DECENNIAL COMMITTEE REPORT

CITY COLLEGES®
OF CHICAGO

Cook County Board
118 N. Clark Street
County Board Room
Chicago, IL 60602

SECTION 1: INTRODUCTION

In compliance with the Decennial Committees on Local Government Efficiency Act (P.A. 102-1088) City Colleges of Chicago formed a committee known as the Decennial Committee to study local efficiencies, and report proceedings and recommendations regarding efficiencies and increased accountability. The Decennial Committee is summarizing its proceedings and findings in this written report that is being provided to Cook County, as required. Once the report has been submitted, the Decennial Committee is dissolved. However, the Act requires City Colleges of Chicago to appoint a new committee and repeat the process every ten years.

SECTION 2: DECENNIAL COMMITTEE

The Decennial Committee was formed on June 23, 2023 As required and listed below, the committee was comprised of (1) the elected/appointed members of the unit of local government's governing board; (2) at least two individuals who reside in the unit of local government's district; and (3) the unit of local government's chief executive officer (or another officer), as required.

The committee includes:

Peggy A. Davis, Committee Chair
Katya Nuques, Board Chair
Marshall E. Hatch, Sr., Board Vice-Chair
Oscar Sanchez, Trustee
Elizabeth Swanson, Trustee
Darlene Hightower, Trustee
David Ramirez, Student Trustee
Juan Salgado, Chancellor, CCC Officer
Mark Potter, Provost, CCC Officer
Karla Gowen, General Counsel/Board Attorney, Additional Appointee
Maribel Rodriguez, CFO, Additional Appointee
Aricka Jones, Compliance Officer and Director of Risk Management, Additional Appointee
Toi Pearson, Resident
Chyanna Hampton, Resident

SECTION 3: COMMITTEE MEETINGS

The Decennial Committee met three (3) times as required by the Act as noted below:

October 3, 2024

- Discussion of Local Government Efficiency Act and the charge of the Committee

- Identification of partnerships/initiatives that the Committee will review and study.

- Committee votes to focus on two initiatives:

  o Credit Accumulation

  o Purchase Order Approval

November 7, 2024

- Review of initiatives studied by the Committee

  o Credit Accumulation

    ▪ Presentation by Provost Mark Potter

  o Purchase Order Approval

    ▪ Presentation by CFO Maribel Rodriguez

- Committee votes to approve and move forward with formal recommendations for each initiative.

December 5, 2024

- Review and Approve Draft Report

SECTION 4: FINDINGS OF THE COMMITTEE

1. **Review of Credit Accumulation**

INTRODUCTION

City Colleges has a bold equity goal of a universal completion rate across all race and ethnicity groups of 55% by 2032. City Colleges defines completion by the 4 Year Outcomes Measure, which captures all students who earn a certificate or degree or successfully transfer to a baccalaureate institution within 4 years of beginning at City Colleges.

City Colleges is making progress toward meeting its equity goal. In the fiscal year that ended in June 2024, Black and Latine students saw increases in their completion rates of four and five percentage points respectively. The increase for all students overall was 5 percentage points, and these gains were experienced at all seven of the City Colleges.

Credit accumulation is a critical factor to timely student completions. Higher rates of credit accumulation save students time and money. Furthermore, along with first-semester GPA, credits completed are a strong predictor of a student's likelihood of completing or transferring within four years. These early indicators have shown slight declines for the cohorts of students who began at City Colleges in fiscal years 2022, 23, and 24. City Colleges has thus focused its attention on multiple strategies to increase credit accumulation.

Successful completion or transfer within 4YRs increased by 4 percentage points district-wide

### CCC Outcome Measure Rates by Cohort & Race/Ethnicity
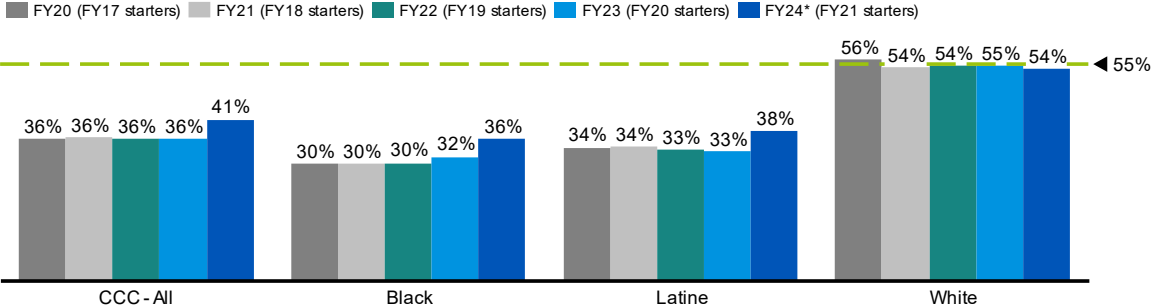
■ FY20 (FY17 starters) ■ FY21 (FY18 starters) ■ FY22 (FY19 starters) ■ FY23 (FY20 starters) ■ FY24* (FY21 starters)

*FY2024 is preliminary as of 08/13/24, and counts students at conditional approval for degree as completers

All colleges saw improvement in Outcome Measure Rates compared to FY2023

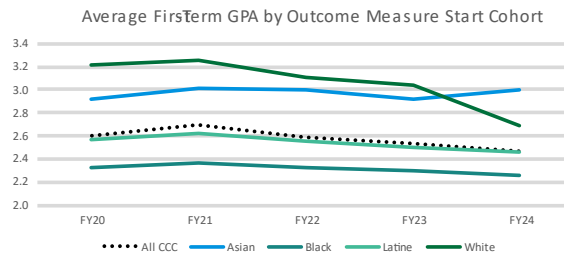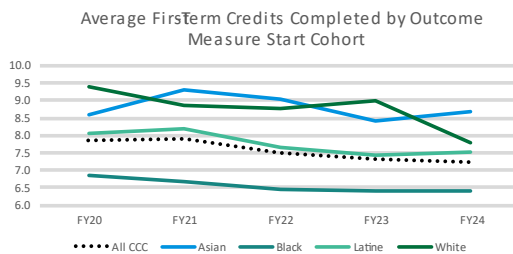### CCC Outcome Measure Rates by Cohort & Home College

Legend: FY20 (FY17 starters) · FY21 (FY18 starters) · FY22 (FY19 starters) · FY23 (FY20 starters) · FY24* (FY21 starters)

*FY2024 is preliminary as of 08/13/24, and counts students at conditional approval for degree as completers

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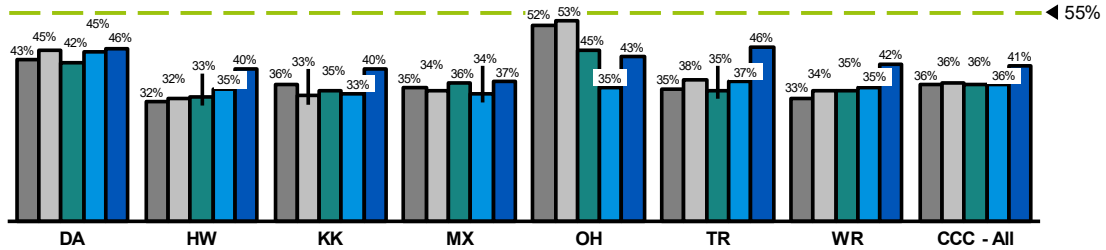
The student journey to a successful CCC outcome begins with a strong first term

- The FY21 starting cohort had strong first-term academic performance, which translated to stronger degree attainment and transfer rates.
- GPA and credit accumulation have been declining since the FY21 starting cohort, indicating immediate action is required to build on our progress towards our equity goals.

Average First Term Credits Completed by Outcome Measure Start Cohort

Average First Term GPA by Outcome Measure Start Cohort

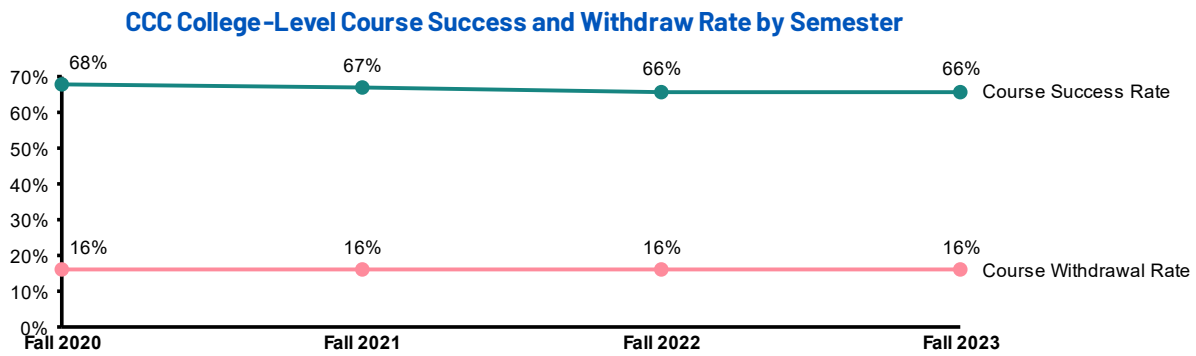Source: Pres Council Data- August 24,

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COURSE SUCCESS

Student success in their coursework and the availability of scheduled classes that accommodate students' needs are critical levers for optimizing credit accumulation.

City Colleges' Goal: To increase the rate of credit accumulation and student GPA's through improvements in course success rates.

Course Success Over Time

Since Fall 2020, Course Success rates at CCC in college -level courses has slightly declined. Course withdrawal rates have remained essentially unchanged.

CCC College-Level Course Success and Withdraw Rate by Semester

	Fall 2020	Fall 2021	Fall 2022	Fall 2023
Course Success Rate	68%	67%	66%	66%
Course Withdrawal Rate	16%	16%	16%	16%

Source: OpenBook Course Success Rate Includes all Courses with PCS Code = "Baccalaureate/Transfer" and Dual Credit = "No"

City Colleges' Approach: We will work across the District to improve course success rates by embracing the data, providing faculty development where it is needed, and establishing course teams at each college to improve outcomes.

Section Level: With a focus on the individual faculty member, administrators and faculty will develop the reflective practices to understand and act on course success data where we identify opportunities for growth.

Course Level: Faculty at each college will select courses to focus efforts on improving success rates through data-informed identification and implementation of strategies.

REDUCING CLASS CANCELLATIONS

Leveraging strategic scheduling to reduce class cancellations. City Colleges is building the capacity to create class schedules that more closely align with student needs and scheduling preferences. One measurable outcome of "strategic scheduling" will be a decrease in the number of classes cancelled for low enrollment. This Fall, we began tracking the number of class sections that required cancellation because of low enrollments. Our enrollment data show that when a student's class is cancelled prior to the start of a semester, they often do not reenroll in a same or

similar course, and the results are lower rates of credit accumulatio and slower progress toward completion.

By building the capacity to align class schedules with student needs, City Colleges intends to improve credit accumulation and the ability of students to complete their programs in less time.

Reducing Class Cancellations to increase credit hour production

When students enroll in classes that are then cancelled, they often do not re-enroll in a similar class. This is a detrimental trend for our students that also leads to overall lower rates of credit accumulation.

Cancelled Class Re-Enrollment Rates by Course College (Fall 2023 & Spring 2024)

	CCC	DA	HW	KK	MX	OH	TR	WR
Percent of Students who Re-Enroll after a Cancelled Class	59%	58%	53%	57%	68%	64%	75%	51%

Source: Canceled Class Placement Rates.xlsx

2. Review of Requisition to P.O. Process Status

INTRODUCTION

As part of the Committee's efforts, the Finance department reviewed City Colleges' purchase order approval process in order to identify opportunities to reduce the timeline to continue our efficiency goals at department. In doing so, the finance department will review the current purchase order approval process. And in doing so, we will look at the role that people play in the process, reviewing our policies and procedures, and also look at the technology that we use (Peoplesoft), and just high-level considerations for all our purchase orders that require a quote

City Colleges examined the processing time from requisition entry to purchase order generation in the system to determine if there were opportunities to reduce this timeline. A review of these activities, the role of People, Policy along with Processes (procedures) and Technology were examined as part of the review to determine how and if processes may be streamlined to improve the timeline from requisition entry to purchase order creation.

CONSIDERATIONS

City Colleges follows state compiled statues and board policy for purchases. The following are practices followed by the organization:

- All purchases require a quote.

- Completion of a 3-quote recap form.

- Board Approval

WHAT PROCUREMENT REVIEWED

- State Law (Illinois Community College Act 110 ILCS 805/3-27)

- Board Policy

- Procurement Policies and Procedures

- System workflow to see if there were any hang-ups in the process

- System reporting that provides District wide average processing time from requisition to purchase order generation

- We examined these areas to determine if we could change current practices and or make system modifications that would allow us to reduce the processing time from requisition to purchase order.

CITY COLLEGES' EFFORTS THUS FAR TO ADDRESS AND IMPROVE EFFICIENCIES

- Removed cap specific spending on vendor budgets for board approved consortium vendors to open those budgets based on the average 3-year spend for the vendor. This allowed for greater access to spending by colleges and district departments.

- Eliminated freight from workflow, requiring the approval at the purchase order stage eliminating purchase order separation and duplication.

- Gave the colleges autonomy to approve 3-quote recaps for purchases and removed procurement from this process flow.

- Opened access to commodity codes that were reserved and only accessible by system contracts to all purchases. This reduces the time to locate commodity codes for purchases and eliminating roll-ups allowing for more accurate tracking of specific service and goods in the system.

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REDUCED REQUISITION TO PO PROCESSING TIME

Current changes have resulted in a decrease in the average processing time for CCC

Fiscal Year	Total POs	Average Processing Time (Days)
FY22	5,288	7.2
FY23	6,687	6.9
FY24	7,504	7.8
FY25 (Estimate)*	**6,987**	**5.0**

* FY25 annualized projection is based on current POs processed to date.

NEXT STEPS

Procurement will continue to monitor the current processes from requisition entry to purchase order creation. As part of our review, we will examine the various changes that have been implemented since the start of the fiscal year and make adjustments where necessary as we continue on our journey of continuous improvement.