

Program Report Card: Online Learning Program, Charter Oak State College

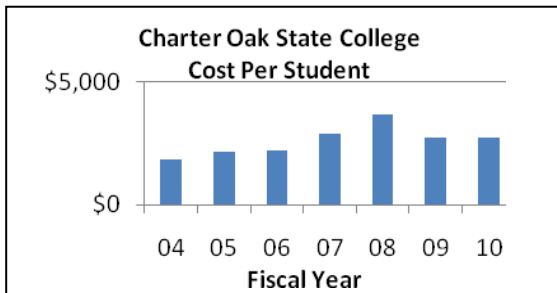
Quality of Life Result: All Connecticut residents will be lifelong learners.

Contribution to the Result: Charter Oak State College affords every adult CT resident access to an affordable and effective college education with minimal impact on state resources.

Actual SFY 10 Total Program Expenditures: \$ 9,050,953 **State Funding:** \$ 2,165,086 **Federal Funding:** \$ 0 **Other Funding:** \$ 6,885,687
Estimated SFY 11 Total Program Expenditures: \$ 9,947,785 **State Funding:** \$ 2,179,027 **Federal Funding:** \$ 0 **Other Funding:** \$ 7,768,758

Partners: (Connecticut Women's Education and Legal Fund, CT Charts-a-Course, CT League of Nursing, Workforce Development Boards, CT Community Colleges, Capital Workforce Partners)

Performance Measure 1:
Cost per student per year.



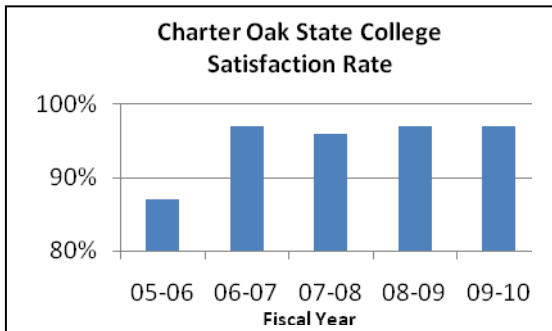
Story behind the baseline:

Charter Oak has been able to remain an affordable alternative for adults seeking to complete their college degrees due to a unique cost model and vigilance regarding student service and success. Costs in 2008 increased because of hiring of staff to support the growing distance learning initiative and student information system. Both afforded Charter Oak the opportunity to begin to scale its program development and services to students while maintain low fees and high quality.

Proposed actions to turn the curve:

Charter Oak has benchmarked its fees and staffing pattern against peer colleges to stay competitive in the adult, online education market place, while maintaining high standards of service as evidenced by its student satisfaction rate with its courses and staff, and its high retention rate in its courses and in its programs. Charter Oak has a successful course completion rate of 85%.

Performance Measure 2:
Survey response to satisfaction with educational experience and job/or college preparation.



Story behind the baseline:

Charter Oak, as a degree completion college, was legislated to give adults an opportunity to complete their degrees. From its beginnings in 1973, the College has had a philosophy of service. New employees (staff and adjunct faculty) receive an orientation that emphasizes this philosophy. To ensure the service provided is quality, Charter Oak has conducted surveys of its student to ensure that their needs are being met and has adjusted services as appropriate. Graduates respond to the question, how satisfied are you with the college overall.

Proposed actions to turn the curve:

Now that Charter Oak offers more of its own courses and more students are taking its courses, assessment becomes more important. The College will conduct assessments of its students at graduation and one year after graduation and adjust services as appropriate. It will also attempt to survey employers, although that is more difficult because of privacy concerns.

Performance Measure 3:
Salaries of Charter Oak graduates 6 months after graduation.

**Charter Oak State College
Wage Increase after 6 Months for Connecticut
Graduates**

Fiscal Year	Starting Wage	Six Months after Graduation	Total Wage	Percent Increase
2005	\$626	\$285	\$911	46%
2006	\$654	\$300	\$954	46%
2007	\$694	\$352	\$1,046	51%
2008	\$729	\$346	\$1,075	47%

Source: Connecticut Department of Labor

Story behind the baseline:

Nearly 85-90% of Charter Oak students are employed, most are fulltime. Many are using Charter Oak to advance in their career or to change careers. To accommodate this need, Charter Oak has developed subject area concentrations and an individualized concentration that allows students to build upon their previous educational and work experience to meet their current job needs or to earn a degree to advance in their career. The DOL data shows that our graduates working in CT have increased their earnings by 46% to 51%.

Proposed actions to turn the curve:

To continue to help CT residents increase their income level, Charter Oak will continue to work with such programs as WIA; continue to offer its Women in Transition and CT Wage Programs to help low income men and women increase their education and thus find better paying jobs; increase its business partnerships by two a year; continue to work with Graduate!Ct to help

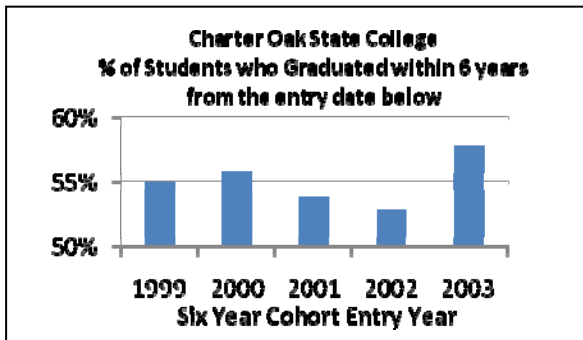
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Quality of Life Result: All Connecticut residents will be lifelong learners.

more adults complete their degrees; and begin offering graduate degrees and certificates.

Performance Measure 4:

Degree completion rate within a 6 year time-frame.



Story behind the baseline:

Charter Oak has transitioned from an aggregator of credits to a college that offers over 250 online courses. This change began in earnest in 2002. As the college made this change a renewed focus was made on retention.

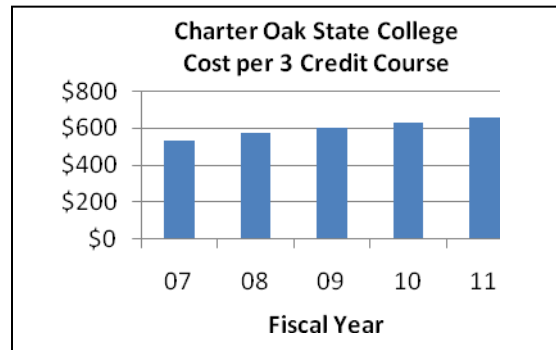
Charter Oak developed standards for course development and course review; a process for faculty development and review and a program of outcomes assessment. It has added online support services (library, tutoring, advising) to help the students succeed. In addition, the College is placing a greater emphasis on student retention through its advising office and through its implementation of a required Cornerstone course for all incoming students. Charter Oak's retention rate for minority students is the same as for non-minority students—59%.

Proposed actions to turn the curve:

Implement an online student course participation monitoring system (Starfish) so advisors can intervene immediately if students are demonstrating success issues with their courses. Continue to work with online faculty so that they understand the importance of faculty feedback and intervention consistent with retention goals. Monitor the retention rates and student evaluations of faculty. Survey those who withdraw from courses to ascertain the reason(s) and then take appropriate measures to address issues. The goal is for a 60% 6-year completion rate and an 80% one year retention rate.

Performance Measure 5:

Cost to student per credit.



Story behind the baseline:

Charter Oak prides itself on being an affordable option for adult students. To ensure that the college remains s affordable, Charter Oak evaluates its need for fee changes in comparison to operational cost increases annually and compares its fees against the tuition and fees of its competitors and CT public institutions.

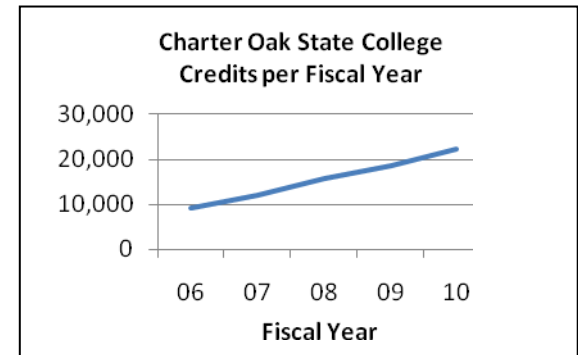
Charter Oak's fee philosophy is one of affordability and due to its model of adjunct faculty, staffing exclusively related to student instruction and support, and minimal infrastructure requirements (building and data center), fees are consistently under the other CT state colleges and its national competitors. Credit costs have risen less than 23% in 5 years.

Proposed actions to turn the curve:

Charter Oak is reexamining its fee structure to improve the financial entry point for students to the institution. It is also using data driven decisions to ensure that is has a sufficient reserves for program growth and support. Charter Oak is mindful of fee increases consistent with the Higher Education Performance Index (HEPI) to ensure that its cost per credit remains low.

Performance Measure 6:

Number of credit hours taken by students.



Story behind the baseline:

Charter Oak began offering online courses in earnest in 2002. Based on its success and the national trend to online delivery, the college made a strategic decision to become a player in the online market. The college had to develop an infrastructure to support online courses. In its initial growth phase it relied on the support of the CT Distance Learning Consortium. Charter Oak's growth escalated with the hiring of a Director of Distance Learning and an Instructional Designer in 2008.

Charter Oak has successfully increased the number of credit hours annually while increasing the number of courses offered and maintaining student rigor, student satisfaction, and student completion. Since 2006, there has been a 140% increase from 9,318 to 22,404.

Proposed actions to turn the curve: Charter Oak will continue to add new programs using self-generated dollars and grants. Charter Oak has established an 80% first year retention goal and is monitoring retention activities to meet that goal. Additionally a marketing survey is being conducted to determine new program opportunities and the College has developed a data driven marketing plan based on data which includes an increase in marketing dollars new media marketing. These combined efforts will yield a 20% credit enrollment growth in 2011