Operationalizing Student Success through Performance-Based Funding

Dr. Jo Alice Blondin, President, Clark State Community College
Dr. Kevin Boys, President, Southern State Community College
Mr. Jim Doyle, Trustee, Clark State Community College
Dr. Monica Posey, Cincinnati State Technical and Community College
Mr. Mark Walton, Trustee Chair, Cincinnati State Technical and Community College
Opening Remarks

Trustee commitment to and focus on student success

Way forward regardless of state funding model

Ohio’s 100% performance-based funding model provides a framework for trustees to gauge student success practice

HCM Strategists helped OACC design the current model
College Locations

- Edison State Community College, Piqua
- Clark State Community College, Springfield
- Southern State Community College, Hillsboro
Makeup of Funding Formula

- Cost-Based Completion Milestones*: 25%
- Cost-Based Course Completions*: 50%
- Success Points: 25%
Southern State Community College

Dr. Kevin Boys
President

Doug Boedeker
Trustee
SSCC Ohio Completion Plan
Strategies

Students will be provided with program completion plan and course sequence for full program during first semester

The college will change the course grade reporting process of asking for and receiving grades for intervention to the 5th week, from the 8th week. Allowing some time for more time for interventions

Establish a continuation scholarship specific to the target population of CC+ students

Credit hours to completion reduced an avg. of 5 credits

Completion rate among students referred through the system.

Fall 14  19% pass rate
Fall 15  23% pass rate
4% increase

New Strategy
It’s Still About Access/Enrollment AND Success

Funding created the urgency for more serious conversation/action with stakeholders

Keep quality on the “front burner”

It’s not ALL about completion...you must get them through the front door before you can get them across the stage
Gaps and Challenges

It is a proportional model (you can make gains and not see it)

Transfers more difficult to track (fewer colleges using National Clearinghouse Data)

It’s not aligned closely with Voluntary Framework of Accountability

We would like to see a separate funding subsidy for short-term certificates
Cincinnati State Technical and Community College

Dr. Monica Posey
President

Mark Walton
Trustee Chair
Cincinnati State - Overview

Student headcount – 9,100, enrollment down 6%
Student success up – course completion, retention, graduation
Appx 600 different co-op, clinical & practicum partners
Diverse students - average age 27, 30% AA and Hispanic
1,500 degree and certificate graduates in 2015-16
An economic impact on Greater Cincinnati est. at $230MM
Cincinnati State - Finances

Annual Budget  FY 17 - $65,000,000
The FY17 budget decreased personnel spending 8.0% and operating expenses 6.0%

Workforce Development Revenue - $1,8000,000

Other revenue sources include parking, a small airport, a restaurant, child care center, and audio/video production center

State Share of Instruction (SSI) revenues increased 1.2%
What Has Changed for Cincinnati State - Culture

Use of success language, not just enrollment

Sense of urgency around student success

More focused strategic initiatives

Critically evaluating our role in who we will serve and community partnerships

Better integration of success initiatives with financial planning (Completion Plan, SSLI) and fundraising

The Completion Plan is not a static document but a roadmap for our improvement efforts
What Has Changed for Cincinnati State – Data & Planning

More measures to track and evaluate performance based on funding formula

Measures based upon multiple success points allow for broader campus involvement

We review course success rate data more in-depth (instructor type, instructional modality, campus location) every semester, plus look at the estimated subsidy impact

Greater understanding across BOT and employees of funding formula
What Has **Not** Changed for Cincinnati State – State Funding

Remains one overall “pot” of funding that is split between the Community Colleges – one college’s increase is another college’s loss

Funding standards are based upon peer averages rather than a target standard for each institution
Clark State Community College

Jo Alice Blondin, Ph.D.
President

James Doyle
Board Trustee
Clark State Community College

6400 students across four locations serving four counties in Southwestern Ohio

240 Full-time and 400 Part-time employees

$30 million Educational and General Budget ($13.2 mil from state (44%) and $15 mil in student fee revenue (50%)

Funding from the state only—no local tax

Tuition and fees: $139/SSCH

Flagship programs: transfer, healthcare, agriculture, and cybersecurity

Largest foundation per FTE among Ohio's Community Colleges
State Share of Instruction Performance: Clark State

Increase in overall funding from state: approximately $10 million in FY2014 to $13.2 million in FY17 ($450 million for community colleges)

SSI Proxy of entire enrollment weighted by courses in FY16: 3.02% enrollment vs. actual performance of 2.73% in FY16 and 2.89% in FY17 (room to improve)

Course Completion: Improved from 2.91% in FY16 to 3.07% in FY17 (average of FY 14,15, and projected 16 data)

Associate degrees awarded: Declined from 2.52% in FY16 to 2.50% in FY17

Success Points/Milestones: Improved from 2.60% in FY16 to 2.75% in FY17

Transfers improved from 2.24% in FY16 to 2.40% in FY17
Cultural Changes on Campus

Focus on students at the center of every decision

Reorganization to reflect the student success agenda

Evidence-based, data-informed decision-making

Morale improvement

Recursive and consistent use of strategic plan

Increase in accountability

Integration of planning activities (SEM, Completion Plan, Strategic Plan, and Diversity Plan)
Challenges (and Benefits) of Funding Formula

Working in a state of constant change and “planned urgency”

Faculty, staff, and student fatigue and possible burnout

Continued focus on enrollment as part of the funding formula

Dual enrollment as a percentage of overall budget and SSCH

Consistency of data and measures at the State level

Data hygiene

“Winners and Losers”
Statewide Student Success Efforts

ACCT Governance Leadership Institutes for Ohio

Student Success Leadership Institute (SSLI)

Ad Astra Grant

College Credit Plus

Ohio Association of Community College’s Legislative Advocacy
Conclusion

Questions?

Thank you!