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CITY COLLEGES OF CHICAGO

Launching the 2026–2030 Strategic Plans

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2021 – 2025 Strategic Plan: Key Achievements

- A post-pandemic **enrollment recovery** that surpasses state and national averages
- A 6-percentage point increase in **four-year student outcomes** for Black and Latine students, on track to reach 55%
- The **Chicago Roadmap**, an unprecedented systems-level, nationally-recognized partnership with the Chicago Public Schools that is moving the needle on college readiness, and has grown to focus on transfer success
- More than **\$100 million invested in earned college**, including expanding the Star Scholarship and Early College programs, and launching Future Ready
- Partnership with **One Million Degrees** to scale their evidence-based student support model at Olive-Harvey, Malcolm X, Harold Washington, and Kennedy-King Colleges
- **Re-energized fundraising** and relaunched the **City Colleges of Chicago Foundation, contributing \$70M+** over the last five years to support the One Million Degrees expansion, student basic needs supports, scholarships, student laptops, academic program expansion, and other student supports, among other efforts

2021 – 2025 Strategic Plan: Key Achievements (continued)

- A key partner in the growth of the **Chicagoland Apprenticeship Network** (3,000+ work-based learning experiences a year)
- Selected as a **key workforce partner** in Illinois' development of the quantum and advanced manufacturing industries
- The **return of nursing programs to the South Side** with new nursing pathway launched at Kennedy-King College and a new Malcolm X College South Campus to be located in Washington Park
- **Launched the City Colleges School of Engineering**, expanding our **nationally-recognized engineering program** and deepening partnerships with university partnerships, including a guaranteed admissions program with the UIUC Grainger College of Engineering
- **Multiple** credit rating increases, recognizing strong financial management

Our Vision

As the city's most accessible higher education engine of socioeconomic mobility and racial equity, we catalyze our students' capacity to prosper and take part in building a stronger and more just Chicago.



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Theory of Change and Transformational Goals

If we...

- Offer relevant, **high-quality curriculum and the highest quality instruction** in every classroom along every pathway
- Provide **unrivaled, exceptional, holistic student support**

Then we will...

- Achieve **unprecedented and equitable retention and completion rates**
- Advance post-completion success and **upward mobility** among City Colleges students and alumni

Ultimately...

- Catalyzing **enduring financial prosperity** for alumni
- **Revitalizing our communities**, building a stronger and more just Chicago

Transformational Goals

Provide **unrivaled holistic student supports** that foster a deep sense of belonging and care among students demonstrated by our ability to meet their needs

KPI: NPS, Retention & Level Gains

55% of credential-seeking students new to CCC will earn a degree, certificate, or transfer to a bachelor's degree-granting institution within four years of starting at City Colleges – across all racial groups

KPI: Outcome Measure

Catalyze **enduring financial prosperity** for City Colleges students and alumni through the highest quality academics in every classroom along every pathway

KPI: Economic Mobility

2026-2030 Strategic Levers



Build an Exceptional Student Experience

We promise that **every experience with City Colleges, from pre-admissions to post-completion success, 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.



Respond to the Economic Needs of the City

We will continue to 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.



Advance a Culture of Excellence

We will **advance 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 and ensuring the well-being of our institution.



Strengthen a Collaborative and Connected Ecosystem

We will strengthen our collaborative network across Chicago, **leveraging partnerships** to remove barriers to student success and **accelerate students' economic mobility and wealth attainment.**

Collaborative Plan Development

- **The strategic plans represent the culmination of a deeply collaborative journey** that elicited the voices of faculty, staff, students, and community.
- **Stakeholder engagement** included listening sessions, interviews, focus groups, and surveys across all seven colleges and district office
- **Hosted 11 community roundtables** to gain feedback in major focus areas of the strategic plans.
- Each college designed its own plan based on community assets and aspirations, drawing **wisdom from data-rich planning efforts** through Achieving the Dream and state Equity Plan development.
- **Refined vision** to move beyond economic mobility to financial prosperity

Initiatives Included in the 2026 – 2030 CCC Plan

Student Experience

- Improve course success through strengthened instructional practices and student supports
- Ensure comprehensive resources to support student mental health and basic needs through the Thrive Strategy

Economic Responsiveness

- Expand access to high-demand, high-wage programs by scaling existing offerings and launching new programs aligned with emerging regional workforce needs
- Launch an employer-partnered apprenticeship model that creates a scalable, inclusive tech talent pipeline for Chicago

Excellence

- Launch performance support & performance management to improve employee performance through competency-based evaluation and coaching
- Strengthen data-informed decision-making across all functions
- Provide exceptional service delivery across all student-facing services and classes

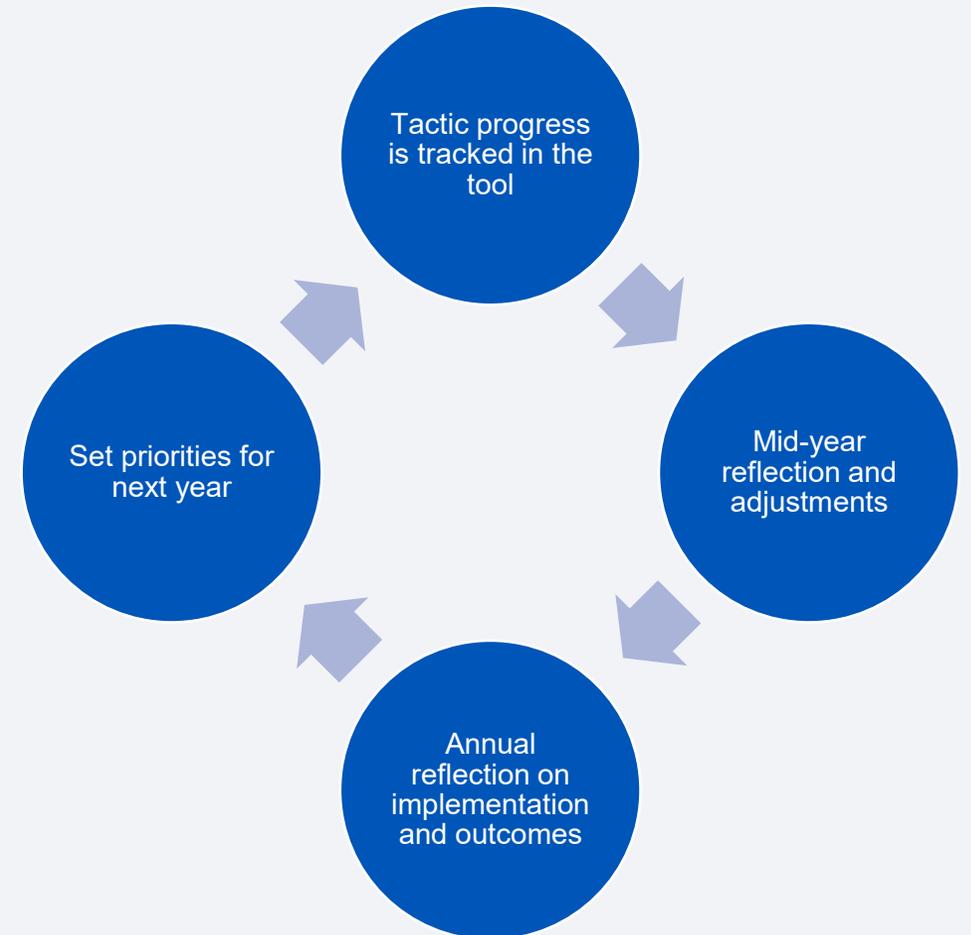
Collaboration

- Build on the success of the Chicago Roadmap to include Chicago area university partners, such as UIC and Chicago State University
- Advocate for increased public funding and student supports for community colleges
- In collaboration with the City Colleges Foundation, expand strategic philanthropic partnerships in support of key initiatives

Implementation, Continuous Improvement & Accountability

- **Centralized Tracking:** We are implementing a district-wide system to monitor plan execution and progress toward strategic goals
- **Data-Informed Continuous Improvement:** We will connect real-time implementation tracking to performance outcomes, enabling mid-year reflection and adjustment through bi-annual President check-ins with the Chancellor
- **Key Performance Indicators:** We will monitor KPIs spanning the student lifecycle towards targets to be established later this year, all aimed at achieving 55 for All by 2032

This structure enables cascading accountability. Presidents and Cabinet hold their teams accountable; Chancellor holds Presidents and Cabinet accountable; and the Board holds the Chancellor accountable for strategic plan execution and impact



The plans are viewable online at www.ccc.edu/strategicplan.

CITY COLLEGES
OF CHICAGO

2026-2030 Strategic Framework and
Plans

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2026-2030 Strategic Plan

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