National Conference of State Legislators: Building a Strong Workforce - The Role and Importance of Community Colleges

August 10, 2016
We could have been serving our students and communities even better

1. On average, only 7% of CCC students who came for a credential earned it; one sixth the rate of best-in-class peers

2. CCC lost 54% of degree-seeking students in their first 6 months and struggles to support them throughout

3. More than 90% of our incoming credit students need remediation,

4. Many programs were not tied to employer demand

5. Only 35% of Adult Education students met their stated goals annually
Since 2010, we have focused on four critical goals to drive student success:

- 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 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
City Colleges is one of the largest community college systems in the country, with a very diverse student body

100,000 students
• 61% credit
• 30% adult education
• 13% Personal interest

Average age: 26

Ethnicity (all students)
• 41% Hispanic
• 33% African-American
• 15% Caucasian
• 7% Asian

Attendance status
56% of credit students attend full-time

Financial aid status: ¾ receive financial aid

Remedial need
80+% require some form of remediation
More than 200 faculty, staff and students have sat on a task force, representing tens of thousands of hours of work

Each task force includes:
- Faculty member(s)
- Staff member(s)
- Student(s)
- Size/composition will vary

Holding everyone accountable for student success:
- Changed job descriptions of board, presidents, Chancellor
- Introduced student success pay into adult educator and full-time faculty contracts
CCC outlined strategies for achieving the four Reinvention goals in our five-year strategic plan launched in 2013; the first is **relevance**

**Increasing Relevance**

Increase the relevance of the work a student does at City Colleges to ensure he or she is prepared for a meaningful career or to transfer to a four-year college.
CCC’s College to Careers model focuses on ensuring relevance of programs and connecting students to job and transfer opportunities

1. **Data-driven** focus on offering programs demonstrating labor market demand

   - Total job opening in thousands over the next decade
   - Health-care: 84
   - Adv. Manuf: 14
   - TDL: 110
   - IT: 24
   - Bus. & Prov Svcs: 44
   - Cul./Hosp: 39
   - Educ.: 23
   - Constr. Tech.: 23

2. **Pathways of stackable credentials** of economic value

3. **Employer involvement** in program design and direct interaction with students

4. **Career planning and placement services** to prepare students for employment

Source: QCEW Employees – EMSI, Career Development cycle: Langley School’s Career Education website
Manufacturing pathways allow immediate entry to the workforce or obtaining stackable credentials

14,000 job openings in Cook County projected over the next decade
Annual job openings and starting wages shown for each program

Bridge Program
Manufacturing ABE & ASE Levels
4-8 mos.
600 jobs,
$8 - $11/hr
(Industry Certs: ABE level includes MSSC Safety)

Certificate Programs
CNC Programmer (BC)
300 jobs, $10 - $17/hr
(Industry Certs: NIMS Measurement Materials & Safety, CNC operator)

CNC Programmer (AC)
200 jobs, $17 - $21/hr
(Industry Certs: NIMS CNC Program Setup & Operate)

Factory Automation (BC)
100 jobs, $15-23/hr
(Industry Certs: MSSC Maintenance Awareness)

Factory Automation (AC)
50 jobs, $23-28/hr
(Industry Certs: TBD)

Welding (BC)
199 jobs, $11-15/hr

Quality Assurance (BC)

Safety for Process Tech (BC)
350 jobs

Process Tech (AC)
350 jobs

Process Tech (AAS)
350 jobs

Associate’s Program
Manufacturing Technology (AAS)
150 jobs, $21 - $35/hr
(Industry Certs: MSSC Certified Production Technician)
(Also includes Quality Assurance BC for those entering from CNC or Factory Automation pathways)

Bachelor’s Program
Target Bachelor’s degrees and institutions:
Industrial Technology and Management (IIT)
Manufacturing Engineering Technology
Or Industrial Management and Technology (NIU)

Process Tech focus on food and chemical manufacturing

(1) Bridge programs prepare adult education and foundational students for college transition by providing intensive contextualized instruction and supportive services, while in many cases preparing students for entry level employment.

Source: EMSI Q2 2012; CCC Program Portfolio Review; Jobs represent annual openings projected for Cook County, 2012 - 2022 cross-walked with BLS 2009 Education levels; Wages for CNC & FA pathways: BC 10th percentile through median, AC median through 75 percentile; AAS combines higher wage (75-90th percentile) CNC, FA, supervisory positions.
Seven colleges each focus on building skills in a high-impact sector:

- **Richard J. Daley College**: Advanced Manufacturing (Launched 2012)
- **Kennedy-King College**: Culinary Arts and Hospitality Construction Technology (Launched 2012)
- **Malcolm X College**: Healthcare (Launched 2011)
- **Harold Washington College**: Business and Professional Services (Launched 2012)
- **Olive-Harvey College**: Transportation, Distribution, Logistics (Launched 2011)
- **Harry S Truman College**: Education, Human and Natural Sciences (Launched 2014)
- **Wilbur Wright College**: Information Technology (Launched 2012)
New Malcolm X College & School of Health Sciences

- $251 million project
- Includes virtual hospital
- Designed with input from Rush University Medical Center
Further enhancing the College to Careers offering

**CCC has two major capital projects under way on the South Side that will prepare students for high-growth careers**

- **Daley College Advanced Manufacturing Center**
  - $75 million center on the Southwest side, preparing students for advanced manufacturing careers

- **Olive-Harvey College**
  - $45 million center on the Far South Side, preparing students for transportation, distribution and logistics careers
CCC has worked to move GED/ESL students into credit classes more quickly and offer them where students need them.

Developed Adult Education Bridge programs that accelerate student progress in basic math and English skills, as well as prepare students for careers in high-demand fields.
We continue to build our STAR partners roster and deepen the partnerships to benefit all students, not just those in the STAR cohort.

**Present Partners**
- Columbia College
- DePaul University
- Dominican – NEW!
- Governors State
- Illinois Institute of Technology
- Loyola University
- National Louis University
- North Park University
- Northeastern Illinois University
- Northwestern University – NEW!
- Robert Morris University – NEW!
- Roosevelt University
- School of the Art Institute of Chicago
- University of Chicago
- University of Illinois at Chicago

**What we work out for STAR students**
- Financial support
- Admissions support
- Mentorship
- Resource access

**What we work out for all students**
- **2+2 agreements** – Since last time, we grew the number of majors we support at these popular destinations by 16%, aiming for unprecedented transfers at junior status post-completion.
- **Data exchange agreements** – STAR partners agree to sign-off on participation in reverse transfer of credit and working towards full systems integration via NSC.

*We move forward with each of these Universities, even if the STAR component is not in place yet. For example...*

- By Fall, we will be advising students to 2+2 agreements at NIU, including in vocationally leaning focus areas – such as advanced manufacturing, construction technology, and transportation, distribution and logistics.

**Interested in STAR partnership**
- Concordia University
- Illinois State University
- Kendall College
- Northern Illinois University
- St. Xavier University
CCC outlined strategies for achieving the four Reinvention goals in our five-year strategic plan; the second is reducing time via **structure**

**Increasing Relevance**
Increase the relevance of the work a student does at City Colleges

**Increasing Structure**
Reduce the time it takes for a student to get through City Colleges by providing them a GPS (Guided Pathways to Success) to their end goal.

- Student GPS System
- Redefined tuition structure
- Moving remedial students more quickly into credit
- Expanded dual enrollment/dual credit with K-12 system
CCC outlined strategies for achieving the four Reinvention goals in our five-year strategic plan; the third is **student supports**

**Increasing Relevance**

Increase the relevance of the work a student does at City Colleges

**Increasing Structure**

Reduce the time it takes for a student to get through City Colleges

**Increasing student supports**

Use data more effectively and deploy more resources to help students, and provide more information to students so they can better help themselves.

- Significantly increased student supports, including centers for career prep, transfer, wellness, veterans, tutoring, and more
- Cut student to advisor ratio from 920:1 to 275:1
- Star Scholarship
CCC strategies for achieving the four Reinvention goals from five-year strategic plan; the fourth is strengthened operations

- **Increasing Relevance**
  
  Increase the relevance of the work a student does at City Colleges

- **Increasing Structure**
  
  Reduce the time it takes for a student to get through City Colleges

- **Increasing student supports**
  
  Use data more effectively and deploy more resources to help students, and provide more information to students so they can better help themselves

- **Strengthening operations**
  
  Foster excellent financial, operational and human resources management.
CCC has significantly improved student and operational outcomes since reinvention began in 2010:

- **$70M** saved & reinvested
- **142%** increase in IPEDS graduation rate
- **125%** increase in associate degrees
- **22%** increase in certificates
- **9%** increase in transfer within 2 years of CCC graduation
- **171%** increase in adult education transitions
- **3,000+** students found job/internship in C2C field