

The Higher Learning Commission Action Project Directory

Columbus State Community College

Project Details		
Title	Columbus State Community College's Dual Enrollment Program	Status COMPLETED
Category	9-Building Collaborative Relationships	Updated 09-14-2013
Timeline		Reviewed 09-16-2013
	Planned Project Kickoff 01-02-2012	Created 09-10-2012
	Actual Completion 08-29-2013	Version 1

1: Project Goal

A: The demand for dual enrollment opportunities in Central Ohio is rapidly growing. Although Columbus State currently supports a small number of dual enrollment offerings, the structure, requirements and costs of the programs that fall under the dual enrollment umbrella varies greatly. In order to expand the current dual enrollment program to meet the growing demand, Columbus State needs to redesign the program infrastructure and position resources accordingly. Goals of the redesigned program include:

- **Curriculum Alignment:** Because the premise of the Columbus State Dual Enrollment Program is predicated on faculty collaboration; the gap between the exiting high school curriculum and entrance college curriculum will be addressed. Because curriculum is aligned, less remediation will be needed. All students must demonstrate college readiness before taking a dual enrollment course. By administering the readiness assessment tests (i.e. COMPASS for now), we will be able to establish baseline readiness data for participating school districts.
- **Greater Access:** A strong infrastructure that allows for expansion will allow Columbus State to serve an increasing number of students. Additionally, dual enrollment eliminates the need for travel to a local college or university as required by the Post Secondary Educational Opportunity Program.
- **Reduced Costs:** Because students and their families are charged only a fraction of the full costs of tuition, and because books are supplied by the district, a substantial cost savings will be realized by each participating family.

2: Reasons For Project

A: The objective is multifaceted. A well-designed program will result in an increase in the number of high school students coming to Columbus State, or who attend other institutions, who are college ready. Additionally, in order to support the regional efforts to increase college readiness, the creation of a high quality dual enrollment program at CSCC will document the necessary activities/processes/successes necessary to build, sustain and grow such a program. The final program will be able to be replicated throughout the state by other colleges and universities resulting in an increase in college access and affordability for Ohio students.

3: Organizational Areas Affected

A: Because the Dual Enrollment Program is housed in Academic Affairs this is the division that is most directly impacted. Because part of our goals is to create a structured process by which new dual enrollment schools are established and their students are enrolled in the program; additional offices that are impacted are Records and Registration, Student Accounting and Institutional Effectiveness.

4: Key Organizational Process(es)

- A:**
- Student admission process (how students are coded in the system, deadlines for applying, standards for admission)
 - School approval process (how new schools are admitted to participate in the program)
 - Faculty development (formalized faculty approval process and professional development programming)

5: Project Time Frame Rationale

A: An entire academic cycle must be completed in order for the entire project to be fully implemented. Below are the milestones used to keep the project on target.

Memo of Understanding (MOU) drafted and approved internally by legal – February 2012
 Program Charter and Steering Committee created – March 2012
 Student Code created – April 2012
 Marketing materials/w ebsites developed – April 2012 & on-going
 CSCC visit to 11 high schools in scope for 2012/2013 academic year – April 2012
 High school faculty application developed – April 2012
 Program level Communication Plan developed – April 2012
 Identification of CSCC Dual Enrollment Leads for each Department – May 2012
 High school Dual Enrollment confirmation form developed – May 2012
 High school Dual Enrollment faculty applications due to CSCC – May 2012
 Develop and host Dual Enrollment Faculty Lead training (internal CSCC training) – May 2012
 High school Dual Enrollment faculty application approved by CSCC Dept lead – June 2012
 MOU signed off by participating high schools for 12/13 academic year – August 2012
 All participating high schools are able/ready to proctor COMPASS testing in their high school August 2012
 - Dual Enrollment student Orientation conducted at CSCC – June 2013
 Classroom presentations/parent nights February/March 2013

6: Project Success Monitoring

A: A cross functional Steering Committee has been established to help guide and monitor the projects progress. The Steering Committee members are responsible for reporting back to their respective departments the progress of the Dual Enrollment project.

Indicators of progress –

- compile and publish data on increase in number of classes/sections/faculty/students from Fall 2011 – Fall 2012 and Spring 2012 to Spring 2013
- compile and publish cost savings for each participating school district

7: Project Outcome Measures

A: Long term success will be defined by the College applying for and being awarded national accreditation by the National Alliance of Concurrent Enrollment Programs (NACEP). The earliest Columbus State can apply for accreditation is 2018.

More immediate indicators of success will include:

- **Curriculum Alignment:** This will be measured annually through the analysis of survey results from participating dual enrollment instructors and the impact participating in the program has had on their curriculum as it is aligned with college expectations.
- **Greater Access:** An increase of 20% annually in student enrollment numbers and total number of class sections offered.
- **Reduced Costs:** Cost saving analysis will be documented for each district showing clearing the total amount that would have been paid by their students if they had paid full tuition and been charged a matriculation fee by attending classes on campus. Estimates will be given for savings estimated for books and travel.

Project Update

1: Project Accomplishments and Status

A: Since Fall of 2012 the following accomplishments have been realized:

- Documented process for high school teachers to apply to the program and be reviewed by the sponsoring academic department
- Annual training for all high school teachers participating in the program to address curriculum alignment and consistent assessments
- Unique coding for dual enrollment students so that we can track matriculation rates to CSCC
- 25% increase in dual enrollment student numbers (Autumn 2012 – Autumn 2013)
- Program increased from 5 high schools to 13
- Newly designed website presence and marketing materials

While the goals that were set for last year have been accomplished, we are continuing to review our program for improvement. Under consideration is a streamlined process for students to apply, an online orientation and a new blended delivery model for Dual Enrollment Courses.

2: Institution Involvement

A: All of the work that has been accomplished over the past year involved a cross functional team that included members from information technology, Human Resources, faculty from sponsoring academic departments, Academic Affairs and Curriculum Management. This team worked together to design a program/process that supports the rapid expansion of dual enrollment in Central Ohio.

3: Next Steps

A: While a strong foundation has been built for our program, there is still work left to do:

- Create a more extensive faculty training program for our high school dual enrollment faculty
- Expand Dual Enrollment into Career and Technical courses
- Evaluate the possibility of having a separate application for Dual Enrollment students
- Create a blended delivery model for Dual Enrollment courses to help support the expansion of DE
- Create an online orientation for DE students

4: Resulting Effective Practices

A: During the past year it became obvious that in order for the growing dual enrollment program to be successful, the cross-functional team was critical. As issues became apparent during the processing cycle it was helpful to meet as a group to problem solve and evaluate fully what the impact of a suggested action might be.

5: Project Challenges

A: A challenge that we still face is the processing of student applications. Currently the process is very manual and time consuming. Our goal for the upcoming year is to develop a streamlined application process that does not involve manual manipulations of the student file.

Update Review

1: Project Accomplishments and Status

A: This project is active and ongoing; it has resulted in effective institutional change and apparently has made a positive impact on the institution. However, some aspects of the project update are more clear than other aspects.

Several organizational processes were identified in the original project documents. It would be useful to comment on the degree to which those were affected

- Student admission process
 - student coding *has been developed*
 - deadlines for applying *are not addressed*
 - standards for admission *are not addressed*
- How new schools are admitted to the program *is not addressed*
- Faculty development
 - formalized faculty approval process *is not addressed*

- professional development programming *is not addressed*
- Annual training for high school teachers *was not explicit in the original proposal, has been begun, and seems like an excellent contribution*

Overall, the institution seems to be making good progress towards its goals.

2: Institution Involvement

A: It is clear that a cross functional team was necessary and has been effectively developed and engaged. That seems to have been a positive development. The project originally posited involvement of the Offices of Records, Student Accounting and Institutional Effectiveness. There is no immediate apparent reason why those offices would not be involved in a project as wide-ranging as this, yet they are not specifically mentioned in the project update. It seems appropriate to either mention their involvement or to discuss why their involvement turned out to be unnecessary.

3: Next Steps

A: The next steps identified in the project update seem like reasonable extensions beyond what has currently been achieved. However, the original project identified large strategic needs (e.g., increase access, increase service, reduce costs to families). The next steps are presented with no apparent reference to those larger goals. It might be useful to assess the degree to which those larger goals have been addressed to date and which of those larger goals could be best addressed in the next steps. Framing things strategically might help refine priorities as well as assist with writing documentation. Also, the next steps do not reference the assessment survey originally proposed nor do they mention communication with faculty (inside the institution) and with participating schools outside the institution). It seems considering and reviewing communication processes may reap rewards.

4: Resulting Effective Practices

A: The project update states that the development of a cross functional team emerged as an "effective practice." While that does indeed seem to be an essential aspect of success in a project like this, it also appears that a cross functional team would be the vehicle of choice for any institution approaching this subject. If indeed Columbus State has developed and instituted a cross functional team in an innovative way, it would seem to be valuable to assess and document that in such a way that it could be shared with other schools. If this has not been an innovative effort, perhaps the members of the cross functional team may be encouraged to reflect on the processes they used, seeking best practices they then might share with others.

5: Project Challenges

A: Columbus State has identified next steps. The institution has also recognized challenges. One challenge that the institution does acknowledge is efficiency of the application process. Then institution developed a series of web-based recruiting tools to increase its reach within its target population. A goal (and a challenge) the institution has framed for the coming year is a more streamlined application process. It would seem that momentum of the web-based marketing might be a valuable resource in developing a web-based application process.

Project Outcome

1: Reason for completion

A:

The purpose in establishing this project was to allow for the creation of a forum for individuals from across campus to come together to inform a best practices model for dual enrollment. If Columbus State is to have one of the largest, highest quality dual enrollment programs in Ohio, then the creation of a strong foundation for the Dual Enrollment program is critical. We needed to understand how to code students for tracking, how to create a better billing system, how to align the curriculum and how to actively engage our high school faculty as partners in the program. I believe we have created a strong foundation and now can build upon and expand our program throughout Central Ohio.

2: Success Factors

A:

The creation of a unique student code that allow s for tracking of matriculation rates and grade comparisons, the creation of a cohort model that allow s for easier data analysis on campus, the creation of an application process for teachers that connects them w ith our faculty and departments.

3: Unsuccessful Factors

A:

While we have been very successful in streamlining the process for high school teachers to come into our program, we now need to focus on the student process.