

# North Central State College

## *Utilizing Board Ends Policies to Drive Student Success*

ACCT Presentation October 4, 2013

ACCESS & SUCCESS FOR ALL



# Agenda

## I. Introduction and Overview - *Steve Stone*

- A. Workshop Objectives and Outcomes
- B. College Demographics
- C. Ends Policies and Change in Board Meeting Focus

## II. Translating Ends Policies to Strategic Plan and Metrics

- *Dwight McElfresh*

- A. Vision/Mission
- B. Strategic Goals
- C. Metrics, Assessment Tools, and Baselines

## III. Operationalizing the strategic plan using data for student success

- *Dorey Diab*

- A. Detailed sub-goals
- B. Changing roles of administration, faculty and staff
- C. Detailed metrics for student success



# Agenda

- I. Introduction and Overview - **Steve Stone**
  - A. Workshop Objectives and Outcomes
  - B. College Demographics
  - C. Ends Policies and Change in Board Meeting Focus

ACCESS & SUCCESS FOR ALL



# **I. Workshop Objectives and Outcomes**

**A. Provide College Environment Background**

**B. Explain Carver Model and Establishment of Ends Policies**

**C. Describe Alignment of Ends Policies and Strategic Plan**

**D. Describe How to Drive Student Success by Aligning Metrics with Strategic Plan**

**ACCESS & SUCCESS FOR ALL**







## North Central State College

### Demographics

- Located in north central Ohio
- Serves the three-county district of
  - Ashland, Crawford & Richland
- Population = 218,000



# Major industry employers

Industry	Jobs	Percent of Regional Jobs
Manufacturing	17,149	16%
Health Care & Social Assistance	14,405	13%
Government	12,602	12%
Retail Trade	12,382	12%

# Fall 2013 Student Demographics

1. Total enrollment: 2,958
2. Full Time Equivalent: 1,712
3. Average age: 27.5 (post high school)
4. Full-time: 28%
5. Female: 62%
6. Minority at college (3 counties): 10%
  - In Richland County: 12%

ACCESS & SUCCESS FOR ALL



# About the Board

<b>Appointed by the Local BOE</b>	<b>= 6</b>
<b>Appointed by the Governor</b>	<b>= <u>3</u></b>
<b>Total seats on the BOT</b>	<b>9</b>

## Current Board Composition

**Ashland County = (2) Locally Appointed, (1) Governor Appointed**

**Crawford County = (2) Locally Appointed, (1) Governor Appointed**

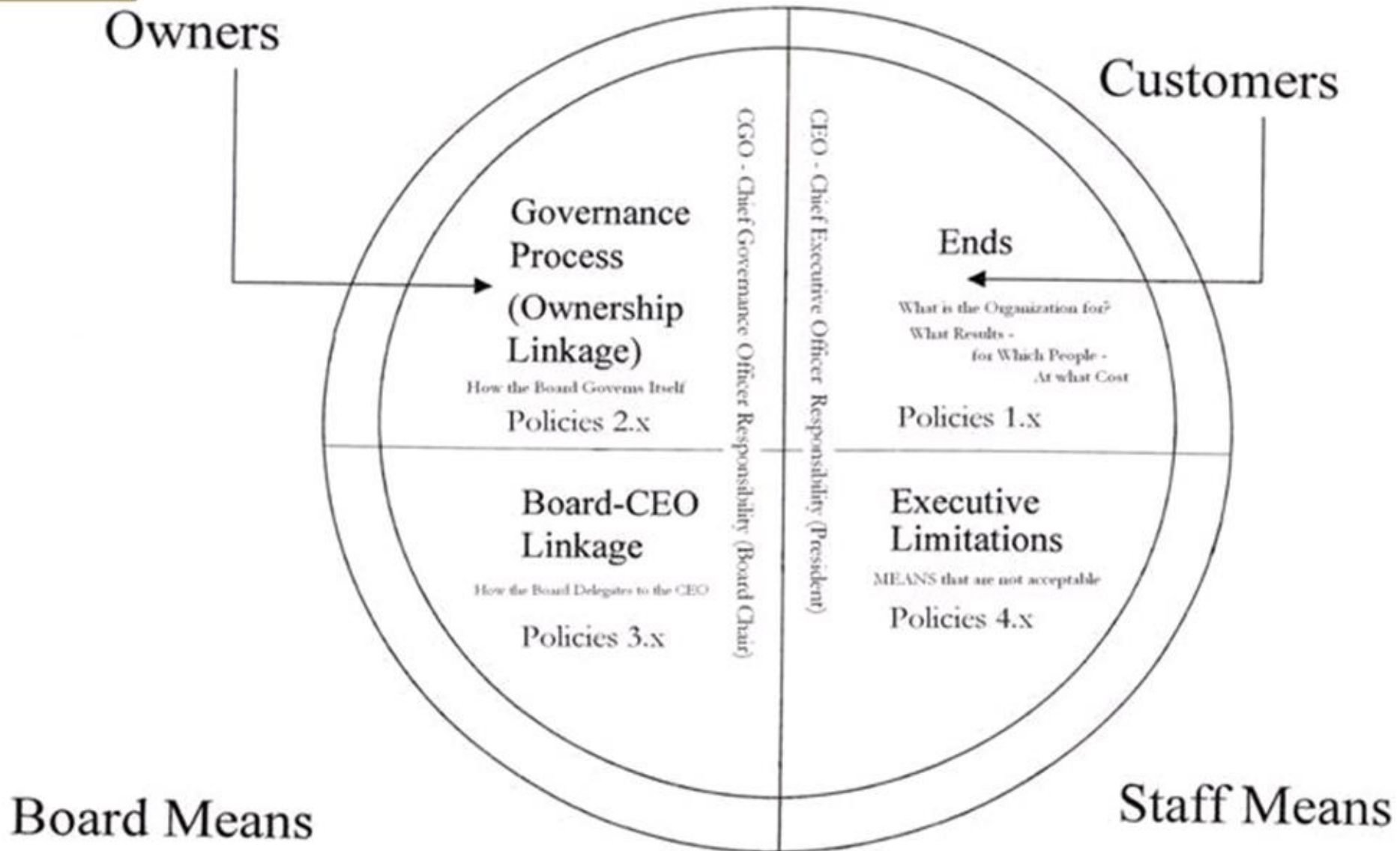
**Richland County = (2) Locally Appointed, (1) Governor Appointed**



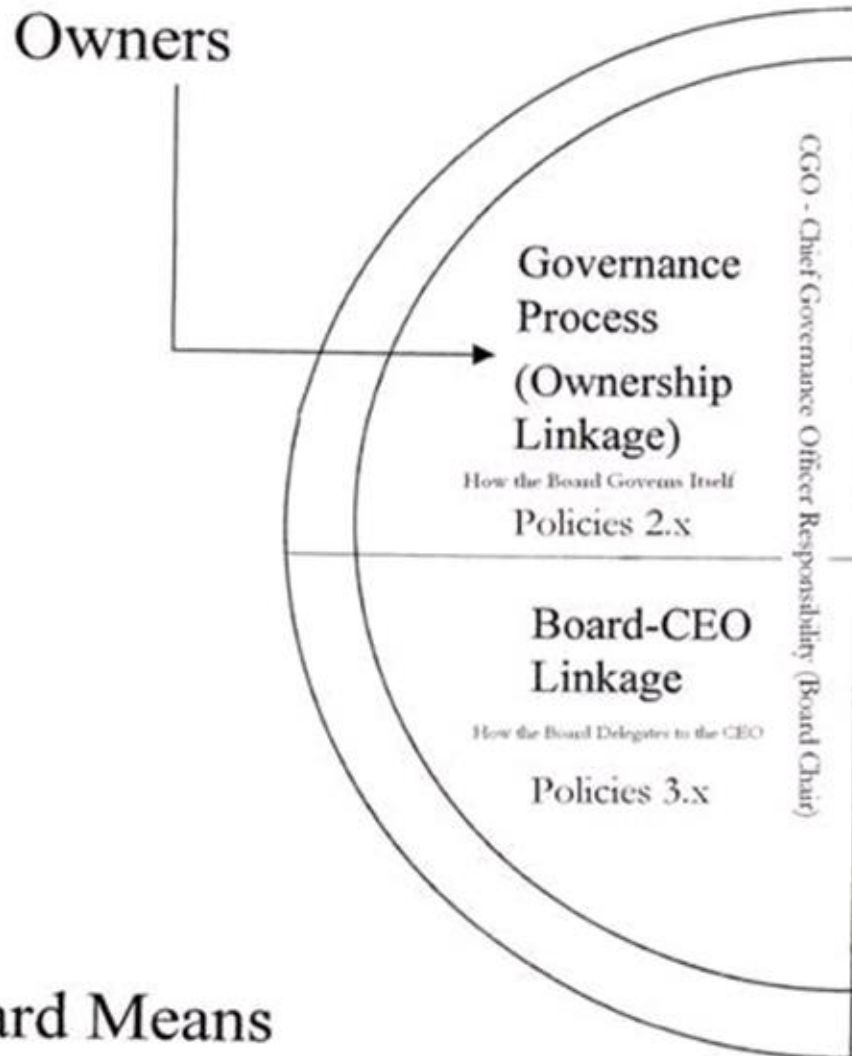
# **How the model was brought to the college community**

- 1. First Introduced & Adopted (April '03)**
  - Recommitted & Revitalized (January '09)**
- 2. Official training of internal facilitator**
  - by John & Miriam Carver (March '09)**
- 3. Training of Board & President's Staff (July '09)**
  - by Miriam Carver**
- 4. Policy Development Workshop (March '10)**
  - by Miriam Carver**

# Why the Carver Model?

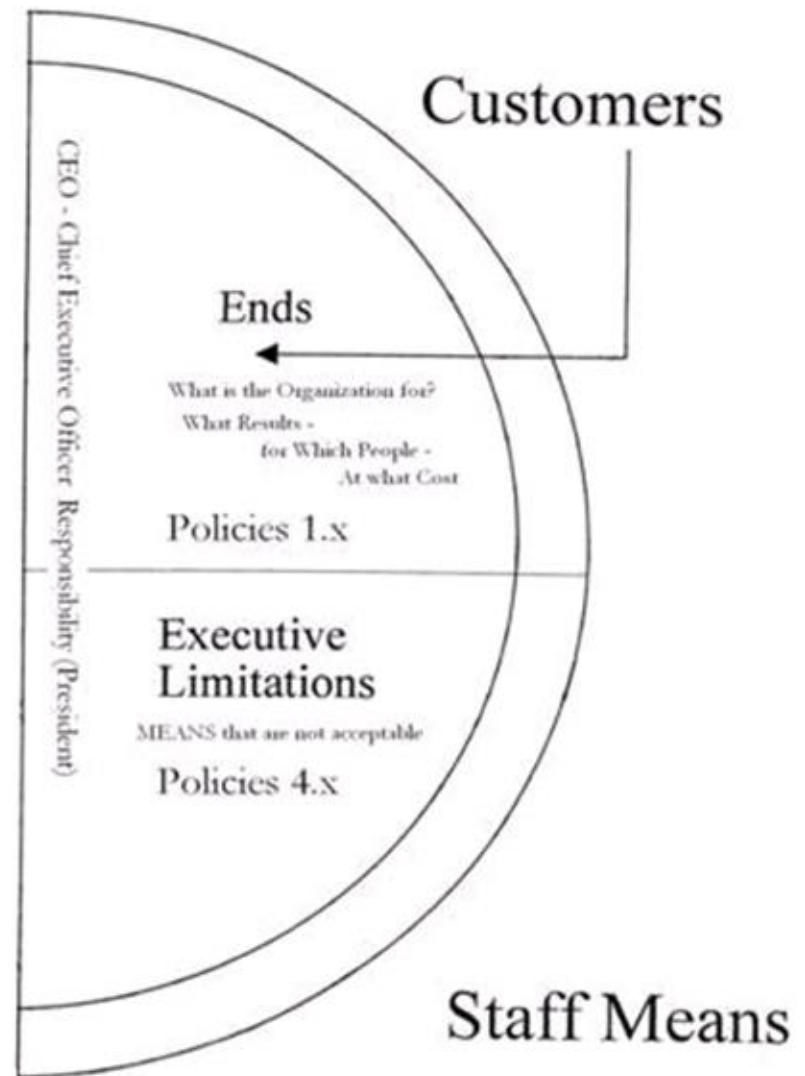


# It clarifies roles and responsibilities of the Board

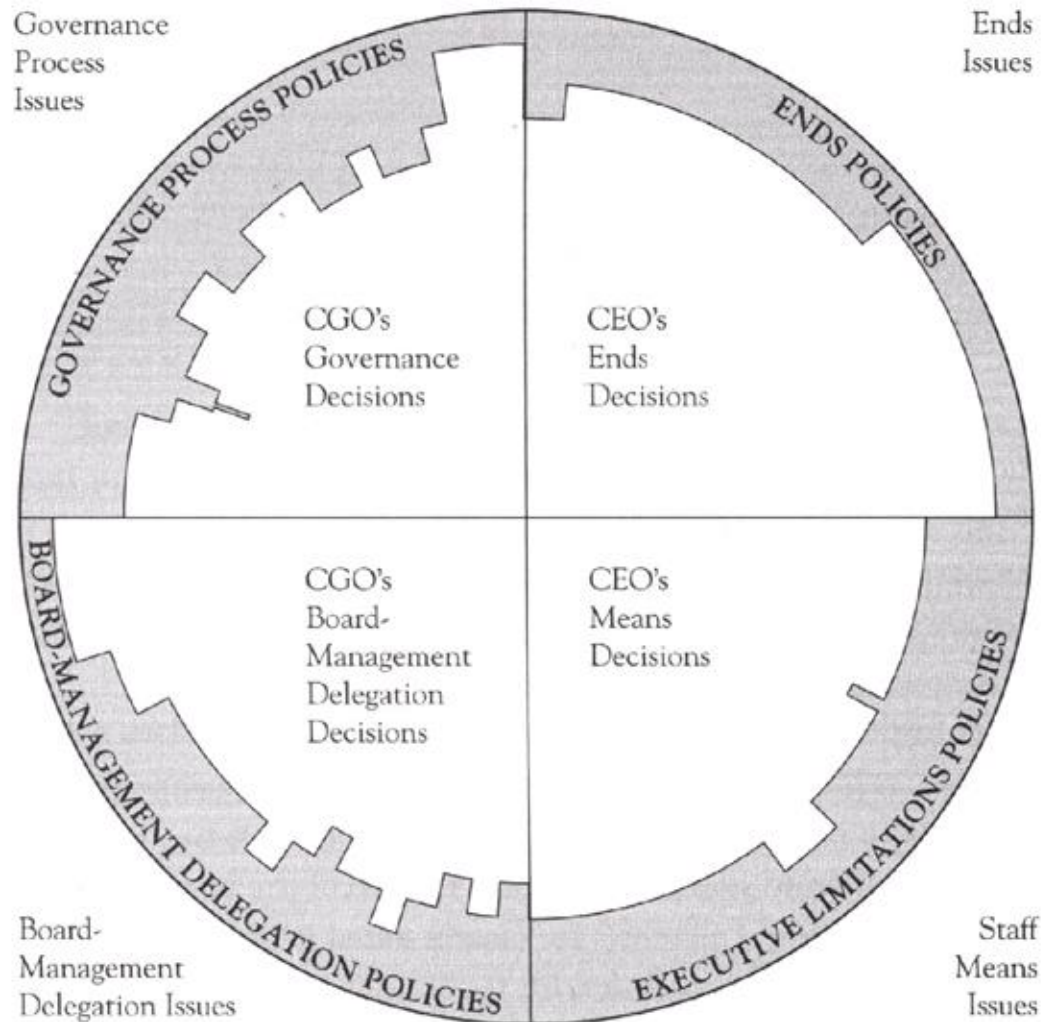




# It clarifies roles and responsibilities of the Boards **& of the President**



# It provides a framework to ensure accountability of the Board and of the President



**It starts with a Vision**

**Moves to ENDS policies**

**And then requires processes to  
operationalize the ENDS in  
order to measure progress  
toward achieving those ENDS**



# Board Tasks

- 1. Identify and define the ENDS policies**
  - A. Gain insights to “Owner’s Voice”**
- 2. Policy Development, Adoption, and Implementation**
  - A. Complete Policy Re-write & Adoption (Jul. - Aug. ‘10)**
- 3. Requirements**
  - A. Commitment of time and other resources**
  - B. Stakeholder engagement (internal and external)**

# Board Ends Policies

1. Equal opportunity/diversity
2. Job readiness
3. High demand / emerging technologies
4. Career development
5. Transferability
6. Enrichment

# **Equal Opportunity/Diversity**

The proportion of students from economically or educationally disadvantaged backgrounds is at least equivalent to the proportion in the local communities.



# Job Readiness

Students prepared for employment success will have the knowledge of occupational choices, skills, work habits, and job leads necessary for economic self-sufficiency.

# High Demand/Emerging Technologies

Students are capable of successfully performing in a variety of roles in business and industry including high demand and emerging technology industries.

# Career Development

Students acquire, maintain, and enhance job skills that remain relevant in changing jobs markets.



# Transferability

Students prepared for advanced academic success will have the ability and the prerequisite academic experience sufficient for entry into a four-year college or university.

# Enrichment

Enrichment opportunities exist to reflect community needs and values.

# **Change in Board Meetings**

## **Policy Governance Agenda**

- A. Focus on Results not Activity**
- B. Preview - Do - Review**
- C. PolGov Early in the Agenda**
- D. Required Approvals Agenda**
- E. Staff Reports (Supplemental)**
- F. Board Chair's Report**
- G. Meeting Evaluation**

# Agenda

## II. Translation of Ends Policies to Strategic Plan and End Metrics - *Dwight McElfresh*

A. Vision/Mission

B. Strategic Goals

C. Metrics, Assessment Tools, and Baselines

ACCESS & SUCCESS FOR ALL



# Vision

**North Central State College is the leader in affordable quality higher education with programs leading to employment and/or academic transfer and a beacon for achieving greater community prosperity and better quality of life.**

ACCESS & SUCCESS FOR ALL





# Mission

**North Central State College exists for the citizens of its service region to attain the knowledge and skills to succeed in their chosen path of learning, work or enrichment, sufficient for the college to justify available resources**

ACCESS & SUCCESS FOR ALL



# Strategic Plan

The strategic plan is the pathway for the achievement of the college's mission of access and success through the alignment of the human, fiscal and physical resources.

ACCESS & SUCCESS FOR ALL





# Strategic Goals

1. Access
2. Success
3. Resources

ACCESS & SUCCESS FOR ALL



# Metrics and Assessment Tools

- **Measure 15 Key Performance Indicators (KPIs) mapped back to the strategic goals and ENDS policy metrics**
- **Additional metrics will be captured in a supplemental factbook**
- **Reduced KPIs by 50% from initial college scorecard to simplify process and enhance focus**



# Metrics and Assessment Tools

- Annual results will continue to be presented against baseline data, as well as measurable goals
- Results will continue to be presented according to a “stoplight” matrix
  - ✓ Green = exceed goal
  - ✓ Yellow = between baseline and goal
  - ✓ Red = below baseline



## Metrics and Assessment: Example for Excellence Goal

Ends Policy	Metric Title	Target Group	Measure #	Baseline Measure %	Goal For FY 2013	Criteria	Criteria for Green Light	Criteria for Yellow Light	Criteria for Red Light
1.0G	Graduate Satisfaction Index	FY 2012 graduates completing follow-up survey (n=65)	74.3%	73.6%	74.7%	Reflects percent of graduates who answer above average or better on 2 key questions: 1. What is the overall rating of the education you received as it relates to the requirements of your job; and 2. How well did NC State courses prepare you for transfer?	>=74.7%	73.6% - 74.7%	<73.6%
UPDATE RESULTS THROUGH FISCAL 2013								74.3%	
1.0H	Employer Satisfaction Index	Employers on 2013 satisfaction survey (n=48)	94%	91%	75%	Reflects percent of employers who express general satisfaction or better with the education from NC State of recent hires.	>=75%	70% - 75%	<70%
UPDATE RESULTS THROUGH FISCAL 2013							94%		
1.24B	Licensure/Certification Pass Rates as a % of Graduates	FY 2012 graduates in target programs (205)	190	85.6%	90.0%	Applies only to those programs for whom licensure/certification is mandatory: Occupational Therapist Asst (first grads 2012)., Physical Therapist Asst., Radiology, Respiratory Therapy, Registered Nurse, Licensed Practical Nurse, Health Services Technology, Police Academy, and Early Childhood Education	>=90.0%	85.6% - 90.0%	<85.6%
UPDATE RESULTS THROUGH FY 2013							92.6%		

# Measuring Strategic Goal: Access

## 1. Provide affordable and viable programs

- ✓ Percent of new programs (< 3 years) over current programs

## 2. Offer effective and alternative delivery

- ✓ Percent change in credit hours for online, satellite, early college and cohort sections

# Measuring Strategic Goal: Access

## 3. Foster a welcoming and collaborative culture

- ✓ **Percent change in annualized head count with supplemental program breakout**



# Measuring Strategic Goal: Success

## 1. Uphold a student-centered learning environment

- ✓ Term-to-term retention
- ✓ Fall-to-fall retention

## 2. Foster student goal completion

- ✓ Aggregate state “success point” index of seven success factors Ohio now factors into subsidy payment
- ✓ Course-level completion in alternate delivery methods

# Measuring Strategic Goal: Success

## 3. Maintain a culture of excellence

- ✓ **Graduate Satisfaction Index**
- ✓ **Employer Satisfaction Index**
- ✓ **Licensure/Certification Rate**



# Strategic Goal: Resources

## 1. Create a great place to work

- ✓ **Employee satisfaction measured within an annual national survey**

## 2. Increase fiscal resources and accountability

- ✓ **Annual state composite score on fiscal health**
- ✓ **Annual revenues for foundation and grants**

# Strategic Goal: Resources















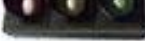
## 3. Optimize college assets

- ✓ Percent change in facility-related costs per FTE
- ✓ Percent change in instructional technology and equipment costs



# Baselines and Levels of Success

*Global Ends Policy: North central State College exists for the citizens of its service region to have the knowledge and skills to succeed in their chosen path for learning, work or enrichment, sufficient to justify available resources.*

Signal	Metric Title	Baseline Measure	 Meeting or Exceeding Goal	 Caution	 Falling Behind Goal
	3-Year Completion Percentage	11.8%	$\geq 12.4\%$	11.8% - 12.4%	$< 11.8\%$
	3-Year Continuing Percentage	27.8%	$\geq 29.2\%$	27.8% - 29.2%	$< 27.8\%$
	3-Year Transfer Percentage	4.1%	$\geq 4.3\%$	4.1 - 4.3%	$< 4.1\%$
	6-Year Completion Percentage	19.0%	$\geq 20\%$	19% - 20%	$< 19\%$
	6-Year Continuing Percentage	7.5%	$\geq 7.9\%$	7.5% - 7.9%	$< 7.5\%$
	6-Year Transfer Percentage	4.4%	$\geq 4.6\%$	4.4% - 4.6%	$< 4.4\%$
	Annual Degrees and Major Certificates	430	$\geq 452$	430 - 452	$< 430$
	Annual Unduplicated Headcount Enrollment	4,972	$\geq 5,021$	4,959 - 5,021	$< 4,959$
	Annual Full-Time Equivalent Enrollment	2,422	$\geq 2,446$	2,442 - 2,446	$< 2,442$
	Graduate Satisfaction Index	71.1%	$\geq 74.7\%$	71.1% - 74.7%	$< 71.1\%$
	Employer Satisfaction Index	NA	$\geq 75\%$	70% - 75%	$< 70\%$
	Program and Service Review Completion Percentage	0%	$\geq 5\%$	2% - 5%	$< 2\%$

# Agenda

## III. Operationalizing the strategic plan using data for student success – *Dorey Diab*

- A. Detailed sub-goals
- B. Changing roles of administration, faculty and staff
- C. Detailed metrics for student success





# Strategic Goal: Access

1. Provide affordable and viable programs (in high demand and emerging technologies)
2. Offer effective and alternative delivery (online, satellites, cohort, block scheduling)
3. Foster a welcoming and collaborative culture (welcoming environment; partnering with high schools, career centers, universities, businesses, government entities, and community organizations; streamlined processes; marketing)



# Strategic Goal: Success

1. Uphold a student-centered learning environment (inside and outside the classroom; early alert; support services; intrusive advising; FYE; AtD; CbD)
2. Foster student goal completion (state success factors; course, term to term, year to year, and degree completion; certificates; licensures; pass rates; internships; co-ops)
3. Maintain a culture of excellence (quality, value, assessment, data-based decisions, accreditations)

# Strategic Goal: Resources

1. Create a great place to work (integrity, trust, fairness, communication, civility, shared governance, work ethics, diversity, accountability, satisfaction)
2. Increase fiscal resources and accountability (revenues, enrollment, fundraising, grants, efficiencies, balanced budget, financial aid standards)
3. Optimize college assets (facilities, information technology, equipment)

# CEO Focus

The Board is focused on the results not the activities to ensure that their expectations have been met

The Board holds the President/CEO exclusively accountable

The job of the president is to use justifiable means to accomplish the Ends Policies through reasonable interpretations of the executive limitations set by the board

---



# **Administrative Team Focus**

Build and carryout the budget under the philosophy of dedicating and allocating available time and resources to those activities within the executive limitations that promote the achievement of the stated ENDS and avoid those that DO NOT

# Faculty/Staff Focus

Pursuing/Embracing those activities that produce RESULTS toward achieving the ENDS within the executive limitations, instead of those that merely keep us busy doing important work.

Hence they are focused on access and success of the students



# Metrics - Access

1. Percent of NEW programs and certificates over current programs
2. Percent change in alternate delivery credit hours
3. Percent change in annual student enrollment

ACCESS & SUCCESS FOR ALL



# Result Example: Access

## 2. Offer effective and alternative delivery. Percent change from Fall 2012 to 2013:

Method	Fall 2012 Credit Hours	Fall 2013 Credit Hours	Percent Change
Online	1,835	2,500	36%
Early College	2,819	3,312	17%
Cohort	4,216	4,283	2%
Satellite	5,489	4,988	-9%
Total	14,359	15,083	5%



# Metrics - Resources

1. Employee satisfaction
2. Composite OBR accountability score
3. Annual alternative revenues
4. Facilities operating costs per square foot
5. Percent change in instructional technology and equipment expenditures



# Result Example: Resources

**2. Composite Ratio Score (1-5) of fiscal health based on reserve funds, primary income and level of debt**

- ✓ **FY 2012: 2.7, compared to 2-year college average of 3.5**
- ✓ **FY 2013 score pending finalization. Based on preliminary budget estimates, the college will increase its score for FY 2013.**



# Metrics - Success

1. Term to term retention
2. Fall-to-fall retention
3. Aggregate state success factors
4. Course completion in alternative delivery methods
5. Graduate satisfaction index
6. Employer satisfaction index
7. Licensure/Certification rate

# Result Example: Success

## 3. Term-to-term and fall-to-fall retention\*

- ✓ Fall 2012 to Spring 2013: 70%, a decrease of five percentage points from the prior cohort
- ✓ Fall 2012 to Fall 2013: 47%, an increase of three percentage points from the prior cohort

\*Base cohorts reflect all new fall students with exception of early college



# Alignment of Success Metrics

## 1. With Ohio Board of Regents

1. Moving from a development course to another
2. Moving from a developmental to a college level course
3. Course completion
4. Finishing 15 credit hours
5. Finishing 30 credit hours
6. Transferring
7. Graduating

ACCESS & SUCCESS FOR ALL





# Alignment of Success Metrics

## Example Results

Measure	AY 2012	AY 2013
Entering referred students complete a developmental course	67%	70%
Complete highest dev. math, pass gateway math within year	68%	77%
Complete highest dev. writing, pass gateway English within year	72%	71%
Unique students complete 15 college-level credit hours in one year	32%	32%
Unique students complete 30 college-level credit hours in one year	5%	5%
Course Completion Rate	85%	82%
Credential Completion Rate - within 4 years	16.9%	16.7%
University Transfer Rate (Spring 2011 v. 2012 graduates)	17%	17%

# Alignment of Success Metrics

## 2. With the Completion by Design Initiative

1. Connection (pre-entry to college)
2. Entry (application and registration processes, First Year Experience...)
3. Progress (advising, success from one course to another and one term to another)
4. Completion (transfer, graduation)

ACCESS & SUCCESS FOR ALL





# **Alignment of Success Metrics**

## **3. With Complete College America**

- 1. Time is the enemy**
- 2. Only essential (less) credit hours per program**
- 3. Intrusive advising**
- 4. Tutoring support services**

## **4. With lessons learned from the Development Education Initiative and Achieving the Dream, we are using more data and evidence to change systems, processes, and services to continually improve.**



# Inaugural CollegeNOW Bioscience Graduating Class – Biggest Outcome Example





**From Access to Success...**  
**It is all about the students**



# **Policy Governance at North Central State College Means...**

**Our Success is  
Measured by  
the Success of  
Each Student.**





# Policy Governance References

*Boards That Make a Difference* (Carver; Jossey-Bass, 2<sup>nd</sup> edition, 1997; 3<sup>rd</sup> edition, 2006),

*Reinventing Your Board* (Carver & Carver; Jossey-Bass, 1997; revised edition, 2006),

*The Board Member's Playbook: Using Policy Governance to Solve Problems, Make Decisions, and Build a Stronger Board* (Miriam Carver & Bill Charney, Jossey-Bass, 2004).

*The Carver Policy Governance Guide Series* (Carver & Carver; Jossey-Bass, 1996; revised and updated, 2009)

Miriam Carver Consulting, P.O.Box 13849, Atlanta, GA 30324  
Ph 404-728-0091, email: [miriamcarver@carvergovernance.com](mailto:miriamcarver@carvergovernance.com)  
[www.carvergovernance.com](http://www.carvergovernance.com)

# North Central State College References

For more information visit our Website at:

College

[www.ncstatecollege.edu](http://www.ncstatecollege.edu)

Board of Trustees

[www.ncstatecollege.edu/cms/administration/board-of-trustees.html](http://www.ncstatecollege.edu/cms/administration/board-of-trustees.html)

President

[www.ncstatecollege.edu/cms/administration/president.html](http://www.ncstatecollege.edu/cms/administration/president.html)

For personal contact call:

Steve Williams, Board Recorder at 419-755-4811

or toll-free at 888-755-4899 ext. 4811,

Email: [swilliam@ncstatecollege.edu](mailto:swilliam@ncstatecollege.edu)

