CINCINNATI STATE TECHNICAL AND COMMUNITY COLLEGE
2018 CAMPUS COMPLETION PLAN

I.   OVERALL INTENT: INCREASE TOTAL COMPLETED CREDITS

Student success, institutional financial stability, and workforce development are all dependent upon students earning college credits and credentials in an accelerated timeframe. The intent of the plan focuses squarely on increasing credits earned overall and per student in order to help our students achieve their career and academic goals. The intent drives all elements of the plan and simplifies actions and decision points across the college. Everyone at Cincinnati State should be focused on helping students complete college credits, and in doing so, will also directly help strengthen the financial stability of Cincinnati State and workforce development for the greater Cincinnati area and Ohio in general.

These efforts require institution-wide reforms and changes. They require all areas of the college to examine and remove roadblocks to student success. They require all areas to work together to align efforts and identify opportunities for improvement. And they require all areas to address their unique weaknesses and strengths. This document provides the strategic framework, vision, priorities, and metrics for Cincinnati State; however, these are a set of aspirations. The key planning and actionable items come from individual areas of the college as they define specific objectives that align to the overall intent. Every area of the college will be required to fully understand, own, and implement this plan within each area of responsibility.

II.   INSTITUTIONAL PRIORITIES

Trying to address too many imperatives in a Campus Completion Plan is a recipe for paralysis. The plan must be simple, clear, and actionable. The 2018 plan is in alignment with ODHE directives and guidelines, but this is a plan focused first and foremost on the needs of Cincinnati State. The true test of this plan will be whether or not the people who need to execute it understand it and believe in it. The plan removes unnecessary complexity and length. Instead, the plan is focused on simple and clear priorities and metrics. This plan acknowledges this reality and keeps Cincinnati State focused on the following four institutional priorities.

- **PRIORITY 1: INTENSIFY ALL RECRUITMENT AND RETENTION EFFORTS**
  - o ODHE Priorities Alignment: Connection, Entry, Progress, Completion, & Workforce

- **PRIORITY 2: ACCELERATE THE REDESIGN OF ADVISING AND STUDENT SUPPORT SERVICES**
  - o ODHE Priorities Alignment: Connection, Entry, Progress, Completion, & Workforce

- **PRIORITY 3: CONFRONT AND CLEAR MAJOR INSTITUTIONAL ROADBLOCKS TO STUDENT SUCCESS**
  - o ODHE Priorities Alignment: Connection, Entry, Progress, Completion, & Workforce

- **PRIORITY 4: REINFORCE INSTITUTION-WIDE CONTINUOUS IMPROVEMENT PROCESS EFFORTS, INCLUDING ANNUAL ACADEMIC PROGRAM & CO-CURRICULAR SELF STUDIES**
  - o ODHE Priorities Alignment: Connection, Entry, Progress, Completion, & Workforce
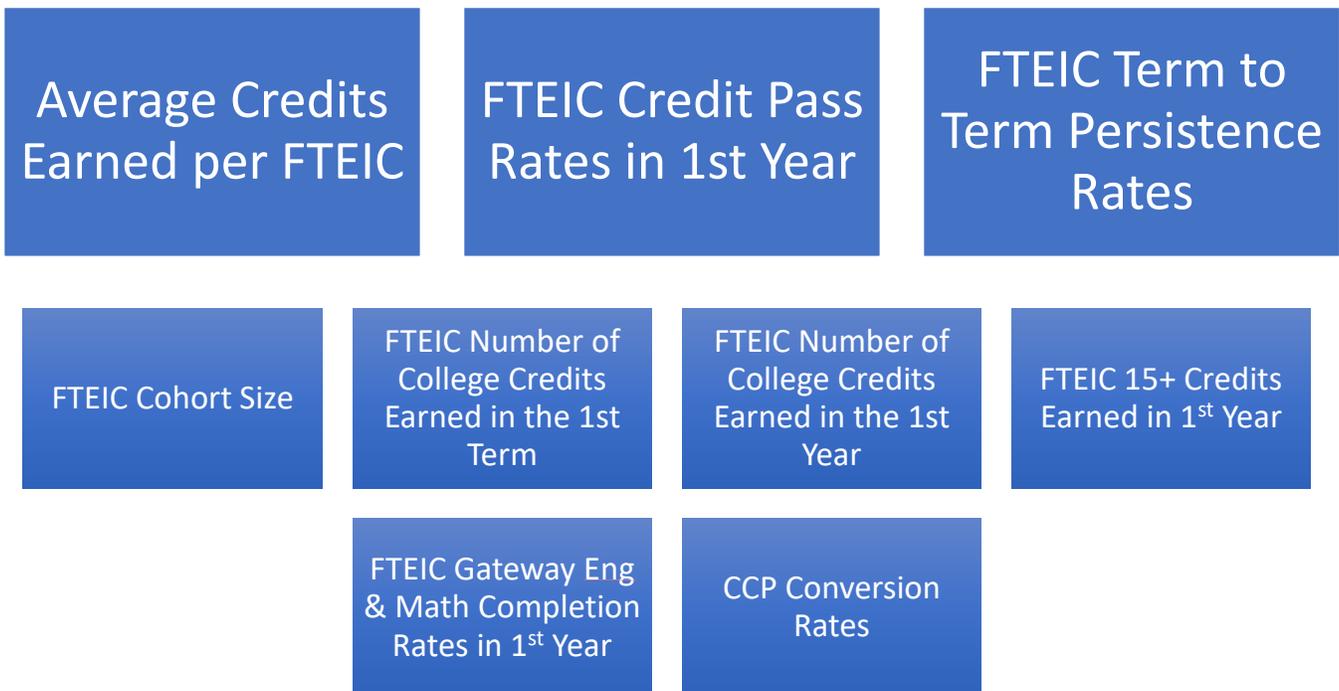
III.   KEY PERFORMANCE INDICATORS

The 2018 plan focuses on several Key Performance Indicators, or what are known as KPIs. Most of these KPIs were originally calculated and used by national experts in the Guided Pathways movement including Community College Research Center and National Center for Inquiry & Improvement. The Ohio Association of Community Colleges (OACC) has and continues to work closely with these partners, and they have provided KPIs to all 23 of Ohio's community colleges. Cincinnati State is committed to the OACC led Guided Pathways reforms. As such, Cincinnati State has chosen to rely on several KPIs to determine the efficacy of this plan. The idea is that as reforms are successfully implemented, then we will see positive movement across these indicators.

Key Performance Indicator Information

Most of these KPIs focus on student success for what are called First-Time-Ever-In-College student cohorts, or FTEICs. These are cohorts of students that enrolled at Cincinnati State in fall terms and have never attended college or earned college credit anywhere else. These cohorts exclude CCP students. If the institutional reforms established through this plan changes, assist and enable FTEIC students to successfully progress faster on their pathway, then these reforms will help other groups of students. By focusing on a small number of overall metrics, it helps the plan stay focused on key priorities. This strikes the critical balance between having enough data to make decisions and determine what needs to change with having too much data that inhibits timely decision making.

CINCINNATI STATE CAMPUS COMPLETION PLAN
KEY PERFORMANCE INDICATORS

Average Credits Earned per FTEIC	FTEIC Credit Pass Rates in 1st Year	FTEIC Term to Term Persistence Rates

FTEIC Cohort Size	FTEIC Number of College Credits Earned in the 1st Term	FTEIC Number of College Credits Earned in the 1st Year	FTEIC 15+ Credits Earned in 1st Year
	FTEIC Gateway Eng & Math Completion Rates in 1st Year	CCP Conversion Rates	

IV. UNIQUE OBJECTIVES FOR EACH AREA OF THE COLLEGE

2-4 Objectives for each Priority	Look out 6 months, 1 year, 2 years	Clear Milestones and Metrics	Include process for Adapting and Changing

This is a plan for the entire college, and all areas of the college must understand the plan, how they can impact it, and what changes and actions they must own. **Each of the following areas of the colleges will develop two to four specific objectives (with clear milestones and metrics and estimated resources) for at least two of the four priorities.**

Areas of the College

Registrar	Admissions	Student Success & Development*	Financial Aid	Marketing	Finance (Including Bursar)	Workforce Development Center
Testing	Distance Learning/CCP	Institutional Research & Effectiveness	IT	Institutional Advancement**	Facilities	Recruitment

Each of the Four Academic Divisions in conjunction with the Middletown and Harrison Campuses:
- Business Technologies
- Center for Innovative Technologies
- Health & Public Safety
- Humanities & Sciences

Includes College Access, Campus Life, International Students, Veterans Services, Counseling Services, C-State Accelerate, etc.
**Includes Foundation, Media Relations, Internal Communications, and Alumni Relations*
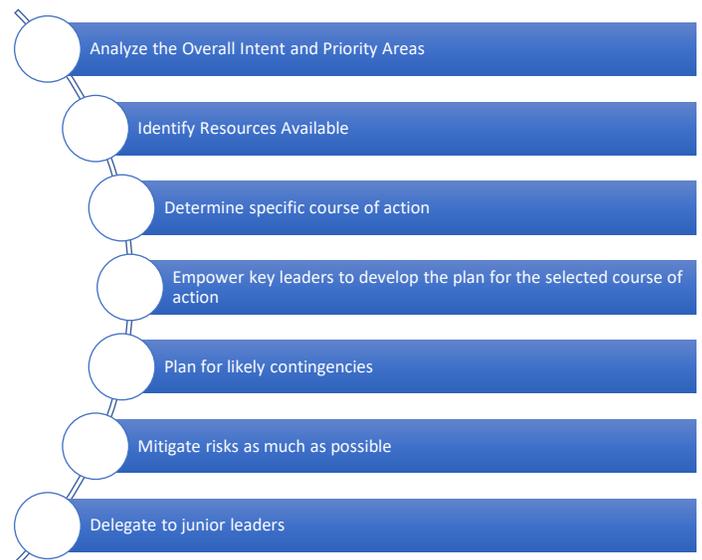
Timeline, Directions, and Best Practices

Development of Objectives by Each Area: Upon Board approval, each area will develop their respective plans and submit for approval through the corresponding Executive Team member. These area specific plans will be developed between July 1 and October 1, 2018.

- Each area should develop specific plans and objectives that are unique and address their strengths and weaknesses.
- The objectives should be clear and simple, and they need to be realistic.
- The objectives should result in disproportionate leverage and momentum.

SUGGESTED BEST PRACTICES

- Analyze the Overall Intent and Priority Areas
- Identify Resources Available
- Determine specific course of action
- Empower key leaders to develop the plan for the selected course of action
- Plan for likely contingencies
- Mitigate risks as much as possible
- Delegate to junior leaders

In early July, additional guidance and templates will be distributed to all areas of the college and leaders to inform the development of objectives, milestones, and metrics. The Completion Plan Steering Council and members will be available to provide input and feedback.

Regular Debriefs: Each area shall conduct regular debrief sessions and report on the status of their efforts to their respective Executive Team Leader and to the Completion Plan Steering Council every 3 to 4 months, or as needed. Areas may also be asked to conduct presentations to the Executive Team or other groups.

V. 2016 CAMPUS COMPLETION PLAN LESSONS LEARNED & UPDATE

Lessons Learned

An institution cannot tackle change on too many fronts. It is worthwhile and commendable to have aggressive plans; however, having too many priorities and strategies can be counter-productive. For example, the previous plan had 47 strategies. All of these are important, but an institution has limited time and resources. Leaders across the institution must prioritize their efforts and execute plans on a realistic timeline. The 2018 Campus Completion Plan incorporates lessons learned from previous years. Instead of focusing on change on too many fronts without clear direction as to what takes priority, this plan focuses the energy and attention of the entire colleges on a few key areas and metrics.

This change of direction and prioritization requires the college to look forward instead of backward on a plan that has been significantly adapted and altered. The following section provides an overview of key actions and outcomes from the previous plan that directly relate to current or future priority areas.

2016 Update

CONNECTION TO THE INSTITUTION

Improvement Focus Description: The focus of this area was to strengthen relationships with area secondary schools by converting CCP student to degree-seeking status upon high school graduation. Increase preparedness of incoming students by strengthening the intake/onboarding process. Encourage early program selection through career and transfer exploration. And, recognize and honor existing knowledge/skill through the assessment of prior learning particularly addressing unique needs of adult learners.

Results/Status

- **Increased College Credit Plus Matriculation Rates:** Increase from 41 in 2015 to 49 in 2016 to 105 in 2017 due to strategies related to incentives, Be Great Grants, and targeted recruitment efforts. Produced first AA degree graduate at the time of high school graduation in May 2018.

- **Strengthen Intake and Onboarding Process:** Complete redesign of advising structure and process starting in Fall 2018. Includes moving all advisors to academic Division Level and elimination of separate "Pre-Admit" advising.

- **Early Program Selection:** Created/enhanced career and transfer center resources delivered systematically to all students to provide support for early career and/or college degree selection.

SUCCESSFUL FIRST YEAR ENTRY

Improvement Focus Description: The focus of this area was to increase student satisfaction, accelerate student access to first courses in the program, decrease number of major changes, and improve retention and completion rates through re-design of the on-boarding process, continuing attention on program/course redesign, strengthening academic advising especially for special populations, and systematic engagement of new students in New Student Orientation and FYE.

Results/Status

- **Onboarding Process:** Established an HLC action project with additional work and implementation actions to follow in 2018 and 2019. In Fall 2018, processes will be in alignment with advising New Student Orientation, Mandatory Advising, and other Guided Pathways redesign efforts.

- **Program/Course Redesign:**
  - Gateway English Co-Req in place and at scale starting in Fall 2018.
  - Work is underway for Gateway Math Co-Req course design. The entire process will be in connection with the statewide "Strong Start to Finish" grant project.
  - Career Pathways were created and "Exploratory Majors" under each Pathway are being mapped. Website and application redesigns are underway to ensure all in in alignment with Pathways. Efforts are also underway to allow CCP students to select into at least a Pathway they may be interested in.

- **Advising:** Mandatory advising in place for new students starting Fall 2018.

- **New Student Orientation:** All divisions have redefined new student orientation toward the needs of programs within each academic area.

- **First Year Experience:** Mandatory FYE in place and at scale for Fall 2018.

STUDENT PROGRESS

Improvement Focus Description: The focus of this area was to regularly monitor student progress in programs and accelerate the pace of student completion through effective deployment of academic and student support services. In addition, implement a dedicated Center for Teaching and Learning to engage faculty in professional development designed to be more responsive to student needs and serve as an investment in professional practice continuous improvement.

Results/Status

- **Academic Support:** Actions are underway across the college to incorporate and focus on nationally recognized Key Performance Indicators (KPIs) that have been promoted and created by experts in the Guided Pathways movement, including the OACC.
  - The intent is to use these metrics to monitor, drive, and increase decision making capacity around student success (i.e. course completion, earning of credentials, etc.). KPIs will be created and used at the institutional, divisional, and program levels to establish priorities for identification and selection of high yield strategies.
  - Efforts are underway to increase and enhance all data governance and quality related issues to ensure HEI, IPEDS, and related data are accurate and useable. This also addresses HLC accreditation requirements that impact student success efforts.

- **Student Support Services:** Individual Program and Career Pathways have been designed and prepared for launch Fall 2018. Efforts are underway to map Pathways for Exploratory Majors within each Pathway with special attention to undecided students and accelerating degree program decision making. Options remain under exploration for software programs to assist in the Pathway mapping, creation, and usage by students, advisors, etc.

COMPLETION

Improvement Focus Description: The focus of this area was to increase opportunities for students to achieve personal and academic goals through improved communication, increased fitness opportunities, easier completion processes, scholarships, and career/transfer assistance.

Results/Status

- **Student Experience:**
    - Discussions underway to implement automatic awarding of credentials to students as part of their course of study.
    - Plans to conduct Noel Levitz survey in 2018 to connect student satisfaction with overall student success related reforms. Additional planning underway to re-establish other related surveys in a regular schedule to enhance the data gathering phase of ongoing student satisfaction research.
    - Efforts, including physical remodeling of campus offices, underway to ensure all facilities and services are "student focused" from admissions to registration to transfer services, etc.
- **Student Communication:** Efforts are underway to review, revise, and update the website to ensure information is accurate, timely, and student focused. This includes all information related to Pathways and Programs.
    - Also, implemented efforts to connect with students and promote college activities through Social Media. These efforts will continue to be both reviewed and enhanced.

WORKFORCE DEVELOPMENT

Improvement Focus Description: The focus of this area was to expand outreach to local employers through co-op, the Career/Transfer Center, and specific job training programs.

Results/Status

- **Employer Engagement:**
    - Continued efforts to increase employer involvement with Co-op programs.
    - Continued deployment of WDC Technical Advisory Committee process.

CINCINNATI STATE TECHNICAL AND COMMUNITY COLLEGE
2018 CAMPUS COMPLETION PLAN
Resolution 18.70

WHEREAS, the State of Ohio has set a goal for 65% of Ohioans to have an industry-recognized credential or degree by 2025 in order to build the skilled workforce needed by industry; and

WHEREAS, the General Assembly in HB 59 required each state institution of higher education to adopt by June 30, 2014, an institution-specific strategic completion plan designed to increase the number of degrees and certificates awarded to students; and

WHEREAS, the Board of Trustees of each institution of higher education shall update its plan at least once every two years and provide a copy of their updated plan to the chancellor upon adoption; and

WHEREAS, the Board of Trustees of each state institution of higher education is required to adopt its institution's Campus Completion Plan by June 30, 2018; and

WHEREAS, Cincinnati State Technical and Community College is committed to using nationally recognized Key Performance Indicators created by Guided Pathways Experts in support of Student Success; and

WHEREAS, Cincinnati State Technical and Community College 2018 Campus Completion Plan focuses on aggressive, realistic, and actionable priorities, metrics, and plans all centered on Student Success; and

WHEREAS, the 2018 Campus Completion Plan informs and aligns with institution wide strategic planning efforts and activities; and

NOW THEREFORE BE IT RESOLVED that the Board of Trustees of Cincinnati State Technical and Community College adopt the Cincinnati State Technical and Community College 2018 Campus Completion Plan.

By Order of the Board of Trustees
For: Cincinnati State Technical and Community College

Attest: _____

John L. Silverman
Secretary

_____

Mark Walton
Chairman

Approved:_____

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