

Key Performance Indicators

An important measure of institutional effectiveness, Key Performance Indicators (KPIs) are a set of quantitative targets that are assessed on an annual basis. The City Colleges of Chicago collaboratively developed KPIs in important areas. Each KPI includes a minimum (floor) target and also a stretch goal. The current KPIs, which are common across all seven City Colleges, focus on access, momentum, completion and mobility.

Access

Access focuses on enrollment, the institution’s ability to attract students. Wright, like all members of City Colleges of Chicago, sets enrollment targets for Adult Education, Semester Credit and Continuing Education. The college aspires to grow enrollments across all areas. Unfortunately, challenges that Wright faces, like most other community colleges in recent times, tempers those aspirations. Additionally, the college sets targets for credit hour production – the total number of credit hours in which students enroll with within a given fiscal year. Below are the college’s enrollment targets for fiscal years 2020 through 2023.

Wright College Key Performance Indicators Fiscal Year 2020-2023 - Access								
Key Performance Indicator	2020		2021		2022		2023	
	Floor	Reach	Floor	Reach	Floor	Reach	Floor	Reach
Total Enrollment	15,841	17,257	16,274	17,665	16,814	18,192	17,048	18,545
College Credit	9,690	10,806	9,884	11,022	10,181	11,353	10,334	11,523
Adult Education	4,631	4,731	4,770	4,873	4,913	5,019	4,962	5,069
Continuing Education	1,900	2,100	2,000	2,150	2,100	2,200	2,132	2,233
Credit Hour Production	116,280	129,672	118,608	132,264	122,172	136,236	124,008	138,276

Momentum

Momentum focuses on the continuous forward movement of students in their academic careers. For the adult education student, this means ensuring they gain the knowledge necessary to obtain their High School Equivalency (HSE or GED) or complete the appropriate Transition Level ESL courses. Students are pre-tested when they enroll to determine their level and are eligible to take a post-test after 40 hours of instruction. In order for students to make a level gain they need to move up from one range of scores into the next bracket on their post-test. For credit students, this means retaining the student from term to term, with the ultimate goal that the student earns a certificate or degree. The college’s KPIs and targets for momentum include:

Wright College Key Performance Indicators Fiscal Year 2020-2023 - Momentum								
Key Performance Indicator	2020		2021		2022		2023	
	Floor	Reach	Floor	Reach	Floor	Reach	Floor	Reach
Fall-to-Spring Credit Retention	71.5%	73.0%	73.0%	75.0%	75.0%	76.5%	77.5%	80.0%
Fall-to-Spring Retention – 1st Year	73.5%	74.0%	75.0%	77.0%	77.0%	79.0%	77.5%	80.0%
Taking and Passing English	44.0%	46.0%	47.0%	49.0%	50.0%	53.0%	54.0%	55.0%
Taking and Passing Math	34.0%	35.0%	36.0%	38.0%	38.0%	40.0%	41.0%	43.0%
Adult Education Level Gains	46.0%	46.5%	47.0%	49.0%	48.0%	50.0%	49.0%	51.0%

Completion

Completion focuses on students obtaining a degree or certificate. Wright follows best practice and tracks the IPEDS Graduation Rate. IPEDS is an acronym for the Integrated Postsecondary Education Data System, overseen by the Department of Education at the national level. It is a series of surveys collecting data from colleges across the country that participate in Federal Financial Aid Programs (i.e. Pell grants and student loans). The IPEDS graduation rate looks at a cohort of students who are first time students, study full-time beginning in the fall semester, and are able to complete a degree or certificate within 150% of expected time. The guidelines spell out completion of a basic certificate within one-year of initial enrollment in the fall (three terms total). It also includes completion of an advanced certificate or an associate’s degree within three years of initial enrollment (nine terms total).

City Colleges of Chicago have developed an additional outcome measure. This new measure considers the outcomes of a student at the end of four years. Outcomes included are degree or certificate completion, transfer to a four-year institution with a degree as well as transfer without a degree.

Wright’s targets for the IPEDS Graduation Rate and Four-year Outcomes Measures are as follows:

Wright College Key Performance Indicators Fiscal Year 2020-2023 - Completion								
Key Performance Indicator	2020		2021		2022		2023	
	Floor	Reach	Floor	Reach	Floor	Reach	Floor	Reach
IPEDS 150 Graduation Rate	29.0%	32.0%	30.0%	33.0%	32.0%	35.0%	34.0%	40.0%
CCC 4Year Outcome Measure	37.0%	38.0%	40.0%	45.0%	43.0%	47.0%	46.0%	50.0%

Mobility

Mobility focuses on what students do after they earn their certificate or degree at Wright or another City Colleges. A key component is transfer rates to four-institutions. This is the proportion of degree or certificate earners who transfer to a four-year institution within two years of completing their certificate or degree. In the future, City Colleges of Chicago will also look at an economic mobility KPI. This measure will look at the proportion of students who join the workforce after completing their program of study as well as their earnings. Wright’s targets for transfer within two-years of degree/certificate completion follow:

Wright College Key Performance Indicators Fiscal Year 2020-2023 - Completion								
Key Performance Indicator	2020		2021		2022		2023	
	Floor	Reach	Floor	Reach	Floor	Reach	Floor	Reach
Transfer with Degree	50.0%	52.5%	52.0%	54.0%	54.0%	55.0%	55.0%	58.0%
Economic Mobility					TBD		TBD	

Results

Wright was unable to achieve its enrollments targets for varying reasons. Prior to the pandemic, Chicago (and the rest of the country) was experiencing an economic boom. Unfortunately, for many institutions, a good economy results in lower enrollments as individuals choose to focus on employment over continuing their education. During the pandemic, individuals who were unemployed were often faced with housing and food insecurity and higher education was the furthest thing from their minds. Other individuals were simply not comfortable with online or remote learning. As we move toward yet another normal, the Wright remains hopeful yet realistic regarding future enrollments.

While Wright was not able to achieve all of its enrollment targets, the news has not been all bad. The college did exceed its enrollment targets for college credit and credit hour production in Fiscal Year 2020. Wright also exceeded its targets for overall and first-year student retention, taking and passing college-level English and transfer with degree.

For Fiscal Year 2021, Wright has again exceeded its targets for overall and first-year student retention. The college is also optimistic about achieving its targets for taking and passing college-level English and Math, as well as the 150% Graduation Rate. We also remain hopeful about achieving our targets for the four-year outcomes measure and transfer.

WRIGHT COLLEGE						
Fiscal Year 2020 KPI Completion to Date						
Key Performance Indicator	FY 22 Targets			Target Completion		
	YTD	Floor	Stretch	# From Floor	Percent to Floor	Percent to Stretch
Total Enrollment	15,573	15,841	17,257	(268)	98.3%	90.2%
Credit Enrollment	9,981	9,690	10,806	291	103.0%	92.4%
ADED Enrollment	4,177	4,631	4,731	(454)	90.2%	88.3%
Cont. Ed Enrollment	1691	1,900	2,100	(209)	89.0%	80.5%
CH Production	119,057	116,280	129,672	2,777	102.4%	91.8%
FA-to-SP Retention	73.0%	71.5%	73.0%	1.5%	102.1%	100.0%
FA-to-SP Retention - 1st year	77.1%	73.5%	74.0%	3.6%	104.9%	104.2%
Taking & Passing English	46.8%	44.0%	46.0%	2.8%	106.4%	101.7%
Taking & Passing Math	29.9%	34.0%	35.0%	-4.1%	87.9%	85.4%
ADED Level Gains	35.0%	46.0%	46.5%	-11.0%	76.1%	75.3%
IPEDS 150 Grad Rate	25.0%	29.0%	32.0%	-4.0%	86.2%	78.1%
CCC Outcome Measures	32.6%	37.0%	38.0%	-4.4%	88.1%	85.8%
Transfer with Degree	53.4%	50.0%	52.5%	3.4%	106.8%	101.7%

Source: OpenBook FY20-FY22 Strategic Dashboard. Data as of 5/9/2021.

WRIGHT COLLEGE						
Fiscal Year 2021 KPI Completion to Date						
Key Performance Indicator	FY 21 Targets			Target Completion		
	YTD	Floor	Stretch	# From Floor	Percent to Floor	Percent to Stretch
Total Enrollment	12,435	16,274	17,665	(3,839)	76.4%	70.4%
Credit Enrollment	8,838	9,884	11,022	(1,046)	89.4%	80.2%
ADED Enrollment	3,109	4,770	4,873	(1,661)	65.2%	63.8%
Cont. Ed Enrollment	656	2,000	2,150	(1,344)	32.8%	30.5%
CH Production	98,380	118,608	132,264	(20,228)	82.9%	74.4%
FA-to-SP Retention	73.0%	73.0%	75.0%	0.0%	100.0%	97.3%
FA-to-SP Retention - 1st year	76.9%	75.0%	77.0%	1.9%	102.5%	99.9%
Taking & Passing English	38.3%	47.0%	49.0%	-8.7%	81.5%	78.2%
Taking & Passing Math	34.6%	36.0%	38.0%	-1.4%	96.1%	91.1%
ADED Level Gains	5.1%	47.0%	49.0%	-41.9%	10.9%	10.4%
IPEDS 150 Grad Rate	23.0%	30.0%	33.0%	-7.0%	76.7%	69.7%
CCC Outcome Measures	32.0%	40.0%	45.0%	-8.0%	80.0%	71.1%
Transfer with Degree	50.9%	52.0%	54.0%	-1.1%	97.9%	94.3%

Source: OpenBook FY20-FY22 Strategic Dashboard. Data as of 5/9/2021.

WRIGHT COLLEGE
Fiscal Year 2022 KPI Completion to Date

Key Performance Indicator	FY 22 Targets			Target Completion		
	YTD	Floor	Stretch	# From Floor	Percent to Floor	Percent to Stretch
Total Enrollment	2,539	16,814	18,192	(14,275)	15.1%	14.0%
Credit Enrollment	1,304	10,181	11,353	(8,877)	12.8%	11.5%
ADED Enrollment	1,210	4,913	5,019	(3,703)	24.6%	24.1%
Cont. Ed Enrollment	27	2,100	2,200	(2,073)	1.3%	1.2%
CH Production	8,359	122,172	136,236	(113,813)	6.8%	6.1%
FA-to-SP Retention	NA	75.0%	76.5%			
FA-to-SP Retention - 1st year	NA	77.0%	79.0%			
Taking & Passing English	NA	50.0%	53.0%			
Taking & Passing Math	NA	38.0%	40.0%			
ADED Level Gains	NA	48.0%	50.0%			
IPEDS 150 Grad Rate	5.0%	32.0%	35.0%	-27.0%	15.6%	14.3%
CCC Outcome Measures	23.6%	43.0%	47.0%	-19.4%	54.9%	50.2%
Transfer with Degree	44.1%	54.0%	55.0%	-9.9%	81.7%	80.2%

Source: OpenBook FY20-FY22 Strategic Dashboard. Data as of 5/9/2021.