plan to improve?	What did you establish as your outcome?	What progress did you make towards strategy/goal?	What were measures of progress/success?	What contextual points are worth noting?
N/A				

2018-2020 Strategies

Improvement Focus Description: Identify areas that impact success

Improvement Focus Current Status: Improve success

Focus:	Strategy:	Personnel:	Others:	Outcome:	Measure:	Timeline
Partnerships	Work with industry partners to develop a new Advanced Manufacturing Center	Dean of STEM, Director of Workforce and Community Services	Chairs, Facilities	New Advanced Manufacturing Center which prepares students for the local workforce	Completed Center	2020

What are our next steps?
1. **Pull advisory team together.**
2. **Plan building.**

Campus Completion Plan 2018-2020

WORKFORCE

Outcomes from 2016-2018

Strategy/Goal:	Outcome:	Progress:	Measure:	Comments:
What did you plan to improve?	What did you establish as your outcome?	What progress did you make towards strategy/goal?	What were measures of progress/success?	What contextual points are worth noting?
Use recent EMSI gap analysis to identify programs we have, those we need, and those we do not need.	Add programs/certificates needed for workforce. Discontinue low-enrolled programs that do not meet workforce need.	We added programs based on needs from the workforce. We are currently working on a better process for eliminating programs.	Addition of Broadcast Media Technology, Personal Trainer Certificate, Community and Family Services, and Payroll Certificate.	
Increase students' ability to explore jobs through curricular and co-curricular activities.	Expose students to multiple professions that are in demand in the region.	An AQIP Action project was done on career and experiential learning.	We defined experiential learning, identified where it existed, and developed a tracking mechanism. Hired two internship managers for applied associate degrees in liberal arts and business. Hired a clinical manager for nursing.	
Explore targeted regional research on in-demand jobs.	Add to the body of research on regional jobs and upcoming trends.	We put in place a career services network, which will be tasked with this in the future.		The institution realized this was not measurable and what we really needed was to raise awareness within our campus community (specifically employees).

Campus Completion Plan 2018-2020

WORKFORCE

2018-2020 Strategies

Improvement Focus Description: Lack of student awareness on in-demand careers.

Lack of graduates for careers needed in the region.

Improvement Focus Status: Raise awareness of in-demand jobs.

Increase the number of graduates to meet the needs of regional employers.

Focus	Strategy:	Leadership:	Others:	Outcome:	Measure:	Timeline:
Regional Need	Use recent EMSI gap analysis to identify programs we have, those we need, and those we do not need.	Provost and Vice President for Academic Affairs, Vice President for Student Services, School Deans	Faculty, Department Chairs, Assistant Chairs, Academic managers, Institutional Research, Advising, Admissions	Add programs/certificates needed for workforce.	Additional programs/certificates added.	SP 2020
				Discontinue low-enrolled programs that do not meet workforce need.	Reduction of low-enrolled programs with low completion and low workforce need.	SP 2020
Job Exploration	Develop and align a first-term career and college success exploration course in each program or career and transfer and career focused pathways.	Provost and Vice President for Academic Affairs, Vice President for Student Services	Faculty, Department Chairs, Assistant Chairs, Academic managers, Institutional Research, Advising, Admissions, Experiential Learning, Marketing	Expose students to career options	Determine current baseline and increase the number of students who use online and computer-based career exploration tools by 10%.	SP 2019
					Increase the number of students with degree plans on file.	SP 2020
Job Exploration	Track student career activities.	Provost and Vice President for Academic Affairs, Vice President for Student Services	Institutional Research, School Deans, Advisory Boards	The ability to track experiential learning, career placement, and transfer out.	Develop integrated tracking system for experiential learning, career placement, and transfer out.	SP 2020

What are our next steps?

1.   Reestablish program review process.

2.   Utilize advisory committees and local industry to identify careers.