



February 21, 2023

Gabrielle Lara-Larimore  
Executive Office Support Liaison,  
City Colleges of Chicago

RE: Achieving the Dream, Inc. sole source letter for proposed Network Service to City Colleges of Chicago

Achieving the Dream, Inc. (ATD) is pleased to provide this Sole Source Letter regarding the work ATD proposes to do in support of City Colleges of Chicago. ATD is the premier leader in national reform efforts focused on strengthening community colleges and improving student progression, retention, and completion of valuable credentials. Since 2004, ATD has successfully grown its Network-now comprising more than 300 colleges in 45 states and the District of Columbia.

Through our network, we offer member colleges:

- Unique connections with peer institutions (across size, geography, income level and other demographics)
- Field-proven resources and tools
- Comprehensive on-site coaching; and
- Professional development opportunities

Combining the hands-on leadership of student success initiatives with a thorough working knowledge of research and industry best-practice, ATD's Team of more than 100 coaches guide and advise institutional leaders, faculty, and staff as they tackle fundamentally complex reform issues, including equity, developmental education and advising redesign; teaching and learning excellence; data and analytics; college-wide communication and engagement; faculty and staff professional development; policy; change management; strategic finance and leadership development. ATD is the only organization that deploys a large, highly experienced cadre of coaches who have access to a national network as well as a professional organization with teams on both coasts. We strategically align each coach with a partner-college, based on needs, goals, and expertise. Our coaches guide and mentor teams of academic and support personnel as they assess and improve their student success efforts.

ATD believes that access to a high-quality education in an inclusive environment is the right of all individuals and an imperative for the continued advancement of a strong democracy and workforce. ATD's growing network of community colleges across the country leverages improved student success as a catalyst for providing ways for colleges across the country to strengthen and build their capacity to ensure that more students complete their college education and have more opportunities for economic success.

ATD is uniquely positioned to help colleges strengthen their capacity to improve institutional and student outcomes by using well-developed processes; each individually tailored and delivered to the partner-college, with the goal of leveraging resources and building sustainability within the college.



This letter confirms that ATD is the sole-source provider of the following scope of service presented in the Statement of Work.

*2023 Accelerating Equitable Outcomes (AEO) Cohort:* Propelled by a renewed strategic vision and a \$20 million gift from philanthropist MacKenzie Scott, we are accelerating our work to generate transformative outcomes for students who identify as Black, Latinx, Indigenous, and Students of Color. The unrestricted Scott gift will support the formation of three cohorts, each of 10 colleges, to join the ATD Network at a reduced cost for our immersive three-year Whole College Transformation process. The first cohort will consist exclusively of institutions that serve predominantly Black, Latinx, Indigenous, and Students of Color.

Participation in this cohort provides a range of opportunities to deepen supports for Black, Latinx, Indigenous, and Students of Color. ATD provides an unparalleled opportunity for colleges in this cohort to form a community of practice in which they share strategies and what they are collectively learning about better serving their diverse students. This opportunity also allows them to attend ATD's DREAM conference, considered one of the best events in the community college field, as well as other ATD conferences at a reduced, in-network rate. Finally, it enables colleges to connect with ATD coaches, recognized as top subject matter experts in the community college field, as they (colleges) work to increase institutional capacity and student success, specifically for Black, Latinx, Indigenous, and Students of Color.

The ATD Initial Experience is an intensive, three-year engagement that serves as the entry point for first-time ATD Network colleges. It focuses on building capacity throughout the institution in seven core areas needed for holistic change, pathways redesign, and fostering a student-focused culture. Through the support of ATD and its coaches, the AEO cohort colleges will implement dynamic, student-centered supports that specifically benefit Black, Latinx, Indigenous, and Students of Color.

During year 1, colleges will analyze their disaggregated data, identifying and examining structural barriers to student success. From there, they will develop an action plan designed to implement two supports or interventions that meet students' needs and increase their success levels. In years 2 and 3, colleges implement their action plan and continue building institutional capacity and an equity-minded culture through this process.

By working with Achieving the Dream, colleges and universities benefit from the collective learning of the national ATD Network of institutions — as well as from our extensive years of experience innovating and anticipating future needs and issues in the face of continual change.

These specific services have been carefully designed and curated to augment City Colleges of Chicago's pre-existing work aligned with current institutional priorities of improving student success in alignment with its strategic plan implementation. AEO colleges gain access to ATD's network-only webinars, Institutional Capacity Assessment Tool (ICAT), and support with the Postsecondary Data Partnership. They also annually receive complimentary registrations to DREAM, ATD's signature conference, and receive the reduced, in-network rate to register for other ATD conferences throughout the year.

Thank you very much for your consideration.

Best regards,



Emily R. Froimson,  
Chief Operating Officer

