CSUDH & CA Innovation Funds: Governor Brown’s Approach in Using Incentives to Spark Innovation in Public Higher Education to Produce Strong Student Outcomes

CSU System

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CSUDH, Provost & VPAA
CONTEXT MATTERS
Funding: State Trends

46 states decreased state funding in 2012

FIGURE 2
Public colleges in most states face steep declines in funding per student
Change in state funding per student by state, FY 2008–FY 2012, in constant 2012 dollars

Two years ago, 48 States Cut Higher Ed Funding

In 2013, only 2 states increased funding!

Source: CBPP calculations using data from Illinois State University's annual report. Illinois data provided by the Fiscal Policy Center at Voices for Illinois Children. Because enrollment data is only available through the 2012 school year, the enrollment data for 2013 used in these calculations is estimated based on enrollment trends from past years.
Only 13 states (gray) DO NOT YET have performance-based university funding.

37 states already have, or will have, performance-based funding for public colleges and universities.
What is Performance-Based Funding?

32 states — AZ, AR, CO, FL, IL, IN, KS, LA, ME, MA, MI, MN, MS, MO, MT, NM, NY, NV, NC, ND, OH, OK, OR, PA, SD, TN, TX, UT, VA, WA, WI, WY—
5 states — CT, GA, IA, SD, VT currently transitioning to some type of performance funding.

What is it? States are enacting a funding formula or policy in place to allocate a portion of funding based on performance indicators such as:

- IPEDS graduation rates
- course completion,
- time to degree,
- transfer rates,
- number of degrees awarded,
- number of low-income and minority graduates.

National Conference of State Legislatures, 7/31/2015
## California State University System: 2025 Goals

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<thead>
<tr>
<th></th>
<th>CSU</th>
<th>CSUDH</th>
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<tbody>
<tr>
<td>Six-year rate, freshmen</td>
<td>60%</td>
<td>40%</td>
</tr>
<tr>
<td>Four-year rate, freshmen</td>
<td>24%</td>
<td>12%</td>
</tr>
<tr>
<td>Four-year rate, transfer students</td>
<td>76%</td>
<td>62%</td>
</tr>
<tr>
<td>Two-year rate, transfer students</td>
<td>35%</td>
<td>30%</td>
</tr>
<tr>
<td>URM gap</td>
<td>7%</td>
<td>5%</td>
</tr>
<tr>
<td>Pell gap</td>
<td>5%</td>
<td>1%</td>
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</table>
### CSUDH’s Recent 6-Year IPEDS Grad Rates

<table>
<thead>
<tr>
<th>Entering FTF Cohort Year</th>
<th>6-Year Graduation Year</th>
<th>% IPEDS Graduation Rate</th>
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<tbody>
<tr>
<td>2005</td>
<td>2011</td>
<td>24.4%</td>
</tr>
<tr>
<td>2006</td>
<td>2012</td>
<td>27.8%</td>
</tr>
<tr>
<td>2007</td>
<td>2013</td>
<td>29.4%</td>
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<tr>
<td>2008</td>
<td>2014</td>
<td>32.2%</td>
</tr>
<tr>
<td>2009</td>
<td>2015</td>
<td>34.2%</td>
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</table>
2014-15 Awards for Innovation in Higher Education

http://www.dof.ca.gov/innovationawards/

The CA Budget Act of 2014 appropriated $50 million in one-time resources from the General Fund for the **Awards for Innovation in Higher Education**. The program recognizes California community colleges, California State University (CSU) campuses, and University of California (UC) campuses that change existing policies, practices, or systems to achieve the following priorities:

- Significantly *increase the number of bachelor’s degrees* awarded.
- Allow students to complete bachelor’s degrees *within four years* after beginning higher education.
- **Ease transfer** through the state’s education system by better recognizing learning that occurs across the state’s education segments and elsewhere.
The state’s future depends on improved outcomes in each of these areas, particularly for student groups that are currently underrepresented in higher education. To achieve these goals, California needs a well-functioning, sustainable higher education system that serves all students well. That system needs stable funding—which is why the state has provided steady increases in resources in recent years—as well as new strategies to better coordinate efforts across institutions and achieve more with existing dollars. The purpose of the Awards for Innovation in Higher Education is to reward campuses that are already doing innovative work to increase the number of degrees they award, make the process more timely and efficient, or do both. As described in more detail below, award decisions will be made by the Committee on Awards for Innovation in Higher Education. The Committee will consider a wide variety of innovations, both large and small, looking in particular for activities that can be replicated by other institutions, scaled broadly, and have the potential to achieve more equitable outcomes in higher education attainment.
Awards Selection Committee

A committee was convened to select which campuses receive awards and determine the amount of funds included in each of those awards. The committee will consist of the following members:

1. **Michael Cohen**, Chair, *CA Dept. of Finance*
2. **Arnoldo Avalos**, *CA CC Board of Governors*
3. **Sue Burr**, *CA State Board of Education*
4. **Constance Carroll**, Chancellor, *San Diego CC District*
5. **Douglas Faigin**, *CSU Board of Trustees*
6. **Dean Florez**, former *CA State Senator*
7. **Monica Lozano**, *UC Board of Regents*

January 9, 2015 SUBMISSION (released 9/29/15; Dec 16)

- April 27, 2015 Committee Meeting
- March 20, 2015 Committee Meeting
- September 29, 2014 Committee Meeting
- September 16, 2014 Committee Meeting
These awards will be made based on the extent to which the changes described in the applications address the following criteria:

**Alignment:** The extent to which the changes credibly achieve the state’s priorities at a lower cost than existing policies, practices, and systems, without requiring that students pay increased tuition or fees.

**Scale:** The extent to which the changes involve broad participation by UC campuses, CSU campuses, community colleges, and local education agencies, including school districts, county offices of education, and charter schools, and can be replicated by other campuses.

**Commitment:** The extent to which the campuses show commitment to achieving the state’s priorities, as evidenced by changes made on or after January 10, 2014; the likelihood that any planned changes would be implemented; the support of faculty, students, and other individuals and groups involved in or impacted by these changes; and the ability to sustain changes over the long-term.
13 Innovation Awardees (58 apps)

Group 1
[12] California State University, Monterey Bay (#1)
[16] California State University, San Bernardino
[31] Long Beach City College
[43] Santa Ana College
[46] Shasta College

Group 2
[08] California State University, Dominguez Hills ★
[13] California State University, Monterey Bay (#2)
[21] City College of San Francisco
[30] Humboldt State University
[41] San Francisco State University

Group 3
[03] Butte College
[18] California State University, San Marcos (#2)
[52] University of California, Los Angeles
[57] West Hills College, Lemoore

6 CSUs
CSUDH & CA Innovation Funds: Governor Brown’s Approach in Using Incentives to Spark Innovation in Public Higher Education to Produce Strong Student Outcomes
Cross-divisional collaborations – involving IT, A&F, Acad Affairs, Stdt Affairs

3 major categories of innovation:
- New Information Technology services
- Academic Affairs interventions
- Student Affairs interventions
- Admin & Finance facilities support
California State University, Dominguez Hills

Information Technology Supports for Students
- E-advising analytics software (EAB SSC)
- Improved course scheduling analytics and degree audits
- Freshmen laptops
- University Identity Card uplift

Student Affairs Activities Support for Students
- Freshman Fall Convocation
- Expanded Summer Bridge programs
- Significantly expanded mentoring and advising to all developmental freshmen (~1,000 freshmen) for two years
- Tutoring - Supplemental Instruction support for summer and AY
- Some support for Veterans Program
- Some support for Male Success Alliance (MSA)
California State University, Dominguez Hills

**Academic Affairs Activities to Support Students**

- Freshman Fall Convocation & Spring College Receptions
- Launched Summer Accelerate Program
- Significantly improved advising (summer, college-based)
- Launching new transfer and high school advising pipelines
- Tutoring - Supplemental Instruction and Learning Lyceums
- Improved teaching with Active Learning Classrooms (ALCs)
- Significantly expanded faculty engagement and implementation of HIPs-High Impact Practices (symposium, FLC, Dept Innovation grants)
- Launched New Freshman “Dream Seminars” (n=25) and considering new junior/senior year “Design Your Life Seminars”
- Accepted into Stanford’s CTC (College Transitions Collaborative) to enhance students’ sense of belonging/growth mindset
Innovations will be tracked to assess and document student learning outcomes. The CA Department of Finance requires annual reporting of student data.

Academic Affairs already has begun this process with the hopes of documenting both quantitative data (e.g., utilizing structural equation modeling (SEM) methods and other inferential statistics) and qualitative data (e.g., student surveys and focus groups).

All data and reports will be presented to the Academic Senate, the Cabinet and other external groups.
Leveraging Innovation for Statewide Student Success

Innovations Network, Ellyn Artis, Education Delivery Institute

### Innovation Focus Areas
(as analyzed from awardee applications)

<table>
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<tr>
<th>Coordinating Campus</th>
<th>College Access</th>
<th>Financial Aid</th>
<th>Support Services</th>
<th>Curriculum Improvement</th>
<th>HIPs Integration</th>
<th>Engagement &amp; Outreach</th>
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<td><strong>Category Totals</strong></td>
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<td><strong>6</strong></td>
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### Scaling and Sustaining Essentials
- Leadership Commitment
- Leverage Partnerships
- Data
- Delivery
- Communication
Innovation Funds Summary

Caveats or Challenges

- Process of *awards or “prizes”* for innovations *differed* from a traditional grants *RFP process*. Unfortunately, the CA Legislature did not fund a second year.

Positive Outcomes and Implications

- Change in tone and approach creates new relationships and *new opportunities between the state, systems, and institutions*. These awards have facilitated *valuable networking* among the CSU award recipients, helping us to learn from one another.

- **Celebrating innovation** and **encouraging replication** of promising strategies continues.

- Highlighting innovations initiated by the campuses but part of state agenda *leverages further support and engagement from third parties*. The 50-mile rule. Having our innovations recognized by the Governor’s office raises their profile on campus--they have been validated by the state.

- Evaluation of particular innovations is ongoing. Prize emphasized **willingness to innovate**, rather than simply a long track record of success, which spurs further innovations.
Thank you

Q&A