

34729
RECEIVED AND PLACED ON FILE – BOARD OF
TRUSTEES
COMMUNITY COLLEGE DISTRICT NO. 50
February 2, 2023

Year Two Progress on City Colleges of Chicago's 5-Year Strategic Framework

Presentation to the City Colleges Board of Trustees by
Veronica Herrero, Chief of Staff & Strategy and Mark Potter,
Provost

February 2023

HAROLD WASHINGTON • HARRY STRUMAN • KENNEDY-KING • MALCOLM X • OLIVE-HARVEY • RICHARD J. DALEY • WILBUR WRIGHT

CITY COLLEGES[®]
OF CHICAGO



VISION

To be recognized as the city’s most accessible higher education engine of socioeconomic mobility and racial equity – empowering all Chicagoans to take part in building a stronger and more just city.

LEVERS



Create an **exceptional student experience**



Become a “student-ready” **equitable institution**



Develop and strengthen pathways that are **responsive** to the economic needs of the City



Build a **culture of excellence**



Create a **collaborative and connected** ecosystem



Monitor and ensure financial sustainability and the overall **health** of our institution



Executive Summary: Year 2 Highlights

- In **Year Two** of the plan, significant progress was made on all levers and key strategies outlined in the Unified Strategic Initiatives:
 - Critical systems improvements and investments in strategic enrollment and marketing efforts resulted in **9% increase in YOY fall 2023 student enrollment**
 - Collective and focused efforts enabled us to **sustain steady outcomes** on retention, completion, and mobility KPIs
 - Enhanced **critical student supports**, such as mental health and tutoring services
 - Added new and expanded **basic needs** resources for students such as housing, food, and technology
 - Expanded equity-focused **scholarship, grant, and waiver** programs
 - Launched key strategies, tools and strategic partnerships to **support colleges in achieving equity-focused student success goals**
 - **Scaled successful Chicago Roadmap initiatives** to improve access, momentum, and overall success of Chicago Public School graduates
 - Highlighted as **national exemplar** for our partnerships with Chicago Public Schools and with employers for apprenticeship programs



Executive Summary: Accelerators and Challenges

Accelerators

- **External Recognition and Perception**
 - New brand identity and enrollment campaigns
 - Increasingly recognized as a valuable partner to employer and workforce partners, leading to more job opportunities for students, collective impact opportunities, and grant funds to strengthen CCC programming
- **Values and Culture**
 - Strong discipline and training on the Student Success Framework and continuous improvement methods
 - Strengthened collaboration and best practice sharing across colleges on key areas such as enrollment, equity, tiering, and first year experience
- **Financial Health**
 - Federal HEERF funds and continued growth in grant award revenues
 - Third year of operating surpluses and strong cash reserves

Challenges

- Impacts of the pandemic were still significant during the 2021-2022 academic year and reflected in FY22 enrollment outcomes
- The competitive labor market led to longer search timelines for administrative vacancies



Exceptional Student Experience

We promise that every experience with City Colleges, from pre-admissions to completion, will be exceptional. Every student will be able to maximize their learning inside and outside the classroom, navigate our institution with ease, make significant progress towards their goals, and feel welcome and supported by all City Colleges employees.



Strategic Objective	Progress and Strengths	Priorities and Opportunities
<p>Transform the student experience</p>	<ul style="list-style-type: none"> Redesigned application and streamlined onboarding processes by consolidating steps, removing pain points, and shortening time for student account activation Achieved 9% increase in total fall enrollment (FA22 vs FA21, inclusive of all three instructional areas) 	<ul style="list-style-type: none"> Leverage new student enrollment process improvements and gains to support overall enrollment success, including returning student, early college, and adult education Continue to strengthen admissions teams across the district through standardized onboarding, training, and professional development Pilot a New Student Orientation experience for new CCC students
<p>Create Clear Pathways</p>	<ul style="list-style-type: none"> Improved academic performance monitoring processes to better ensure students remain on track for success Selected to be part of Lumina’s ACE-UP community of practice to address equity gaps and meet the skill development needs of employers in in-demand industries and career pathways 	<ul style="list-style-type: none"> Improve rate at which students participate in career exploration and select programs of study within their first year at CCC Develop an application portal for 4-year transfer partner institutions that will facilitate the transfer process for students throughout the student life cycle
<p>Implement a Holistic Student Success Strategy</p>	<ul style="list-style-type: none"> Implemented tiering strategy at all seven colleges with early findings indicating most significant retention improvements among students with greatest needs Partnered with One Million Degrees to launch pilot of enhanced student success services and jointly raised over \$15M in philanthropic funds to support work Expanded the Caring Campus initiative to three additional colleges, completing the roll out to all seven colleges 	<ul style="list-style-type: none"> Expand training on the student support coaching model Continue implementation of CCC’s new Accessibility Plan Expand OMD program pilot at Olive-Harvey and Malcolm X College Continue to strengthen the faculty-focused Caring Campus initiative and work with a third-party evaluator to identify best practices from this work
<p>Build a Culture of Excellence for Adult Education</p>	<ul style="list-style-type: none"> Achieved 17% increase in adult education fall enrollment (FA22 vs FA21) Achieved 98% "Blended Learning" certification rate, ensuring Adult Education instructors are equipped to build and foster online learning communities 	<ul style="list-style-type: none"> Evaluate all ADED instructors using updated evaluation system Increase level gains by requiring post-testing prior to enrollment in following term Develop Construction and IT Bridge Pathways
<p>Improve College-level Math and English Pass Rates in First Year</p>	<ul style="list-style-type: none"> Incorporated high school GPA into new placement profile Continued growth in transitional instruction at CPS, resulting in 3,200 high school students eligible for college-level coursework without needing to take placement test(s): <ul style="list-style-type: none"> Increased number of high schools offering transitional math by 40% Nearly doubled the number of high schools offering transitional English 	<ul style="list-style-type: none"> Continue to increase number of high school students eligible for college-level coursework through transitional instruction Complete redesign of math curriculum that will accelerate student progression into and through college-level math, including co-requisite courses. Complete a refresh and 2.0 version of developmental education recommendations in partnership with faculty



Equity

We will become a “student-ready” and equitable institution that is designed for all students to thrive—especially those from historically and present-day marginalized communities. We will equip students with the support and resources they need to succeed in the classroom and beyond.



Strategic Objective	Progress and Strengths	Priorities and Opportunities
<p>Eliminate Equity Gaps</p>	<ul style="list-style-type: none"> • Hired first-year experience (FYE) directors at each college focused on first-year student fall-to-fall retention • Secured three-year \$3M grant from Bridges to Brighter Futures to sustain the momentum of equity-focused continuous improvement 	<ul style="list-style-type: none"> • Launch “Chancellor’s Equitable Outcomes” Fund to reward colleges for improvements in first-year student fall-to-fall retention • Launch retention-focused Equity Dashboard and build capacity for its use around the district to inform equity strategies
<p>Enhance Student Support Services</p>	<ul style="list-style-type: none"> • Created two student liaison roles at each college to support housing insecure and undocumented students • Partnered with DePaul USA to provide student housing to students with housing insecurities • Partnered with the IL Hunger Coalition to offer monthly SNAP enrollment opportunities at all 7 colleges • Raised over \$3M for the CCC Tech Equity program; provided over 2,600 laptops and connected 450 student households to free internet • Launched access to tutoring before and after regular business hours 	<ul style="list-style-type: none"> • Implement evening/weekend teletherapy and psychiatry services • Expand embedded tutoring to courses with low pass rates • Identify campus benefits navigators and develop district framework for navigator operation • Collaborate with CCC Foundation to develop fundraising campaigns and plans to sustain student emergency grants and the Tech Equity Program • Expand and explore more opportunities to support students with housing insecurities
<p>Expand Access to Economic Mobility for Adult Learners</p>	<ul style="list-style-type: none"> • Launched the Community Connectors pilot initiative with community partners to identify and co-design solutions to “before-the-door” barriers faced by adult learners. • Served 2,156 students through Future Ready in FY22, of whom 77% were Black or Hispanic. • Served 1,843 students through the Workforce Equity Initiative since 2020, of whom 89% were Black or Hispanic. 	<ul style="list-style-type: none"> • Expand Community Connector pilot to additional communities • Develop a plan to sustain and strengthen Future Ready
<p>Financial resources</p>	<ul style="list-style-type: none"> • Expanded reach of Star scholarship by streamlining eligibility criteria and automating the scholarship application process, resulting in our largest Star class to date (1,700+) • Awarded 172 scholarships to CPS Options Schools graduates, increasing enrollment from Options schools by 37% (FA22 vs FA21) • Tested completer grants and developmental education waivers 	<ul style="list-style-type: none"> • Evaluate and assess student tuition grant and waiver programs to understand reach, impact and ROI. • Enable high school seniors to make earlier and more informed post-secondary decisions by providing them with pre-graduation Star eligibility statuses and more orientation and information sessions.



Economic Responsiveness

We will be forward-looking and agile in developing pathways and forging partnerships that unlock transformational career opportunities for City Colleges students and fuel the Chicago workforce with talent that is prepared to meet the needs of the economy.



Strategic Objective	Progress and Strengths	Priorities and Opportunities
<p>Centers of Excellence</p>	<ul style="list-style-type: none"> Selected as the inaugural partner for the American Institutes for Research (AIR) Promise Center to receive technical and strategic support. Collaborated with AIR to lay groundwork for four workstreams related to work-based learning, labor market information, advisory board engagement, and an outcomes dashboard. 	<ul style="list-style-type: none"> Create and execute on an infrastructure and toolkit to support and strengthen Centers of Excellence Operationalize and expand tech sector continuing education and credit programming Expand WR's cohort-based engineering program to additional colleges Expand CCC Nursing Program to additional sites
<p>Chicago Roadmap</p>	<ul style="list-style-type: none"> Launched model pathways in IT, Advanced Manufacturing and Aviation; 1,624 students currently registered in these courses Expanded post-secondary Navigator program to include Options and charter schools, increasing overall support from 46 schools in FY22 to 86 in FY23. Published first Roadmap Scorecard report Gained attention from national audiences, including the US Department of Education on the success of the Chicago Roadmap 	<ul style="list-style-type: none"> Build upon successes of partnership to develop Chicago Roadmap 2.0 Complete Purpose Pathway curriculum and pilot in Spring 2023 to connect students to a program of study earlier in the student life cycle Implement 2 model pathway BNA cohorts for Spring 2023, one at MXC and the other at OHC Southside location Continue to build and grow Career Launch youth apprenticeship program
<p>Transformational Career Experiences and Seamless Transitions</p>	<ul style="list-style-type: none"> Apprenticeship programs featured by White House and three cabinet secretaries for National Apprenticeship Week Exceeded pre-pandemic work-based learning placements by reactivating employer and workforce partnerships that were paused during the pandemic and launching new or growing existing work-based learning opportunities, e.g. with McDonald's, RSG, and Zurich 	<ul style="list-style-type: none"> Strengthen alignment between pathways, transfer or labor market outcomes, and student success resources to achieve excellent post-completion outcomes Design and implement an improved career services model for students Develop a Work-Based Learning tool kit, including a standard data management framework for colleges to collect, track and report on WBL programming
<p>New Market Opportunities and Strategic Partnerships</p>	<ul style="list-style-type: none"> Developed new partnership with Communities Partnering for Peace (CP4P) to expand Weekend Warrior program, industry training for individuals at high-risk of being victims or perpetrators of violence Received \$4M grant from DFSS to strengthen and expand OHC CTE and adult education career bridge, career readiness, and job placement programming Strengthened the talent pipeline for early childhood educators in Chicago efforts which include the Early Childhood Access Consortium for Equity (ECACE) and Chicago Early Learning Workforce Scholarship (CELWS) initiatives. Increased number of students enrolled in Child Development programs by 41%. 	<ul style="list-style-type: none"> Execute CP4P partnership pilots at AVI and Humboldt Park Vocational Education Center Continue collaborating with college teams to develop a streamlined employer engagement and response process to address labor market demand Work with colleges to expand ADED career bridge offerings Continue to explore partnerships with sister agencies (CPD, CPS, CPDH, etc) aimed at addressing their workforce needs



Excellence

We will build a culture of excellence that inspires everyone to become the ‘best in class’ for our students and community. We hold ourselves accountable to delivering academics, experiences, and services of the highest quality. Our faculty and staff will continue to receive professional development across the district to continuously improve their practices.



Strategic Objective	Progress and Strengths	Priorities and Opportunities
<p>Path to Excellence</p>	<ul style="list-style-type: none"> Implemented first round of college micro-grant projects empowering teams to design equity solutions and build a culture of continuous improvement (CI) across the district Implemented the CI process in procurement and human resources, relieving district-wide staff of operational pain points 	<ul style="list-style-type: none"> Restructure Office of Institutional Effectiveness to accelerate our progress towards equity in student outcomes and institutional excellence Launch state-of-the-college assessment and reflection cycle Continue to build the CI discipline across the district and different departments Administer a district-wide culture and climate survey to identify areas of strength and opportunity and inform a strategy for institutional excellence Develop a process for benchmarking CCC against peer and aspirational peer institutions to identify needed improvements/initiatives.
<p>Invest in People and Processes</p>	<ul style="list-style-type: none"> Launched first series of a three-part equity-focused College Excellence Program with the Aspen Institute Per Chancellor’s recommendation, CCC Board of Trustees approved a “winter break” providing employees with time for wellness and rest 	<ul style="list-style-type: none"> Create an infrastructure and strategy for performance management and support, building from the CCC core competencies and values Improve CCC staff onboarding experience, training and professional development opportunities
<p>Faculty and Staff Development</p>	<ul style="list-style-type: none"> Developed CCC Faculty Development Framework and hired a dedicated staff member to lead the work 	<ul style="list-style-type: none"> Provide college staff and faculty leaders with strategic professional development offerings, preparing them to become excellent administrators, such as the Aspen College Excellence Program Dedicate resources to strengthening data capacity across departments and colleges Execute on the new CCC Faculty Development Framework Make asynchronous culturally responsive curricula available for all faculty in Brightspace Host first CCC Equity Institute for faculty in May 2023



Collaboration

We will create a more collaborative and connected ecosystem to foster coordination and communication that supports student success. At each college and across the district, we will implement people, data, and technology solutions to create holistic best practices with an inclusive approach to problem solving.



Strategic Objective	Progress and Strengths	Priorities and Opportunities
<p>Problem-solving and Innovation</p>	<ul style="list-style-type: none"> • Launched First Year Experience (FYE) Lab initiative, which provides a structure for testing FYE strategies for their ability to close equity gaps and improve first-year student outcomes • Established a strong cross-college enrollment community focused on best-practice sharing and developing a discipline of prospect funnel and yield rate management 	<ul style="list-style-type: none"> • Invest in opportunities for staff and faculty to have shared learning experiences, such as Achieving the Dream conferences, Aspen College Excellence Program, and the Carnegie Equity and Continuous Improvement Summit • Create plan to expand reach and sustain continuous improvement training across the district
<p>Serve Students as Holistic Individuals</p>	<ul style="list-style-type: none"> • Designed CRM implementation plan • Made significant progress in redesigning CCC websites to better support enrollment and admissions • Full district-wide implementation and integration of tiering and the student case management system, Navigate 	<ul style="list-style-type: none"> • Launch CRM in Fall 2023, which will include new student application and onboarding portal • Complete next stage of website redesign, which will include redesign of college and district home web pages and a program search tool, improving the experience for current and prospective students • Expand utilization of the Navigate system by increasing student use and enabling features such as the "raise your hand" function for students that will allow college teams to better support and guide students



We will develop, monitor, and improve critical institutional health metrics that ensure financial sustainability and the well-being of our institution.

Institutional Health



Strategic Objective	Progress and Strengths	Priorities and Opportunities
<p>Monitor Institutional Health</p>	<ul style="list-style-type: none"> Hired an AVC of Institutional Resource Development to strengthen grants management processes, enabling CCC to increase grant revenues and strengthen alignment with district priorities 	<ul style="list-style-type: none"> Streamline pre- and post-grant award processes to ease administrative burden and implement a new grants management system Administer a district-wide climate survey which will assess our areas of opportunity and strength in various domains, including equity and racial climate
<p>Effective Financial Management</p>	<ul style="list-style-type: none"> Established financial health as indicated by a third year of operating surpluses, credit rating reaffirmation, and strong cash reserves, which are at the highest levels since 2015 Year-over-year grant awards increased 34% from FY2021 to FY2022 from \$36.5M to \$48.9M. Conferred with college Business Offices to identify two areas of focus – [1] financial health and [2] student experience – with which to begin identification and deployment of best practices 	<ul style="list-style-type: none"> Establish and implement consistent operating procedures for addressing financial health and provide students an exceptional experience when dealing with college Business Offices
<p>Brand Identity</p>	<ul style="list-style-type: none"> Launched new CCC brand identity and deployed in new campaigns to drive enrollment efforts and improve brand positioning 	<ul style="list-style-type: none"> Maintain investments in marketing to ensure enrollment momentum and brand awareness Enhance internal and external communications through improved processes and earned media reach
<p>Student Feedback</p>	<ul style="list-style-type: none"> Held quarterly “Check-Ins with Chancellor” in English and Spanish, providing students direct access to the Chancellor and CCC leadership with valuable, real-time feedback from a diverse group of students 	<ul style="list-style-type: none"> Incorporate qualitative student input from Net Promoter Score into a continuous improvement process

PROGRESS ON METRICS

Key Performance Indicators



Student Experience KPI

- Net Promoter Score*



ACCESS

Student Success KPIs

- Enrollment, including:
 - » Unduplicated Total Enrollment
 - » Unduplicated Credit Enrollment
 - » Unduplicated Adult Education Enrollment
 - » Unduplicated Continuing Education Enrollment
- Credit Hour Production



MOMENTUM

- Adult Education Level Gains
- First Year Fall to Spring Retention
- Fall-to-Spring Credit Retention
- Taking and Passing College Level Math/English in the First Year



COMPLETION

- IPEDS Graduation Rate
- CCC 4-Yr Outcome Measure



MOBILITY

- Economic Mobility*
- Transfer with Degree

*City Colleges will begin using both Economic Mobility and Net Promoter Score in the early stages of implementing this framework. As a result, there is no baseline or targets for these indicators as of the publication of this framework.



FY22 vs FY21 KPI Outcomes

Key Performance Indicator	FY2021 Actuals & Pre-Pandemic Targets					FY2022 Actuals & Pre-Pandemic Targets				
	2021					2022				
	Actual	Floor Target	% to Floor	Reach Target	% to Reach	Actual	Floor Target	% to Floor	Reach Target	% to Reach
1) Unduplicated Total Enrollment	68,832	73,257	94%	77,520	89%	55,092	75,519	73%	79,967	69%
2) Unduplicated Credit Enrollment	40,986	47,940	85%	51,238	80%	38,358	49,189	78%	52,694	73%
3) Unduplicated Adult Ed Enrollment	13,640	19,527	70%	19,999	68%	12,849	20,037	64%	20,384	63%
4) Unduplicated Continuing Ed Enrollment	15,790	8,303	190%	8,865	178%	5,928	8,735	68%	9,302	64%
5) Credit Hour Production	558,955	671,389	83%	712,229	78%	508,084	693,684	73%	738,187	69%
6) Fall-to-Spring Credit Retention	69%	70%	98%	72%	95%	69%	72%	96%	75%	92%
7) Fall-to-Spring Retention – 1st Year	72%	71%	101%	73%	98%	71%	73%	97%	76%	93%
8) Taking and Passing English	50%	44%	113%	48%	104%	46%	46%	100%	51%	90%
9) Taking and Passing Math	38%	31%	125%	35%	111%	36%	33%	109%	37%	97%
10) Adult Ed Level Gains	N/A	39%	-	47%	-	N/A	43%	-	48%	-
11) IPEDS 150 Graduation Rate	26%	26%	100%	29%	89%	24%	27%	89%	31%	77%
12) CCC 4YR Outcome Measures	36%	36%	101%	39%	93%	36%	38%	95%	40%	90%
13) Transfer with Degree	50%	52%	97%	55%	91%	50%	54%	93%	57%	88%

Notes

Adult Ed Level Gains were not calculated for FY2021 or FY2022 due to COVID-19 disrupting testing procedures.

Year 3 Priorities



Year 3 Priorities

- Identify and execute on big plays that will enable us to achieve **equitable student retention outcomes**.
- Maintain **new student enrollment** momentum.
- Design and execute on a human capital strategy that will **build a culture of excellence** and inspire CCC faculty and staff to become the “best in class” for CCC students and the community.
- **Strengthen Centers of Excellence** through the development and execution of a new set of tools and infrastructure.
- Create **Chicago Roadmap 2.0** in collaboration with Chicago Public Schools and university partners, focused on student-centered collaboration, early college, momentum, and seamless career and transfer pathways for CPS students.



Our Path Forward, Strategic Framework

Next Steps

- Provost Potter and COSS Herrero will present district-level progress and priorities at upcoming February CCC BOT meeting
- Share college and district leadership EOY reflection letters with BOT in February
- Publish district and college KPI outcomes and reflection letters at www.ccc.edu/strategicplan in February
- A new set of KPI targets for FY24-FY26 will be completed in March and shared on the website
- District and college staff will take deeper dives into new KPI targets and key strategies at upcoming CCC BOT meetings
- College Presidents will continue to meet with Board of Trustees liaisons to discuss ongoing progress throughout the year

Discussion