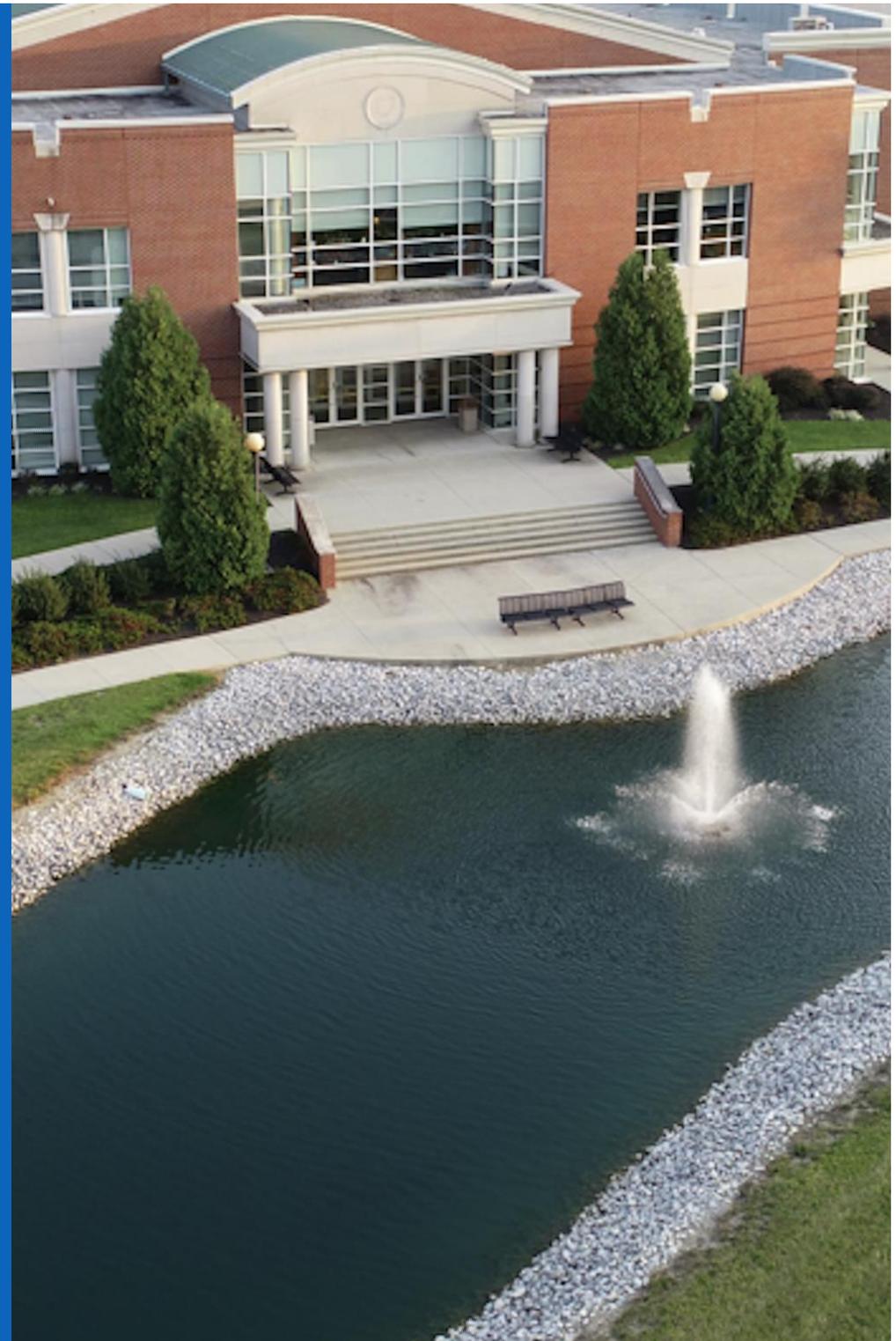


November 2020

# Rhodes State College Campus Completion Plan Update

2018 – 2020 Outcomes &  
2020 – 2022 Improvement Focus





**CONNECTION**

- Modify and enhance CCP Pathways
- Establish new K-12 Advisory Committee
- Establish Partnership with Local Community Center



**FIRST-YEAR ENTRY**

- Implement and Continuously Improve Online Orientation



**PROGRESS**

- Improved Program Review process



**COMPLETION**

- Develop Stackable Certificates within career Pathways



**WORKFORCE**

- Increase number of Industry Recognized Credentials and Align with Credit Courses

**Rhodes State College Campus Completion Plan  
2020 – 2022 Improvement Focus**

# Board of Trustees Resolution

*The Board of Trustees unanimously approved Resolution No. 2021-36 for the Rhodes State College Campus Completion Plan: 2018-2020 Outcomes & 2020-2022 Improvement Focus on November 17, 2020.*



## CONSIDERATION OF APPROVAL FOR THE 2020-2022 RHODES STATE COLLEGE CAMPUS COMPLETION PLAN

### Resolution No. 2021-36

**Resolved**, upon the recommendation of the President, and with the concurrence of the Executive Director for Institutional Effectiveness Planning and Senior Vice President for Academic & Student Affairs, Workforce Development, that consideration be given for the Rhodes State College Campus Completion Plan update and activities for 2020-2022.

#### **Description:**

Public colleges and universities in Ohio were required to submit a campus completion plan that was approved by its board of trustees to the Chancellor by June 30, 2020. As a result of the COVID-19 pandemic, the Ohio Department of Higher Education (ODHE) extended the deadline for submittal of the campus completion plan to December 1, 2020.

The current legislation (3345.81 Strategic Completion Plan) states:

*As defined by section 3345.12 of the Revised Code, "the board of trustees of each institution of higher education, as defined by section 3345.12 of the Revised Code, shall adopt an institution-specific strategic completion plan designed to increase the number of degrees and certificates awarded to students. The plan shall be consistent with the mission and strategic priorities of the institution, include measurable student completion goals, and align with the state's workforce development priorities. Upon adoption by the Board of Trustees, each institution of higher education shall provide a copy of its plan to the chancellor of higher education. 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."*

The Rhodes State College Campus Completion Plan: 2018-2020 Outcomes & 2020-2022 Improvement Focus is a product of the planning outcomes from the College's 2017-2020 strategic plan outcomes and the actions which will align with the 2021-2023 strategic plan. The continuous improvement focus will be on connection, first-year entry, progress, completion and workforce.

#### **Attachment**

- Rhodes State College Campus Completion Plan: 2018-2020 Outcomes & 2020-2022 Improvement Focus



Rhodes State College Campus Completion Plan  
**2018-2020 Outcomes & 2020-2022 Improvement Focus**

**CONNECTION**

**2020 Improvement Focus Description:** \_\_\_\_\_ Enhanced Outreach to Students, High Schools, Career Centers and Community Organizations \_\_\_\_\_

**Improvement Focus Current Status:** \_\_\_\_\_ Creating New Partnerships \_\_\_\_\_

Focus	Strategy	Leadership	Others	Outcome	Measure	Timeline
<i>Improvement Objective (College Strategy/Intervention Objectives)</i>	<i>What will we do differently? What are the action steps for intervention?</i>	<i>Who will be responsible (title)?</i>	<i>Who will need to support /bolster the change and how (titles)?</i>	<i>What will be our outcome indicator of success?</i>	<i>How will we measure success?</i>	<i>What is our timetable?</i>
Modify and enhance CCP Pathways	<ul style="list-style-type: none"> <li>Update RSC website</li> <li>Update Pathway brochure</li> <li>Improve application and registration process for CCP.</li> </ul>	<ul style="list-style-type: none"> <li>Dean, K-12 Partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Marketing &amp; Public Relations</li> <li>Admissions</li> <li>Registrar</li> </ul>	<ul style="list-style-type: none"> <li>Increased number of CCP high school graduates who matriculate to RSC.</li> </ul>	<ul style="list-style-type: none"> <li><b>3.5%</b> increase matriculation rate from 2019-2020 baseline (6.5%)</li> </ul>	<ul style="list-style-type: none"> <li>Fall 2020 – Spring 2022</li> </ul>
Establish new K-12 Advisory Committee	<ul style="list-style-type: none"> <li>Solicit information and feedback related to K-12 needs</li> <li>Schedule regular meetings</li> </ul>	<ul style="list-style-type: none"> <li>Dean, K-12 Partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Superintendents &amp; Principals</li> <li>Academic Deans</li> <li>Institutional Research</li> <li>VP Academic and Student Affairs, Workforce</li> </ul>	<ul style="list-style-type: none"> <li>New partnership initiatives.</li> <li>Offering new career courses/certificates at High Schools.</li> </ul>	<ul style="list-style-type: none"> <li><b>2</b> new partnership initiatives/year</li> </ul>	<ul style="list-style-type: none"> <li>Summer 2020 – Spring 2022</li> </ul>
Establish Partnership with Local Community Center	<ul style="list-style-type: none"> <li>Partnership with Community Centers (e.g., Bradfield Putnam County Ed Center, Delphos Jefferson Career Connection Centers) offering short-term certificate courses at the Centers.</li> </ul>	<ul style="list-style-type: none"> <li>Dean, Academic Affairs</li> </ul>	<ul style="list-style-type: none"> <li>VP Academic and Student Affairs, Workforce</li> <li>Interim VP Enrollment Management</li> <li>Admissions</li> <li>Academic Deans &amp; Chairs</li> <li>Marketing &amp; Public Relations</li> </ul>	<ul style="list-style-type: none"> <li>Increase the number of educational offerings (<i>less than 50% of program curriculum</i>) offered at local community center</li> </ul>	<ul style="list-style-type: none"> <li><b>2</b> additional certificate (credit or noncredit).</li> <li><b>1</b> new partnership established.</li> </ul>	<ul style="list-style-type: none"> <li>Fall 2020 – Spring 2022</li> </ul>

## FIRST-YEAR ENTRY

### Outcomes from 2018-2020

Strategy/Goal	Outcome	Progress	Measure	Comments
<i>What did you plan to improve?</i>	<i>What did you establish as your outcome?</i>	<i>What progress did you make towards strategy/goal?</i>	<i>What were measures of progress/success?</i>	<i>What contextual points are worth noting?</i>
Course Modularization was replaced with the Co-Requisite Model (see below):				
Co-requisite Model	<ul style="list-style-type: none"> <li>Implementation of a co-requisite Math (2018)</li> <li>Integrated reading and writing (IRW) course.</li> </ul>	<ul style="list-style-type: none"> <li>Implemented an integrated reading and writing course fall 2019.</li> <li>Moved from self-placement into Reading to multiple measures.</li> <li>Students completed as successful as those not placing into developmental courses.</li> </ul>	<ul style="list-style-type: none"> <li>Improvement in RSC SSI success factors.</li> <li>Math - students receiving a D or better               <ul style="list-style-type: none"> <li>o 2018: 82%</li> <li>o 2019: 81%</li> </ul> </li> <li>IRW - students receiving a D or better in English Composition               <ul style="list-style-type: none"> <li>o 2019: 94%</li> </ul> </li> </ul>	While RSC was not funded for SSI success factors, the co-requisite model for mathematics increased completion rates are in alignment with state milestones. IRW replaced ALP, which was confusing for both faculty and students.

## FIRST-YEAR ENTRY

**2020 Improvement Focus Description:** Institutionalized Success Coaching and Student Onboarding

**Improvement Focus Current Status:** Establish a new coaching service model and enhanced onboarding for new students.

Focus	Strategy	Leadership	Others	Outcome	Measure	Timeline
<i>Improvement Objective (College Strategy/Intervention Objectives)</i>	<i>What will we do differently? What are the action steps for intervention?</i>	<i>Who will be responsible (title)?</i>	<i>Who will need to support/bolster the change and how (titles)?</i>	<i>What will be our outcome indicator of success?</i>	<i>How will we measure success?</i>	<i>What is our timetable?</i>
Implement and Continuously Improve Online Orientation	<ul style="list-style-type: none"> <li>Assess applicability of current orientation content.</li> <li>Increase orientation content.</li> <li>Improve student onboarding process.</li> </ul>	<ul style="list-style-type: none"> <li>Dean, Student Affairs</li> </ul>	<ul style="list-style-type: none"> <li>Dean, K-12 Partnerships</li> <li>Academic Deans &amp; Chairs</li> <li>Enrollment Management</li> <li>Marketing &amp; Public Relations</li> </ul>	<ul style="list-style-type: none"> <li>Improved student understanding orientation content.</li> <li>Improved student engagement in orientation.</li> </ul>	<ul style="list-style-type: none"> <li><b>75%</b> of students achieve <b>80%</b> or higher on orientation quiz/year.</li> <li><b>90%</b> Completion rate/year for K-12</li> <li><b>80%</b> Completion rate/year for Traditional Students</li> </ul>	<ul style="list-style-type: none"> <li>Fall 2020 – Spring 2022</li> </ul>

## PROGRESS

### Outcomes from 2018-2020

Strategy/Goal	Outcome	Progress	Measure	Comments
<i>What did you plan to improve?</i>	<i>What did you establish as your outcome?</i>	<i>What progress did you make towards strategy/goal?</i>	<i>What were measures of progress/success?</i>	<i>What contextual points are worth noting?</i>
Virtual Advising	<ul style="list-style-type: none"> <li>Fall 2018 Full implementation Cranium Café to students through announcement in Canvas and Advisor communication plan</li> </ul>	<ul style="list-style-type: none"> <li>The committee began to examine additional virtual solutions that would encompass all student services.</li> </ul>	<ul style="list-style-type: none"> <li>The committee did not progress in reviewing additional options due to other campus priorities.</li> </ul>	Although the College was unable to sustain virtual advising after the pilot, RSC still plans to implement this model.

## PROGRESS

**2020 Improvement Focus Description:**                     Redefine and align Key Performance Indicators (KPIs)

**Improvement Focus Current Status:**                     Define and outline persistence, retention and completion KPIs for Program Review.

Focus	Strategy	Leadership	Others	Outcome	Measure	Timeline
<i>Improvement Objective (College Strategy/Intervention Objectives)</i>	<i>What will we do differently? What are the action steps for intervention?</i>	<i>Who will be responsible (title)?</i>	<i>Who will need to support/bolster the change and how (titles)?</i>	<i>What will be our outcome indicator of success?</i>	<i>How will we measure success?</i>	<i>What is our timetable?</i>
Improved Program Review (PR) process	<ul style="list-style-type: none"> <li>Assess all degree programs incorporating persistence, retention, and completion.</li> </ul>	<ul style="list-style-type: none"> <li>VP Academic Affairs and Student Affairs, Workforce Development</li> </ul>	<ul style="list-style-type: none"> <li>Curriculum Committee</li> <li>Academic Deans &amp; Chairs</li> <li>Dean, Academic Affairs</li> <li>IR</li> </ul>	<ul style="list-style-type: none"> <li>Continuous improvement of all degree programs.</li> </ul>	<ul style="list-style-type: none"> <li><b>100%</b> programs submitted on time for review</li> <li><b>90%</b> of required improvement plans are developed and implemented.</li> </ul>	<ul style="list-style-type: none"> <li>Spring 2021</li> </ul>

## COMPLETION

### Outcomes from 2018-2020

Strategy/Goal	Outcome	Progress	Measure	Comments
<i>What did you plan to improve?</i>	<i>What did you establish as your outcome?</i>	<i>What progress did you make towards strategy/goal?</i>	<i>What were measures of progress/success?</i>	<i>What contextual points are worth noting?</i>
Comprehensive Early Alert Program (CEAP): Improved faculty engagement	<ul style="list-style-type: none"> <li>Assessment of faculty, student, and staff perceptions of CEAP</li> <li>Increase faculty engagement from baseline of 95% for all but CCP sections</li> </ul>	<ul style="list-style-type: none"> <li>Faculty were surveyed, student focus groups were held, staff feedback was gathered during meetings</li> <li>Continued monitoring and analysis of faculty engagement</li> </ul>	<ul style="list-style-type: none"> <li>61% of full-time and adjunct faculty indicated, "CEAP has been effective in improving the success of students receiving early alerts."</li> <li>Student feedback indicated confusion in what CEAP was.</li> <li>Staff indicated that CEAP improved their communication with faculty related to student success.</li> <li>Faculty engagement remains consistently above 90%.</li> </ul>	The College completely institutionalized the CEAP process and continues to make improvements. The College also received the AACC Student Success Award. CEAP was submitted as the HCL Quality Initiative and the Peer Reviewers indicated in the 2018 Quality Initiative Report (QIR) evaluation that the College demonstrated "genuine effort."

## COMPLETION

**2020 Improvement Focus Description:** Increased Career Pathways and Enrollment

**Improvement Focus Current Status:** Began development of stackable certificates in Engineering Technology and Healthcare Programs; looking to develop in-demand short and long term certificates that are embedded in degrees.

Focus	Strategy	Leadership	Others	Outcome	Measure	Timeline
<i>Improvement Objective (College Strategy/Intervention Objectives)</i>	<i>What will we do differently? What are the action steps for intervention?</i>	<i>Who will be responsible (title)?</i>	<i>Who will need to support /bolster the change and how (titles)?</i>	<i>What will be our outcome indicator of success?</i>	<i>How will we measure success?</i>	<i>What is our timetable?</i>

Develop stackable certificates within career pathways	<ul style="list-style-type: none"> <li>Review all current certificates</li> <li>Create new certificates where they currently do not exist</li> </ul>	<ul style="list-style-type: none"> <li>Academic Deans &amp; Chairs</li> </ul>	<ul style="list-style-type: none"> <li>VP Academic and Student Affairs, Workforce</li> <li>Registrar</li> <li>Exec. Director, Institutional Effectiveness Planning</li> <li>RSC Shared Governance Councils &amp; Operational Committees</li> </ul>	<ul style="list-style-type: none"> <li>New Certificates</li> </ul>	<ul style="list-style-type: none"> <li>10 new certificates (2020)</li> <li>5 new certificates/year for HS/PS (2021 &amp; 2022)</li> <li>5 new certificates/year for TLS (2021 &amp; 2022)</li> </ul>	<ul style="list-style-type: none"> <li>Starting Summer 2020 through Spring 2022</li> </ul>
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## WORKFORCE

**2020 Improvement Focus Description:** Expand and Align Industry Recognized Credentials

**Improvement Focus Current Status:** Identified current credit courses and certificates that lead to an industry recognized credential

Focus	Strategy	Leadership	Others	Outcome	Measure	Timeline
<i>Improvement Objective (College Strategy/Intervention Objectives)</i>	<i>What will we do differently? What are the action steps for intervention?</i>	<i>Who will be responsible (title)?</i>	<i>Who will need to support /bolster the change and how (titles)?</i>	<i>What will be our outcome indicator of success?</i>	<i>How will we measure success?</i>	<i>What is our timetable?</i>
Increase the number of industry recognized credentials and align with credit courses.	<ul style="list-style-type: none"> <li>Review all current Industry Recognized. Credentials (IRCs).</li> <li>Align IRCs existing course.</li> <li>Offer new industry recognized credentials (and align with credit courses where applicable).</li> <li>Work with JobsOhio to identify IRCs</li> </ul>	<ul style="list-style-type: none"> <li>Director, Advanced Manufacturing</li> </ul>	<ul style="list-style-type: none"> <li>Academic Deans &amp; Chairs</li> <li>Academic Advisory Committees</li> <li>AVP, Innovation &amp; Community Engagement</li> </ul>	<ul style="list-style-type: none"> <li>Number of current IRCs aligned with credit courses</li> <li>Number of new IRCs</li> <li>Number of new IRCs aligned with credit courses.</li> </ul>	<ul style="list-style-type: none"> <li>5 current IRCs aligned with credit courses.</li> <li>10 new IRCs</li> <li>50% of new IRCs aligned with credit courses.</li> </ul>	<ul style="list-style-type: none"> <li>Summer 2020 - Spring 2022</li> </ul>