

**CONSIDERATION OF APPROVAL OF THE NORTH CENTRAL STATE COLLEGE
“CAMPUS COMPLETION PLAN” AS DIRECTED BY THE UNIVERSITY SYSTEM OF
OHIO’S BOARD OF REGENTS**

R-2014-20

WHEREAS, North Central State College joined the Association of Community College Trustees in an unprecedented and unified action in March 2011 by signing a statement of commitment to increase student completion rates by 50 percent over the next decade; and

WHEREAS, in its November 2012 Report and Recommendations to the Ohio Board of Regents, the Complete College Ohio Task Force recommended that the Ohio Board of Regents require each college, university and adult career technical center in the University System of Ohio to develop an institution-specific Campus Completion Plan that is consistent with the institution’s mission and strategic priorities; and

WHEREAS, for 2014 the University System of Ohio Board of Regents has directed each Ohio institution to develop a systemic improvement plan for institution-wide policy and practice change, that reaches the departmental- and classroom levels for direct impact on student persistence and completion by:

- Identifying policies and practices that are advancing the institution toward improved student completion rates;
- Discerning strategies and methods that are likely to demonstrate impact toward increased student persistence and completion;
- Prioritizing improvement focus areas based on probability for positive impact on current student persistence and completion;
- Engaging employers in completion efforts that align with workforce needs; and

WHEREAS, this institution-specific Campus Completion Plan must receive approval from the institution’s governing authority.

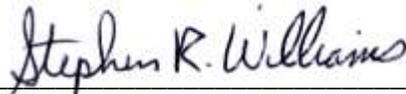
NOW, THEREFORE, BE IT RESOLVED that the North Central State College Board of Trustees approves the North Central State College Campus Completion Plan as a guiding pathway for student success.

(see attached)

ROLL CALL – Aye: 7
Nay: 0

North Central State College
Board of Trustees
May 21, 2014

Certified by:



Stephen R. Williams, Recorder

Purpose:

The purpose of the **North Central State College** *Campus Completion Plan* is to develop a systemic improvement plan for institution-wide policy and practice change, that reaches the departmental- and classroom levels for direct impact on student persistence and completion by:

- Engaging system-wide expertise in all aspects of the Plan's development, implementation and assessment;
- Identifying policies and practices that are advancing the institution toward improved student completion rates;
- Discerning strategies and methods that are likely to demonstrate impact toward increased student persistence and completion;
- Prioritizing improvement focus areas based on probability for positive impact on current student persistence and completion;
- Engaging employers in completion efforts that align with workforce needs.

This document is to serve as a vehicle for our campus to articulate the outcome of a strategic process for improvement.

A few questions to consider about CONNECTION TO THE INSTITUTION

- Who are our students?
- What efforts are underway at the college to help students in need of remediation become better prepared for college?
- How do we build relationships with K-12 schools? How do we engage with parents, adult-students and community?
- What policies do we have that incentivize students to graduate from high school college ready? What policies and practices at the federal, state, and institutional levels are barriers to successful transition from the high school to college?
- How does our institution orient students? How does our institution communicate learning expectations to our students? How does admissions, student support, registration, student life aid in this process?
- How does the co-curricular program support the common learning outcomes of the institution?
- Do our current academic and student programs meet our students' needs and interests? How do we know? How do we help students select a career?

North Central State College

CONNECTION

Improvement Focus Description: _Provide a focused approach to attracting students to NCSC.

Improvement Focus Current Status: Develop several strategies and policies to help student connect with the institution while they are considering their higher education choices.

| Focus: | Strategy: | Leadership: | Others: | Outcome: | Measure: | Timeline |
|--|--|---|--|--|--|------------------------|
| Improvement Objective (College Strategy/Intervention Objectives) | What will we do differently? What are the action steps for intervention? | Who will be responsible (title)? | Who will need to support /bolster the change and how (titles)? | What will be our outcome indicator of success? | How will we measure success? | What is our timetable? |
| Increase awareness of the Career Tool Kit located on the College main page website. | Recruiters will direct prospects to our web page using iPads | Director of Outreach & Coordinator of Career Dev. | Dean of Student Services & Enrollment | Survey incoming students | Student satisfaction or indication of value | Fall 2015 |
| Improve the process to enter the College | Develop a plan with metrics that includes suspects, prospects, inquiry, applicants, accepted, enrolled | Dean of Student Services | Academic Deans & VP | Increase access | Increase enrollment | Spring 2015 |
| Build better partnerships between our Dual enrollment high schools and college personnel | Visit current Dual Enrollment classes to talk with students | Academic Deans Early College Coordinator | VP & Assistant Deans | Increased enrollment of current Dual Enrollment students | Increased course offerings and # enrolled students | Spring 2015 |
| Require students to participate in a college orientation | Develop and implement orientation for college | Dean of Student Services | Director of Admissions | CCSSE and Noel Levitz surveys | Student satisfaction | Fall 2014 |

A few questions to consider about SUCCESSFUL FIRST-YEAR ENTRY

- Why do our students fall behind or leave? How do you know?
- How do we advise and place students for efficient completion?
- What do we know about credit accumulation?
- How do we help undecided students choose a career and educational path?
- How do we help students understand industry needs and high-demand areas?
- How do we engage students within the college community?
- What policies do we have that incentivize students to persist from the first to second semester and from the first to second academic year with at least 12 credit hours? What policies and practices at the federal, state, and institutional levels are barriers to successful transition from the first to second year?
- How do we help students who are underprepared for their course of study?
- How do we address the differences in learning styles? How do we address students with special needs? (handicapped, seniors, commuters)

North Central State College

FIRST-YEAR ENTRY

Improvement Focus Description: _Provide students with experiences that create strong connections between students and the College.

Improvement Focus Current Status: __connections with other students and other students attending NCSC

| Focus: | Strategy: | Leadership: | Others: | Outcome: | Measure: | Timeline |
|---|---|--|--|---|--|------------------------|
| Improvement Objective (College Strategy/Intervention Objectives) | What will we do differently? What are the action steps for intervention? | Who will be responsible (title)? | Who will need to support /bolster the change and how (titles)? | What will be our outcome indicator of success? | How will we measure success? | What is our timetable? |
| Develop meta majors for students who do not declare a major when they enter the college | Guide undeclared majors into selecting a major | VP and Deans | Student advisors | Students graduating with fewer accumulated credits | Decrease in undeclared majors | Fall 2015 |
| Develop required policies and procedures related to: attendance, financial aid distribution and academic pathways | Prepare students for a college experience | Faculty and chair of Success committee | VP for Academic Affairs | Students will have a stronger connection to the college | Increase retention from first to second semester | Fall of 2016 |
| Institute intrusive advising | Keep students on track with graduations | Dean of Student Services | VP, Student Advisors | Ohio success points | Increased retention | Fall of 2015 |

Do we know our students' expectations?

1. _____
2. _____
3. _____

A few questions to consider about STUDENT PROGRESS

- What measures do we collect to ensure that students are staying on track?
- How and when do we intervene with students to keep them on track?
- How do we engage students with meaningful workforce connections?
- How transparent and accessible are our program of study
- What policies do we have that incentivize students to stay on track? What policies at the federal, state, and local levels are barriers to students' ability to persist?
- How do we ensure alignment between instructional and student support services and among institutional interventions and programs?
- How do we determine the preparation of students for specific programs?
- How does our institution support student learning?
- How do we determine and address learning support needs of the students?

North Central State College

PROGRESS

Improvement Focus Description: _Remove College induced barriers that hinder student progress.

Improvement Focus Current Status: _College policies and procedures that may create barriers.

| Focus: | Strategy: | Leadership: | Others: | Outcome: | Measure: | Timeline |
|--|---|---|--|--|---|------------------------|
| Improvement Objective (College Strategy/Intervention Objectives) | What will we do differently? What are the action steps for intervention? | Who will be responsible (title)? | Who will need to support /bolster the change and how (titles)? | What will be our outcome indicator of success? | How will we measure success? | What is our timetable? |
| Review and increase usage of academic alerts | Develop policy with benchmarks (drop for non-pay before and after the term begins, non-attendance, early alerts, mid-term warnings, dropping only after speaking with the instructor, non-attendance) | Chair of success committee Deans Comptroller | Director of Admissions, Faculty | Increase in student retention | Increase in student moving the next term | Fall 2015 |
| Embed milestone courses in the curriculum worksheets | Review data of milestones in each program | Faculty | Deans | Reduced time to complete a degree | Increased graduation rates | Fall 2015 |
| Create a culture of academic achievement | Develop block scheduling and cohort structure/Honors College | Deans/Assistant Deans | Faculty | Increase in student retention | Semester to semester comparisons | Fall 2015 |
| Increase/improve the use of tutoring | Develop best practices for both faculty and tutors | Chair of the success committee/ director of tutoring | Faculty | Increased success in developmental and gateway courses | Increase success in developmental and gateway courses | Fall 2014 |
| Develop a default registration process | Determine needed software and programing skills | Dean of Student Services | CIO | Students would have to opt out of schedule | Increase number of graduates | Fall 2017 |

A few questions to consider about

STUDENT COMPLETION

- Are students achieving credentials within selected program streams?
- How can we increase credit attainment and help more students complete their credentials, more quickly?
- How do we assist students with college to career transition?
- What policies do we have that incentivize students to complete a goal or certificate in a timely manner? What policies and practices at the federal, state, and institutional levels are barriers to successful completion?
- Do our registration and withdrawal policies support completion? How do we know that students who complete our certificates and degrees have met our learning expectations?

North Central State College

COMPLETION

Improvement Focus Description: _College Completion Challenge/Call to Action

Improvement Focus Current Status:_ Increase student graduation rates for degrees and certificates

| Focus: | Strategy: | Leadership: | Others: | Outcome: | Measure: | Timeline |
|--|--|----------------------------------|---|--|-----------------------------------|------------------------|
| Improvement Objective (College Strategy/Intervention Objectives) | What will we do differently? What are the action steps for intervention? | Who will be responsible (title)? | Who will need to support /bolster the change and how (titles)? | What will be our outcome indicator of success? | How will we measure success? | What is our timetable? |
| Auto awarding of earned certificates and reverse transfer | Develop process to award auto degrees | Registrar | CIO | Students would no longer apply to graduate | Increased number of graduates | Fall 2017 |
| Award degrees based on additional reverse transfer | Develop reverse transfer policy and procedure | Registrar | Dean of Student Services Marketing | Increase student success at the AD level | Increased number of graduates | Fall 2015 |
| Attach additional industry verifications to current and newly developed short term certifications | Review and develop workforce needed curriculum that prepare students for industry certificates | Deans | Assistant Deans and Faculty, Director of Workforce Development | Students will graduate with multiple certificates | Number of certificate exams taken | Fall 2014 |
| Review and reduce where possible the number of required credit hours to graduate from college programs | All programs will review the NCSC program and compare to others in the state to determine what are the essential outcomes of the program | Deans | Faculty, Assistant Deans | Students will graduate with fewer required courses | Increase in graduation rate | Fall 2015 |

What are our next steps?

1. _____
2. _____
3. _____

A few questions to consider about

OTHER ASPECTS OF COMPLETION SUCCESS

- What does the disaggregated data tell us about completion rates for different populations? How do we reshape our institution to build sustainable models of successful programs? How do we select and cultivate external linkages?
- How do we ensure that student costs are transparent and student financial planning continuous? Are our courses and program streams offered in student-friendly ways? What is our institution doing to create a culture to support success and completion? How do we engage people across employee categories and provide professional development to support change? How does our college manage process improvement?
- What else can we do?

North Central State College

OTHER

Improvement Focus Description: __Increased data driven decision making

Improvement Focus Current Status: reduce data overload and focus on what will help make the best decisions

| Focus: | Strategy: | Leadership: | Others: | Outcome: | Measure: | Timeline |
|---|---|--------------------------------------|--|---|--|------------------------|
| Improvement Objective (College Strategy/Intervention Objectives) | What will we do differently? What are the action steps for intervention? | Who will be responsible (title)? | Who will need to support /bolster the change and how (titles)? | What will be our outcome indicator of success? | How will we measure success? | What is our timetable? |
| Define and collect leading and lagging indicators in predicting student success | Review Noel Levtiz's work on what data is necessary | Director of IR and Success Committee | College President, VP's, ATD data coach | Having the best data to base decisions | Do we use what we have and do we have what we need | Fall 2015 |
| Review awarding requirements of emergency student loan process | Review the procedure and requirements of the process | Dean of Student Services | Director of Financial Aid and Foundation personnel | Additional students in financial crisis will stay in school | Increased student retention | Spring 2015 |
| | | | | | | |

What are our next steps?

1. _____
2. _____
3. _____

A few questions to consider about

WORKFORCE

- Based on our College service area which of the 6 JobOhio regions do we serve? <http://jobs-ohio.com/network>
- Which of the 9 JobsOhio key industries are addressed in our current curriculum and programing? <http://jobs-ohio.com/industries>
- How have we linked our curriculum and programing to labor market information for each occupation?
<http://ohiolmi.com/proj/jobsOhioInd.htm>
- What are the job training needs of our community based on our regional economic development network?
- How do we connect our students needing employment with our employers needing a trainer workforce?
- What are our current program advisory committees recommending to improve our curriculum and what new programs do they endorse?
- How do we analyze the changing needs of our stakeholders and select courses of action regarding these needs?
- How do we determine if we should target stakeholder groups with our educational offerings and services?
- How do we align our credit on non-credit offerings?

North Central State College

WORKFORCE

Improvement Focus Description: Produce graduates that best meet employers' expectations

Improvement Focus Current Status: Produce graduates that are adequate for today's workplace

| Focus: | Strategy: | Leadership: | Others: | Outcome: | Measure: | Timeline |
|---|--|-----------------------------------|--|---|---|------------------------|
| Improvement Objective (College Strategy/Intervention Objectives) | What will we do differently? What are the action steps for intervention? | Who will be responsible (title)? | Who will need to support /bolster the change and how (titles)? | What will be our outcome indicator of success? | How will we measure success? | What is our timetable? |
| Redesign programs to meet local industry needs (new certificate and program creation) | <u>Utilize</u> data from program review and annual updates to improve skills necessary for employment in students' chosen fields | Faculty, Deans | Assistant deans and program advisory committees | Employers better able to staff their companies with a competent workforce | Employer survey | Fall 2015 |
| Increase co-op experiences for second year students | <u>Develop</u> a standardized policy and procedure handbook <u>Train</u> students on how to find a co-op <u>Develop</u> a communication plan exulting the benefits of co-ops | Coordinator of Career Development | Faculty | Practice life skills and learn about employers expectations of employees | Employer survey | Fall 2015 |
| Define the responsibilities of the Workforce partnership | Establish focus group meetings | Workforce Partnership board | Director of Workforce Partnerships | Stronger working relationship among partners | Increased business for all partners in the consortium | Fall 2014 |