

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

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**CITY COLLEGES**<sup>®</sup>  
OF CHICAGO

## Our Vision

City Colleges is 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**.



# Our work is guided by a five-year strategic framework with equity at its center

A district-wide strategic framework and strategic plans for each college for 2021-25



[www.ccc.edu/strategicplan](http://www.ccc.edu/strategicplan)



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

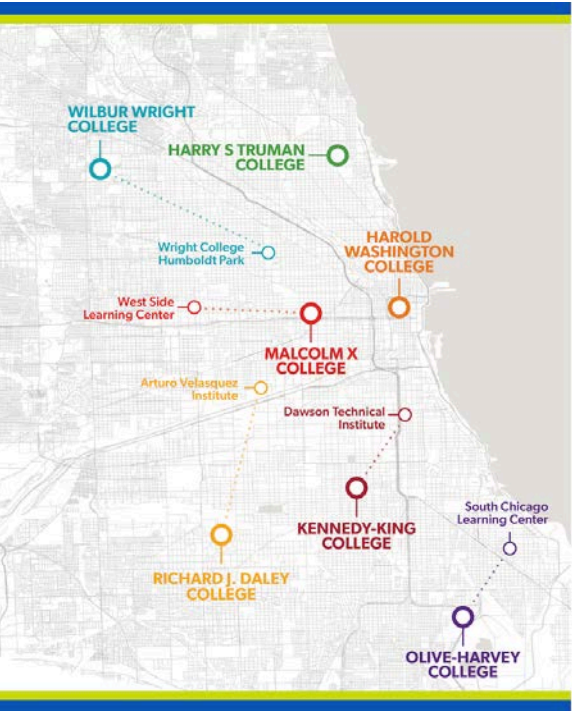


Monitor and ensure financial sustainability and the overall **health** of our institution

# City Colleges connects Chicago communities to economic opportunities

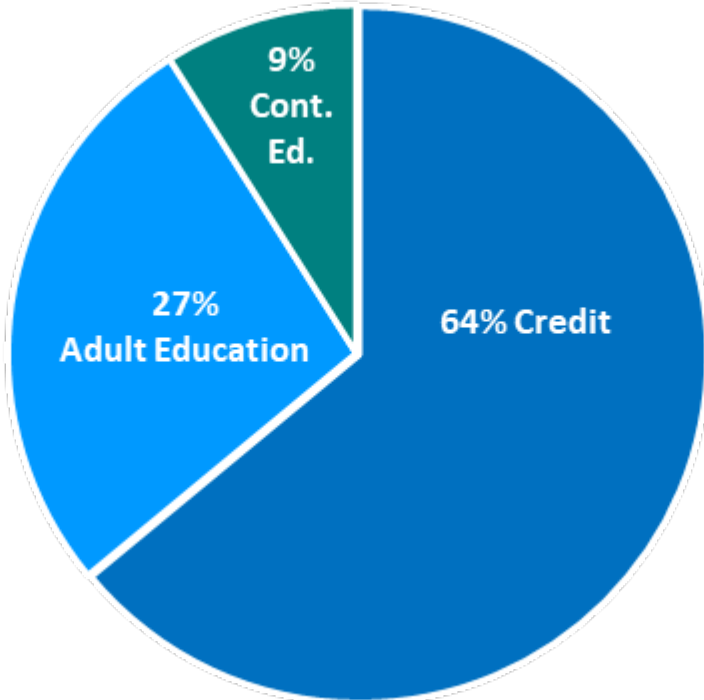
Illinois' largest community college system with 7 colleges and 5 satellite sites across Chicago

More than 66,000 students strive to better their life circumstances through education.



City Colleges is among the largest higher education institutions in the city of Chicago:

- City Colleges of Chicago credit population: 43,897\*
- University of Illinois at Chicago: 37,397\*\*
- Northwestern University: 26,862\*\*
- DePaul University: 25,050\*\*
- University of Chicago: 20,814\*\*
- Loyola University: 19,998\*\*



- Credit**
- Preparing to transfer
  - Heading to work
  - Early college high school students

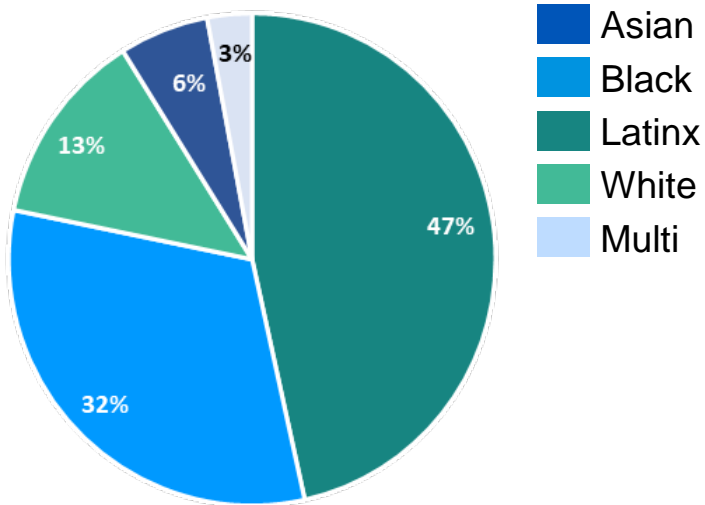
- Adult Education**
- Learning English
  - Earning high school diploma
  - Planning to work/transfer

- Continuing education**
- Building personal or professional skills

\*FY24 credit enrollment only. \*\*Credit programs, both undergrad and grad, reflects FY22 enrollment data

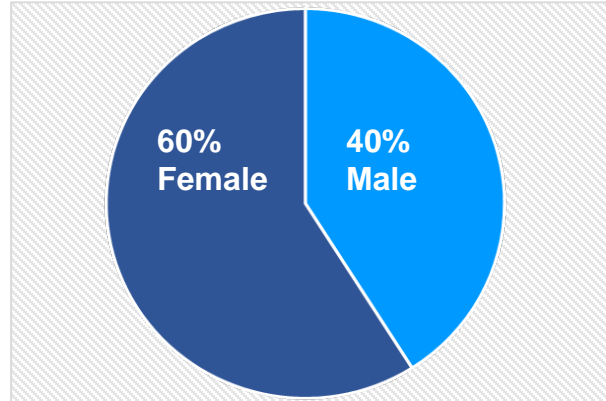
# Our students are diverse, often overcoming barriers to reach their goals

## More than 3/4 Black or Latinx students



\*American Indian: <1%, Hawaiian/Pacific Is <1%, Not Specified <1%

## Over 60% female students



## Median Age

Credit students: 21\*\*  
 Adult Ed. students: 33  
 Cont. Ed. students: 31

\*\*changes to 22 w/out early college students

## Substantial financial, housing & food needs

Real College survey taken in Spring 2024 showed student respondents said:

**59%** identified as **housing insecure**

**50%** identified as **food insecure**

**16%** identified as **unhoused**

Of the credit students who submitted for financial aid in FY23:

**74%** were eligible for Pell Grants.

**Federal Pell Grants** provide tuition funding for students solely based on their financial need. Most of these grants go to students with family incomes under \$49,999.

## Managing Complex Lives\*



**41%** first in their family to attend college



**49%** working full or part-time



**27%** are caring for children or dependents

\*data is self-reported by credit students, including early college

# A new approach to Centers of Excellence keep City Colleges programs aligned to high-growth sectors

## Business & Professional Services

**Lead: District Office**  
Programs offered at six colleges.

## Computer Science & Engineering

**Lead: Wright College**  
Computer science & cybersecurity programs at all colleges.

## Construction Technology

**Lead: Kennedy-King College's Dawson Technical Institute**

## Culinary & Hospitality

**Lead: Kennedy-King College's Washburne Culinary Institute**

## Education & Scientific Technology & Innovation

**Lead: Truman College**  
Programs offered at six colleges.

## Health Sciences

**Lead: Malcolm X College**  
Programs also at Daley, Humboldt Park, South Chicago Learning Center (Olive-Harvey), and soon to be Kennedy-King.

## Information Technology

**Lead: District Office**  
Programs at all seven colleges.

## Manufacturing Technology

**Lead: Daley College**  
Programs also offered at Arturo Velasquez Institute and Humboldt Park Vocational Education Center.

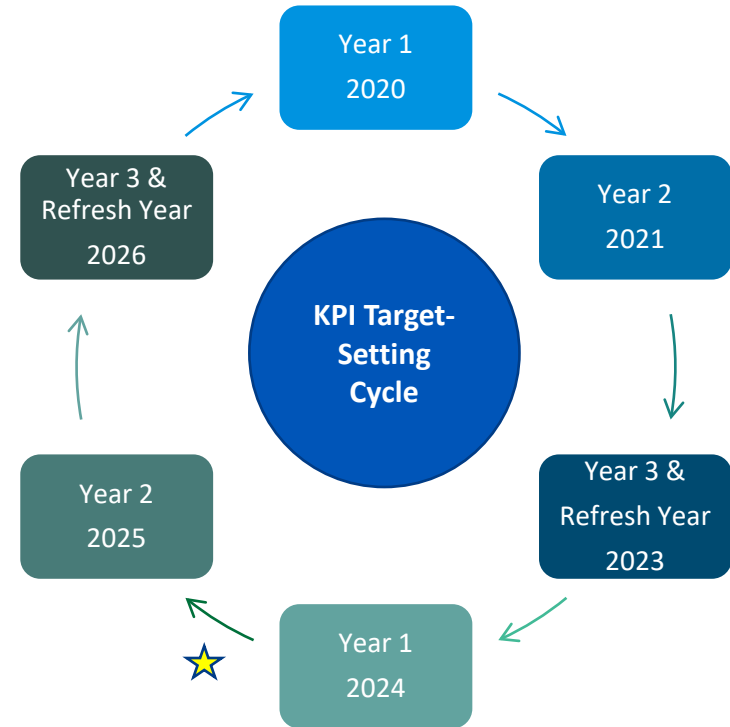
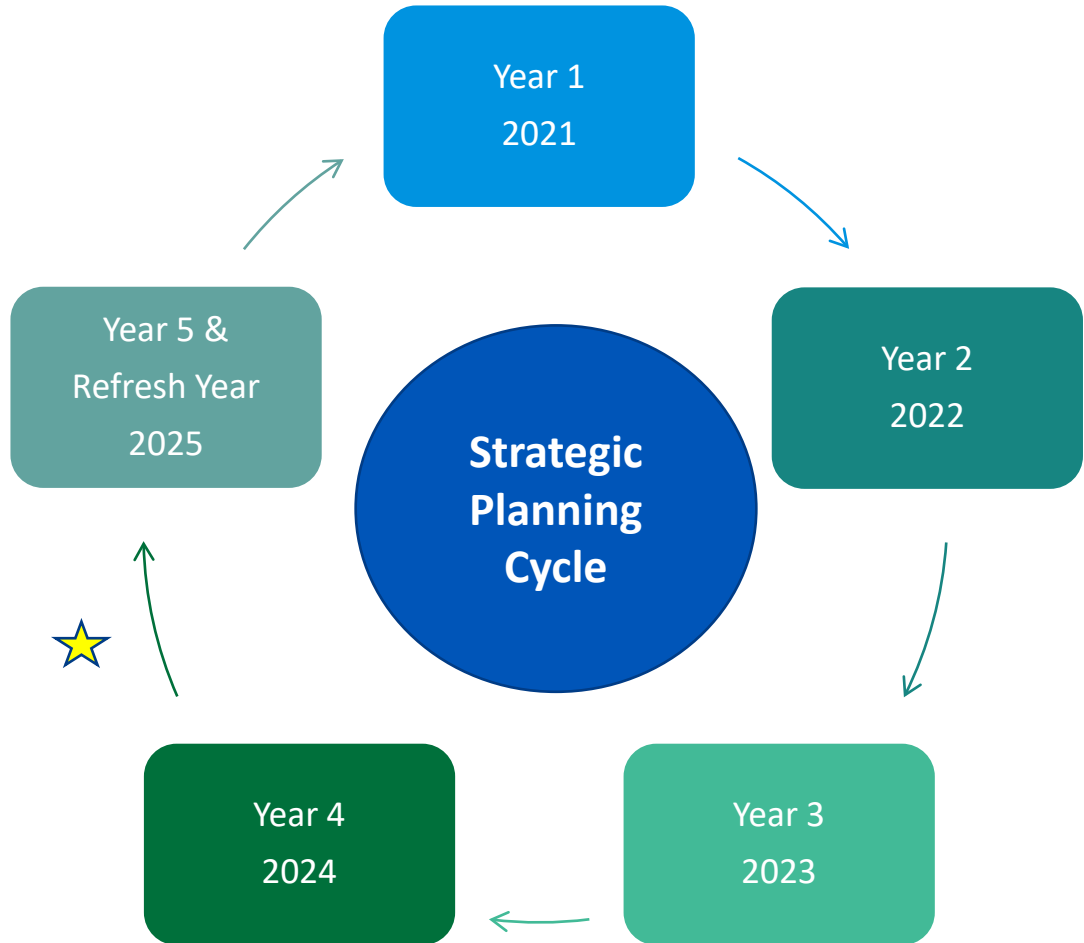
## Transportation, Distribution, & Logistics

**Lead: Olive-Harvey College**  
Programs also offered at Kennedy-King and Truman.

## Centers of Excellence:

- **Set the standard** for quality of program offerings at the college and across the district.
- **Provide a single point of contact** for industry specific employers to engage with when offering advice on relevant programs and curriculum.
- **Pilot innovative new ideas**
- **Coordinate plans for expansion** at the college, sister colleges, satellite centers, off site locations and online.
- **Team up with district office** to engage industry in work-based learning opportunities.

We are in Year 4 of a Five-Year Strategic Plan and in Year 1 of a Three-Year KPI Target-Setting Cycle



# EXECUTIVE SUMMARY: YEAR THREE (2023) HIGHLIGHTS

In **Year Three (2023)** of our five-year strategic framework, “Our Path Forward,” significant progress was made on all levers and key strategies outlined in the Unified Strategic Initiatives:

- Achieved a **12.7% increase in YOY Fall 2023 student enrollment**, more than **double the state community college average**, including an **11.3% increase for Black students** in YOY Fall 2023 enrollment and a **7% increase for Latinx students**.
- Launched Chancellor’s Equitable Outcomes Fund aimed at improving first-year fall-to-fall student retention and achieved a preliminary **3.6 percentage point** increase in **first-year Black student fall-to-fall retention**.
- Doubled the annual investment in **free college** over the last six years, reaching \$21 million in FY23.
- Developed **Centers of Excellence framework** to ensure quality standards and innovation for high-demand, economically-responsive programs across the district.
- Developed and began implementation of **Strategic Yearlong Scheduling and Intentional New Student Advising** for 2024 launch.
- Increased **investment in Wellness Center** staff by over 20%.
- Grew **Transitional Math and English enrollment** and **expanded model pathways** in high demand fields.
- Launched first **extended pathway** partnership with four-year institution.
- Created and filled two new leadership roles—**Chief Student Experience Officer and Vice Chancellor of Institutional Excellence**—reinforcing CCC’s commitment to enhancing the student and employee experience at City Colleges.
- **All seven colleges** joined **Achieving the Dream’s (ATD) Accelerating Equitable Outcomes 3-year cohort experience**.
- Maintained **strong financial health**, S&P credit rating upgrade, and Fitch outlook revision from stable to positive.
- Conducted first districtwide **culture and climate survey** and utilized results to begin developing strategy for **institutional excellence**.



City Colleges' progress was accelerated by key strategic priorities and initiatives

## **Leadership and Partnership:**

- Stability in college and district leadership
- Alignment with Mayor's Office on vision, strategy, and values
- CCC increasingly recognized as Chicago's go-to workforce development partner by leading employers, governmental agencies and non-profit partners

## **Financial Health:**

- Continued financial health through sound financial management.
- More than tripled public and private grants and donations over the last six years, reaching \$63.2 million in FY23

## **Additional Accelerators:**

- Strong Chicago Roadmap efforts supported Early College YOY enrollment increase by 33.9% from Fall 2022 to Fall 2023
- One Million Degrees opt out model expanded to a second college, with preparations underway for a third college launch in Fall 2024
- Internal accountability, equity focus, and development of data dashboards bolstered stronger student outcome strategies
- Sustained investment in enrollment management and marketing excellence



## 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.

# LEVER 1: EXCEPTIONAL STUDENT EXPERIENCE

Strategic Objective	Progress and Strengths	Priorities and Opportunities
<b>Transform the Student Experience</b>	<ul style="list-style-type: none"><li>• Hired <b>inaugural Chief Student Experience Officer</b> and began restructuring the office to better serve the student success journey</li><li>• Achieved a <b>12.7% increase</b> in districtwide credit and adult education fall enrollment (FA23 vs FA22), more than double the Illinois community college average</li><li>• For Fall 2023, all colleges achieved the <b>3%+ increase in year-over-year enrollment goal</b>. 6 of 7 colleges achieved the minimum <b>Admit to Enroll (yield rate) goal</b> of 30%</li><li>• Launched v1.0 of a <b>New Student Orientation (NSO) model</b> in collaboration with colleges to enhance the overall in-person and online NSO experience for students.</li></ul>	<ul style="list-style-type: none"><li>• <b>Maintain new student enrollment growth at 3%+ YOY</b> by strengthening data-informed admissions and enrollment culture, and by continuing to support continuous improvement and accountability across every stage of the admissions funnel</li><li>• Establish and expand existing <b>strategic partnerships with community-based organizations to grow enrollment</b></li><li>• Ensure continuous improvement of <b>NSO and new student onboarding</b> through evaluation of the new NSO model implementation.</li><li>• Assess and revise curriculum and participation of <b>College Success course for new credit students</b>, incorporating career exploration, major and pathway selection, and academic success skills.</li><li>• Establish tools and standards to support an exceptional student experience throughout the student lifecycle, such as more <b>comprehensive student on-track leading indicator metrics</b> to support more targeted early intervention support and a plan for <b>districtwide service excellence expectations</b></li></ul>
<b>Create Clear Pathways</b>	<ul style="list-style-type: none"><li>• Developed and began implementation of <b>Retention Big Plays—strategic yearlong scheduling and New Student Advising v1.0</b>—in preparation for Spring 2024 launch</li><li>• Enabled <b>targeted communications to connect students to university transfer partners</b> in desired pathways using student "intent to transfer" data which is now collected every semester</li><li>• Procured <b>Handshake</b>, intended as a student- and employer-friendly technology platform enabling more seamless career exploration for students and connecting students to prospective jobs and internships</li></ul>	<ul style="list-style-type: none"><li>• Develop an <b>academic and student services plan to dramatically improve post-completion career and transfer outcomes</b> that identifies strong programs and university/industry partnerships and steers students to these identified programs and pathways through proactive and early advising</li><li>• Launch pilot <b>guaranteed-to-run courses</b> starting in Spring '24</li><li>• Launch <b>strategic yearlong scheduling</b> in Spring 2024 for Academic Year 2024-25, enabling students to plan their schedules more effectively</li><li>• Continue to strengthen <b>transfer-related professional development opportunities</b> for student-facing staff to support district-wide post-completion career and transfer enhancements</li></ul>

# LEVER 1: EXCEPTIONAL STUDENT EXPERIENCE

Strategic Objective	Progress and Strengths	Priorities and Opportunities
<h2>Implement a Holistic Student Success Strategy</h2>	<ul style="list-style-type: none"> <li>• Each college developed <b>Caring Campus Action Plans</b> informed by a first-year early findings report performed by an external evaluator</li> <li>• Launched <b>new accessibility plan and website</b>, with resources for students, faculty, staff, and parents</li> <li>• Expanded <b>One Million Degrees</b> campus-wide partnership at Olive-Harvey and Malcolm X Colleges, serving 1,062 students across both colleges and achieving enrollment and retention goals in FY24</li> </ul>	<ul style="list-style-type: none"> <li>• Launch a comprehensive district-wide effort to significantly <b>improve course success rates</b> that will include Caring Campus Action Plans</li> <li>• Build towards <b>New Student Advising v2.0</b>, incorporating advising expectations for 2<sup>nd</sup> term students and professional development for advisors</li> <li>• Continue <b>expansion of One Million Degrees (OMD)</b> campus-wide partnership at Harold Washington College, and chart the course for future expansion</li> </ul>
<h2>Build a Culture of Excellence for Adult Education</h2>	<ul style="list-style-type: none"> <li>• Initiated <b>implementation of an updated evaluation system for all adult education instructors</b>, training all ADED administrators on conducting evaluations and holding professional development sessions on evaluations for instructors</li> <li>• Achieved <b>post-test rate of 66%</b> in FY23, <b>exceeding ICCB requirement</b> of 65% and increasing from 56% in FY22</li> <li>• Launched <b>Construction pilot in Fall '23</b>, with 15 students completing</li> <li>• Reengaged with existing partner offsites and cultivated new partnerships, amounting to <b>46 offsites districtwide</b></li> </ul>	<ul style="list-style-type: none"> <li>• Operationalize practices that <b>increase pre- and post-testing</b>, ensuring the appropriate level of instruction and progress monitoring for ESL and GED class takers</li> <li>• As programming expands and enrollment continues to increase, <b>maintain focus on increases in student success</b> measured by level gains and retention</li> <li>• Launch <b>two new bridge programs</b>: Community Health Worker Bilingual Bridge at AVI and Spanish language Bridge in culinary at KKC</li> <li>• Achieve enrollment, completion and placement goals in the Career Grow bridge program</li> </ul>
<h2>Improve College-level Math and English Pass Rates in First Year</h2>	<ul style="list-style-type: none"> <li>• Expanded <b>Transitional English to 55 schools</b> (31% increase from previous year) and <b>Transitional Math to 75 schools</b></li> <li>• Increased college-level Math and English eligibility for new CCC students by 13% and 8%, respectively</li> <li>• <b>Redesigned math curriculum</b> to accelerate student progression into and through college-level math</li> </ul>	<ul style="list-style-type: none"> <li>• Accelerate improvement in students taking and passing college-level English and math by finalizing <b>multiple-measures placement</b>, aligning fully with Dev Ed Reform Act and ICCB placement recommendations</li> <li>• <b>Finalize math curriculum approval</b> and pilot <b>new developmental education classes</b> in Fall '24, supported by robust professional development for faculty teaching new math curriculum</li> <li>• Continue to increase the number of new CCC students eligible for college-level English through continued <b>expansion of Transitional English</b></li> </ul>



# 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.

# LEVER 2: EQUITY

Strategic Objective	Progress and Strengths	Priorities and Opportunities
<h2>Eliminate Equity Gaps</h2>	<ul style="list-style-type: none"> <li>Launched first iteration of “<b>Chancellor’s Equitable Outcomes</b>” Fund, achieving <b>preliminary 3.6pp increase in first-year Black student fall-to-fall retention</b> in Fall '23</li> <li><b>All seven colleges</b> joined <b>Achieving the Dream’s (ATD) Accelerating Equitable Outcomes 3-year cohort experience</b> with five other community colleges</li> <li>Held equity-centered retreat to support the <b>Equity Partners Impact Community</b>, a learning environment aimed to deliver and grow system-level impact and accelerate progress towards equity and excellence</li> </ul>	<ul style="list-style-type: none"> <li>Each college to launch an <b>equity plan</b> that details their path to the <b>universal four-year student outcome goal of 55%</b> across all student demographics and complies with new State of Illinois requirements and is aligned with ATD action plans</li> <li>Facilitate <b>cross-college learning</b> as colleges develop and implement equity and ATD action plans through the <b>Equity Partners Impact Community forum</b></li> <li>Utilize lessons learned from prior year’s “Chancellor’s Equitable Outcomes” Fund to <b>continuously improve</b> and to <b>launch next iteration of the fund, focused on Black and Latinx first-year students</b></li> <li>Organize inaugural <b>Alliance for Black Learner Excellence Summit</b> in Spring '24 and launch of <b>CCC’s Learning Agenda 2.0</b> focused on Black learner excellence</li> <li>Assess strengths and improvement opportunities in <b>First Year Experience efforts</b>, and develop plan for growing impact on equitable first-year retention rates</li> </ul>
<h2>Enhance Student Support Services and Basic Needs</h2>	<ul style="list-style-type: none"> <li><b>Doubled the number of students</b> served through college <b>Wellness Supports</b>, reaching 5,000 students and increased reach of therapeutic sessions by 16% to a delivery total of 9,000 sessions</li> <li>Increased investment in Wellness Center staff by over 20% to <b>23 student-facing therapists</b> and supplemented student campus supports with <b>evening/weekend teletherapy and psychiatry services</b></li> <li><b>Opened second CCC student housing location</b> on the West Side in collaboration with DePaul USA to support unhoused students</li> <li><b>Equipped each college with Benefit Navigators</b> to increase student awareness of CCC emergency aid resources and public resources such as SNAP and Chicago Housing Authority supports</li> <li>Provided <b>1,573 Learn to Own laptops</b> and connected <b>approximately 450 students with free Wi-Fi</b> as part of the <b>Tech Equity program</b></li> <li>Secured over <b>\$2M grants for gender-based violence support</b> in Project SAFE program</li> </ul>	<ul style="list-style-type: none"> <li>Administer the <b>Hope Center’s Basic Needs Survey</b> in Spring '24 to inform a comprehensive Basic Needs strategy and CCC Foundation fundraising strategy</li> <li>Continue to <b>improve, expand, and invest in Wellness Center Supports</b> to meet the mental health needs of students, including exploring 24/7 telehealth support options</li> <li><b>Refine Virtual Student Services (VSS)</b> to better define services offered and improve the quality and delivery of services</li> <li>Develop and implement a <b>formal framework</b> for the work of campus <b>Benefits Navigators</b> in collaboration with colleges</li> <li><b>Pilot Food Security for Life initiative</b> at Kennedy-King College as a strategy to minimize student food insecurity, and learn and scale across colleges over time</li> <li><b>Expand reach of Money Management workshops and financial literacy coaching pilot</b> to additional colleges, with topics including: credit building, financial aid, and overall financial capability.</li> <li>Partner with DePaul USA to complete an <b>expansion needs assessment and feasibility study of the Dax Program</b>, which is a program that provides housing and essential supports for students experiencing homelessness or housing insecurity</li> </ul>

# LEVER 2: EQUITY

Strategic Objective	Progress and Strengths	Priorities and Opportunities
<b>Expand Access to Economic Mobility for Adult Learners</b>	<ul style="list-style-type: none"><li>• Selected as a grantee of the Urban Institute’s Data-to-Action Campaign for <b>Parenting Students College Community of Practice</b> with 9 other institutions of higher education</li><li>• Continued to offer free <b>Future Ready programming</b>, enrolling over 1,500 students into dozens of short-term, high-demand programs in FY23 of whom 44% were Black and 41% were Latinx</li></ul>	<ul style="list-style-type: none"><li>• Inform <b>districtwide model for serving parenting students</b> through parent-friendly initiative pilots co-designed with parents at Kennedy-King and Truman Colleges</li><li>• Continue to offer <b>over 50 Future Ready programs</b> without the aid of federal COVID relief funding</li></ul>
<b>Improve Student Access and Success with Financial Resources</b>	<ul style="list-style-type: none"><li>• Achieved <b>58% increase in Fresh Start</b>, with 732 Fresh Start students enrolled for Fall 2023</li><li>• Reached nearly <b>800 students through the Working Credit workshops</b>, 80% enrolled subsequently in credit-building counseling and coaching sessions</li><li>• Awarded <b>Options for the Future Scholarship to 180 options school graduates</b>, up 10% from previous fall</li><li>• Awarded <b>2,193 Star scholarships in most recent cohort so far</b>, exceeding prior cohort</li></ul>	<ul style="list-style-type: none"><li>• Build <b>automations to make financial aid and scholarship operations</b> more efficient and enhance the student experience</li><li>• Assess <b>outcomes of Fresh Start</b> and identify continuous improvement opportunities</li><li>• Continue to grow number of <b>Star Scholars</b> with increased outreach to under-represented Chicago schools and communities</li><li>• Grow <b>CHA Partners in Education program student enrollment 3%+</b>, and establish plan to grow outcomes of CHA residents enrolled at CCC</li><li>• Partner with the CCC Foundation to outline a vision and plan for <b>increased financial and basic needs supports for students</b></li></ul>



# 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.



# LEVER 3: ECONOMIC RESPONSIVENESS

Strategic Objective	Progress and Strengths	Priorities and Opportunities
<p><b>Centers of Excellence</b></p>	<ul style="list-style-type: none"> <li>• Developed <b>standardized Centers of Excellence framework and playbook</b>, facilitating expectations and consistency across the district, outlining criteria and encouraging thoughtful expansion of programs to other campuses to ensure access</li> <li>• Launched <b>continuing education credentials</b> with several industry-leading organizations including Microsoft, Google, AWS</li> <li>• Created and convened <b>Cloud Computing Advisory Board</b></li> <li>• Center of Excellence in <b>Engineering and Computer Science enrollment grew to 550</b>, up from 400 the previous fall, while maintaining a fall-to-spring retention rate of 93%</li> <li>• <b>Expansion of Community Health Worker</b> program to Daley College delivered in Spanish</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Implement Centers of Excellence playbook</b> in Spring '24</li> <li>• Complete and launch <b>Centers of Excellence dashboards</b> on student outcomes and labor market opportunities as well as related tools</li> <li>• <b>Expansion of healthcare education programs</b> to South Side of Chicago, including in partnership with UChicago and University of Chicago Medical Center.</li> <li>• Elevate and continue to develop <b>tech sector continuing education and credit programming</b></li> <li>• <b>Expand Center of Excellence in Engineering and Computer Science model</b> to additional colleges with targeted launch in Fall 2025</li> </ul>
<p><b>Chicago Roadmap</b></p>	<ul style="list-style-type: none"> <li>• Built <b>groundwork for Chicago Roadmap 2.0</b>, in which students can seamlessly transition from Chicago Public Schools through City Colleges of Chicago and into a four-year institution and launched first 2+2+2 agreement in cybersecurity with IIT</li> <li>• Secured <b>\$1M ViVO Build Award</b> to develop <b>7 priority pathways</b> with IIT, UIC, and two more four-year institutions</li> <li>• Hired <b>four early college navigators</b> to support middle and high school students and families to understand the benefits and opportunities with early college, and to complete enrollment steps</li> <li>• CPS students earned more than <b>40,000 college credits</b>, equating to a <b>tuition savings of more than \$6,000,000</b> in FY23 and reflecting a <b>20.6% YOY increase</b></li> <li>• Completed <b>Purpose Pathway curriculum</b>, with a successful launch of in Spring and Summer '23</li> <li>• Grew <b>Career Launch youth apprenticeships</b> in critical sectors, such as IT, healthcare, advanced manufacturing, and construction</li> <li>• Scaled to <b>18 CCC Navigators supporting 84 high schools</b> in FY23, up from 7 navigators in 16 high schools in FY20</li> <li>• <b>416 students</b> enrolled on <b>model pathways</b> in Healthcare, IT, and construction in FY23</li> <li>• Achieved <b>94% enrollment increase in options HS students</b> in Fall 2023 vs. Fall 2022</li> </ul>	<ul style="list-style-type: none"> <li>• Work with Education First to <b>develop and launch Chicago Roadmap 2.0</b> in collaboration with Chicago Public Schools and four-year institutions</li> <li>• Identify <b>additional partners</b> in middle schools, high schools, and four-year institutions to further develop model pathways</li> <li>• Continue to <b>increase access to dual credit/enrollment for marginalized populations</b> including diverse learners, students in Options schools, students in small schools and African American students</li> </ul>

# LEVER 3: ECONOMIC RESPONSIVENESS

Strategic Objective	Progress and Strengths	Priorities and Opportunities
<h2>Transformational Career Experiences and Seamless Transitions</h2>	<ul style="list-style-type: none"> <li>Completed <b>Work-Based Learning (WBL) toolkit</b></li> <li>Achieved <b>3,452 work-based learning experiences</b> in FY23</li> <li>Engaged external consulting firm to develop report of recommendations to improve rate of <b>student participation in career exploration and program selection</b>, as a path toward stronger future career outcomes of graduates</li> </ul>	<ul style="list-style-type: none"> <li><b>Publish and implement the Work-Based Learning toolkit</b>, including systematizing and streamlining WBL data collection and management.</li> <li>Increase utilization and development of standards in use of new system (Salesforce) to <b>enhance relationship building</b> with business partners</li> <li>Develop and administer <b>survey to business partners</b> to evaluate satisfaction</li> <li>Build <b>CCC career services strategy</b> to support students' career exploration, career development and readiness, and long-term successful employment outcomes</li> </ul>
<h2>New Market Opportunities</h2>	<ul style="list-style-type: none"> <li>Awarded \$2.075M to develop new <b>Electric Vehicle</b> programming</li> <li>Five colleges (Daley, Kennedy-King, Olive-Harvey, Truman and Wright) are <b>key energy-related workforce training partners</b> based on new grant initiatives</li> <li>Awarded \$1.7M over three years to create <b>sustainable footprint and upskilling manufacturing/trades</b> workforce</li> <li>Became part of the <b>Quantum Bloch Tech Hub</b> to create a more inclusive workforce pipeline for quantum computing</li> <li>Established the <b>City Colleges Clean Energy Roundtable</b>, in consultation with the Presidents and district leadership, to ensure strategy, goals, and pending programming information was being shared across internal stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Leveraging current automotive and electrical initiatives, develop <b>new EV pathways</b> through curriculum development, capital upgrades, and new credit/non-credit programs</li> <li>Lead the development of the Workforce development component of the <b>Quantum Bloch Tech Hub</b> round 2 proposal development for the Chicago MSA</li> <li>Participate in <b>additional consortia of universities and community colleges</b> both regionally and nationally in high-growth sectors, such as energy and IT</li> </ul>
<h2>Strategic Partnerships for an Inclusive Economy</h2>	<ul style="list-style-type: none"> <li>Successfully implemented programs with IMAN and Communities Partnering 4 Peace to <b>support justice-involved Chicagoans</b> with training and support to re-enter the workforce at Daley and Wright,</li> <li>Published survey in conjunction with the city and 30+ agencies to identify <b>workforce needs and opportunities</b> for students to engage in <b>mental health</b> upon graduation</li> <li><b>Expanded Career Grow Chicago</b> using DFSS grant and <b>served 1,433 Chicagoans</b></li> </ul>	<ul style="list-style-type: none"> <li>Collaborate with Chicago Cook Workforce Partnership, city agencies, and community-based organizations to <b>connect Chicagoans from priority communities and populations to training and jobs</b></li> <li><b>Career Grow Chicago</b> will continue to <b>expand programming</b> to cosmetology, HVAC, and construction and serve additional Chicagoans from priority neighborhoods</li> <li>Collaborate with the Chicago Cook Workforce Partnership and Elevate Energy to <b>operationalize energy workforce hubs on the South and West Sides</b>, respectively</li> </ul>



# 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.

# LEVER 4: EXCELLENCE

Strategic Objective	Progress and Strengths	Priorities and Opportunities
<b>Path to Excellence</b>	<ul style="list-style-type: none"><li>• Identified <b>leader to serve as Vice Chancellor of Institutional Excellence</b> to lead efforts that will build a culture of excellence across the district and advance progress towards equitable student outcomes, in alignment with CCC’s strategic framework</li><li>• Administered first-ever <b>districtwide faculty and staff culture and climate survey</b></li><li>• Launched a districtwide process to develop standards and supports for <b>comprehensive onboarding</b> of employees across functional areas in alignment CCC performance competencies</li><li>• Joined the <b>National Community College Benchmarking Project (NCCBP)</b></li></ul>	<ul style="list-style-type: none"><li>• Support college and district leadership teams in outlining next steps from the districtwide culture and climate survey results based on <b>strengths and opportunities</b></li><li>• Complete first phase of implementation of new standards and practices for <b>onboarding new employees</b></li><li>• Communicate and implement <b>CCC Core Competencies and Values</b> across the district to foster and promote CCC Excellence</li><li>• Initiate <b>NCCBP benchmarking</b> for CCC to assess itself against peers and identify continuous improvement areas</li></ul>
<b>Invest in People and Processes</b>	<ul style="list-style-type: none"><li>• College leadership teams participated in the <b>College Excellence Program</b> with the Aspen Institute, leading to set of recommendations that have informed districtwide strategies and priorities</li><li>• Per Chancellor’s recommendation, CCC Board of Trustees approved “spring break” for additional groups of employees to provide more time for <b>wellness and rest</b></li><li>• Increased <b>maternal and parental paid leaves</b> to eight and four weeks, respectively, up from four-to-six weeks and two weeks</li><li>• Investment in all seven colleges to participate in the <b>Achieving the Dream cohort</b> to receive coaching, professional development, and technical support from national community college experts</li></ul>	<ul style="list-style-type: none"><li>• Further develop <b>learning communities</b> for college and district leaders focused on creating a culture of ongoing learning and performance supports and on accelerating progress towards equitable outcomes</li><li>• Launch implementation of <b>performance management system</b> and pilot program</li><li>• Begin development of a bank of <b>performance support tools</b> aligned with core competencies to support performance management efforts</li></ul>
<b>Faculty and Staff Development</b>	<ul style="list-style-type: none"><li>• Developed <b>Academic Excellence Framework</b> inclusive of both faculty and administrators, detailing attributes, dispositions, and competencies along seven pillars</li><li>• Hosted <b>first annual weeklong professional development session</b> for academic leaders across the district and colleges over the summer</li><li>• Hosted <b>CCC Equity Institute for faculty</b> in Summer 2023 with programming developed and delivered by faculty</li></ul>	<ul style="list-style-type: none"><li>• Launch the <b>Academic Excellence Framework</b> in Fall 2024</li><li>• Gather input from colleges and determine <b>success metrics</b> for launch of Academic Excellence Framework in Fall 2024</li><li>• Host <b>at least one training per semester</b> at each college for faculty and staff to better prepare them to work with students who have experienced or are experiencing trauma</li></ul>



# 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.

# LEVER 5: COLLABORATION

Strategic Objective	Progress and Strengths	Priorities and Opportunities
<b>People, Processes, and Systems Aligned to Serve Students as Holistic Individuals</b>	<ul style="list-style-type: none"><li>• <b>Expanded features in Navigate</b> student success case management technology system, including “raise your hand” and additional early alert/referral functions, enhancing student supports and services at colleges by connecting staff, faculty, and students directly to each other in one system</li><li>• Designed <b>CRM plan for improving enrollment management processes</b> and gaining an actional view of the student enrollment funnel</li><li>• Achieved significant progress on <b>web redesign</b>, building the foundational backend development of a revamped content management platform to ensure accuracy, portability and efficiency.</li><li>• Secured <b>new web hosting to stabilize and modernize CCC’s current web infrastructure</b> to enhance user experience and optimize digital presence for the benefit of all stakeholders, including students and prospective students</li></ul>	<ul style="list-style-type: none"><li>• Continue to <b>strengthen districtwide use of Navigate</b> in staff and faculty to enable more holistic student support and early intervention</li><li>• Launch <b>Phase 1 of the CRM project</b>, which focuses on Enrollment, Admissions, and Marketing improvements to improve efficiency and effectiveness in enrollment efforts and enhance the overall onboarding experience for students</li><li>• Launch <b>enhanced Complaints and Compliments system</b> that will ensure stronger line of sight into student feedback and status of issue resolution</li></ul>
<b>Problem-solving and Innovation</b>	<ul style="list-style-type: none"><li>• Launched an <b>extensive continuous improvement process</b> with a cross-functional team to improve the comprehensive grants management process with the goal of streamlining processes and ensuring optimization of all grant opportunities</li><li>• Evolved <b>Chancellor’s Leadership Forum</b> to become a core platform for districtwide collaboration, information sharing, and excellence</li><li>• Expanded <b>President’s Council platform</b> to include more reflective and strategic sessions</li></ul>	<ul style="list-style-type: none"><li>• Implement key improvements and make <b>structural enhancements improving grants management</b></li><li>• Continue to <b>refine Chancellor’s Leadership Forum</b> and incorporate more participant feedback</li><li>• Continue to refine Presidents Council meetings and <b>retreats to support presidential leadership</b>, including data discussions on key trends, patterns, and integrated areas of opportunities</li></ul>



# Institutional Health

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

# LEVER 6: INSTITUTIONAL HEALTH

Strategic Objective	Progress and Strengths	Priorities and Opportunities
<h2>Monitor Institutional Health</h2>	<ul style="list-style-type: none"> <li>Launched process of identifying and monitoring <b>institutional health metrics</b> for each department of the Chancellor’s cabinet</li> <li>Selected and began development of <b>grants management system</b> to more closely manage and monitor grants spending and stewardship</li> <li>Added new KPIs of <b>spring-to-fall and fall-to-fall retention</b> of both first-year and all credit-seeking students</li> </ul>	<ul style="list-style-type: none"> <li>Finalize institutional health metrics and refine metrics into the development of a comprehensive <b>institutional health dashboard</b></li> <li>Adopt and implement a <b>standard approach to continuous improvement</b> and improvement practices</li> <li>Implementation of <b>new grants management system</b> in partnership with the CCC Foundation</li> <li>Build upon internal accountability practices and systems to promote external accountability for outcomes with a public-facing strategic plan webpage dedicated to <b>equitable student outcomes data</b></li> </ul>
<h2>Effective Financial Management</h2>	<ul style="list-style-type: none"> <li>Achieved <b>\$11.0M operating surplus</b> and <b>maintained stable cash position</b> in FY23</li> <li>Increased <b>public and private grants and donations to \$63.2M</b> in FY23 from \$54.3M in FY22</li> <li>Released <b>directives on indirect costs</b> to support grant management overhead and operations and maximize use of grant funds</li> <li>Obtained <b>clean audit</b> of CCC in FY23</li> <li><b>Upgraded S&amp;P bond rating</b> and <b>revised Fitch outlook</b> from stable to positive</li> <li>Introduced <b>credit card payments</b> for students</li> </ul>	<ul style="list-style-type: none"> <li>Refinance CCC debt to <b>save annual operating costs</b></li> <li>Establish system to <b>allocate indirect costs</b> to awarded colleges and district-wide grant operations</li> <li>Implement CCC’s <b>first tuition increase in eight years</b> of \$7 per credit hour starting on July 1, 2024</li> </ul>
<h2>Brand Identity</h2>	<ul style="list-style-type: none"> <li>Conducted <b>second brand survey</b> to evaluate perceptions and knowledge of CCC of internal and external stakeholders</li> <li><b>Marketing investments</b> in 2023 reached 380 million impressions, yielding 114,000 applicants to CCC, of whom 38,010 enrolled</li> </ul>	<ul style="list-style-type: none"> <li>Analyze findings of brand perception survey and <b>refine CCC’s position and messaging</b> based on analysis</li> <li>Maintain <b>marketing investments and efforts</b></li> <li><b>Strengthen service model</b> to improve marketing of college priority programs</li> </ul>
<h2>Student Feedback</h2>	<ul style="list-style-type: none"> <li><b>Student Net Promoter Score data</b>, including quantitative and qualitative responses, reviewed by both college and district leadership and shared with colleges</li> <li>Continued tradition of <b>soliciting student feedback</b> in multiple forums, including Check-ins with the Chancellor and SGA meetings, and planned for Black learner listening session.</li> </ul>	<ul style="list-style-type: none"> <li>Inventory the methods used to capture <b>student voice and feedback</b> institution-wide, and develop comprehensive strategy to incorporate qualitative and quantitative student feedback into annual planning and continuous improvement</li> <li>Develop model to analyze and synthesize <b>qualitative student feedback</b> in a quicker and more effective manner</li> </ul>



# Progress on Metrics

# MEASURING PROGRESS

Key Performance Indicator-	FY2020 Actuals & Pre-Pandemic Targets			FY2021 Actuals & Pre-Pandemic Targets			FY2022 Actuals & Pre-Pandemic Targets			FY2023 Actuals & Pre-Pandemic Targets			FY2024 Actuals & Targets (preliminary)		
	Actual	Target	% to Target	Actual	Target	% to Target	Actual	Target	% to Target	Actual	Target	% to Target	Prelimin Actual	Target	% to Target (prelim)
Total Unduplicated Headcount	69,501	69,754	100%	68,832	73,257	94%	55,092	75,519	73%	62,290	77,475	80%	66,257	-	-
Total ICCB Headcount (Credit & Adult Ed)	63,999	-	-	54,240	-	-	50,738	-	-	55,589	-	-	62,579	59,155	105%
Fall-to-Spring Credit Retention	70%	68%	103%	69%	70%	99%	69%	72%	96%	73%	76%	96%	70%*	73%	96%
Fall-to-Fall Credit Retention	42%	-	-	44%	-	-	45%	-	-	45%	-	-	50%*	20%	96%
Taking & Passing English	48%	44%	109%	50%	44%	114%	46%	46%	100%	43%	48%	90%	42%	49%	86%
Taking & Passing Math	28%	29%	97%	38%	31%	123%	36%	33%	109%	32%	35%	91%	30%	39%	77%
4-Yr Student Outcome Measures	36%	-	-	36%	36%	100%	36%	38%	95%	36%	39%	92%	41%	40%	103%
Transfer with degree	51%	51%	100%	50%	52%	96%	50%	54%	93%	50%	56%	89%	50%	50%	100%
Net Promoter Score	-	-	-	-	-	-	44	-	-	48	-	-	48	-	-

Notes (1) FY2024 Actuals are preliminary as of 7/26/24; (2) ICCB Unduplicated Headcount and Fall-to-Fall retention were added as new KPIs in FY2024, and therefore do not have prior targets; (3) \*The Fall-to-Spring & Fall-to-Fall Credit Retention methodology changed in FY2024 to exclude Early College students. Had the methodology remained the same, retention rate for fall-to-spring would have been 72% and fall-to-fall would have been 46%

Legend	90% or greater to target
	80% - 89 % to target
	79% or less to target

# Year 4 Priorities

- Continue to **grow student enrollment** by significantly and equitably improving retention rates and maintaining new student enrollment momentum
  - Invest in scaling existing Retention Big Plays – Mandatory Academic Advising and Year-Long Scheduling
  - Expand Chancellor’s Equitable Outcomes Fund to reward colleges for improvements in both Black and Latinx first-year retention rates.
- **Execute a revamped Student Experience strategy**, inclusive of driving foundational practice excellence across student services such as enrollment and advising, facilitating stronger use of data to inform action, and advancement of equity accelerators such as basic needs support and One Million Degrees expansion
- Expand and create **new quality academic programs** that prepare Chicagoans for high-demand career pathways and creates an inclusive workforce
- Increase transfer out and bachelor degree completion rates by further developing **high profile partnerships with four-year universities** and **beginning student transfer advising earlier**
- Implement a **human capital strategy** focused on performance supports and management that will build a culture of excellence throughout the district
- Develop and launch 7 **Equity and Achieving the Dream action plans** outlining each colleges’ roadmap to meeting the 55% universal 4-year outcomes measure rate