



IBHE

A THRIVING ILLINOIS

Higher Education Paths to Equity,
Sustainability, and Growth

2021

Illinois Board of Higher Education
Planning Retreat
November 15, 2023

Welcome!

Goals for Today and Agenda



Goals for Board:

- Refamiliarized with goals and all strategies of *A Thriving Illinois*; introduced to new Board members
- Updated on work underway
- Aligned around next phase of work: strategies to expand/deepen or strategies to launch
- Sets structure and approach to regular meetings, on-going engagement

Agenda

- I. Welcome, Introductions, Ice-Breaker (9:00 am – 9:20 am)
- II. Review and Reflect on Work Underway (9:20 am – 10:20 am)
- Break (10 min)*
- III. Priorities for Next Three Years (10:30 am – 11:15 am)
- IV. Reflections and Recommendations on Board Meeting Structure and Engagement (11:15 –11:45 am)
- V. Public Comment (11:45 am – 12:00 pm)
- VI. Adjourn

I. Introductions and Ice-Breaker



Ice Breaker



1



2



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12





II. Review and Reflect on *A Thriving Illinois* Work Underway

A Thriving Illinois



A thriving Illinois has an inclusive economy and broad prosperity with equitable paths to opportunity for all, especially those facing the greatest barriers.



Strategies for a Thriving Illinois



Close the equity gaps for students who have been left behind.

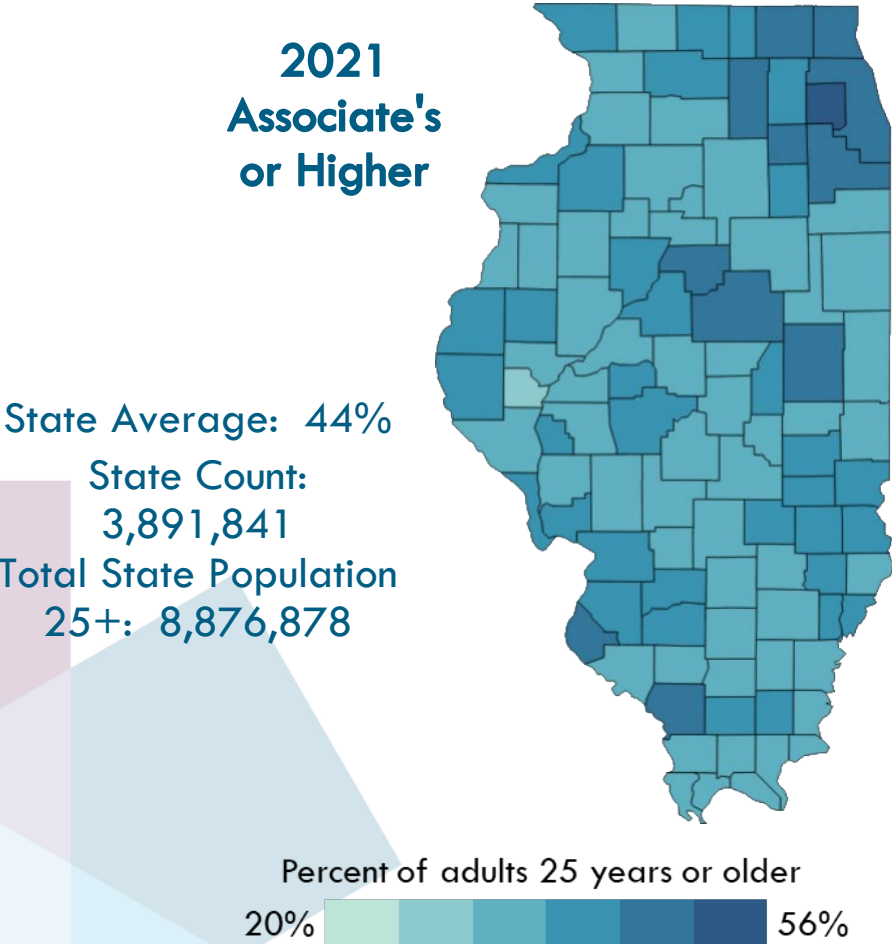


Build a stronger financial future for individuals and institutions.



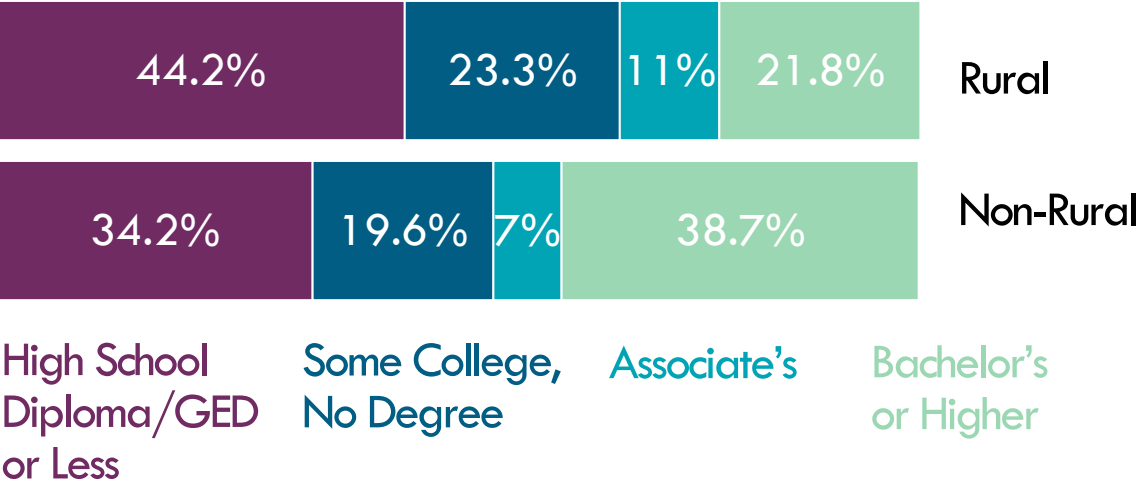
Increase talent and innovation to drive economic growth.

Disparities in Postsecondary Attainment



Source: 2021 American Community Survey 5-Year Estimates

EDUCATIONAL ATTAINMENT IN ILLINOIS (AGE 25+) BY RURALITY



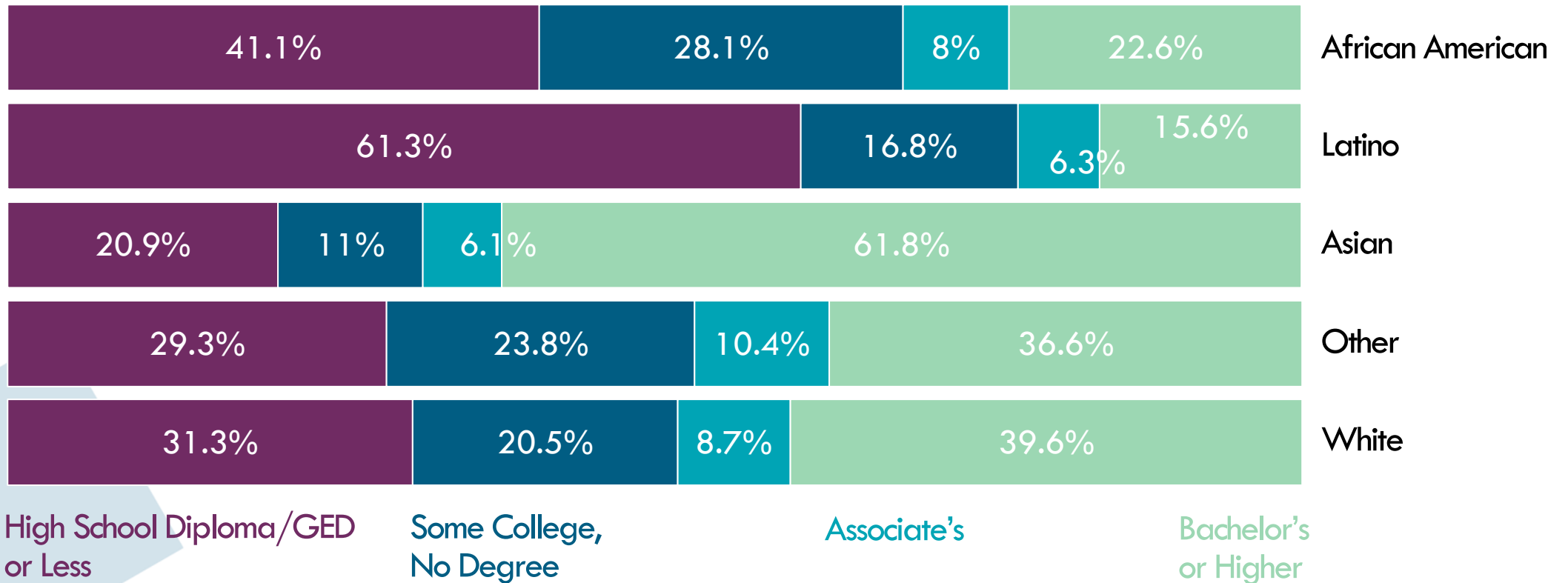
See all of our interactive [Equity Maps](#)

Source: 2020 American Community Survey 5-Year Estimates

Disparities in Postsecondary Attainment



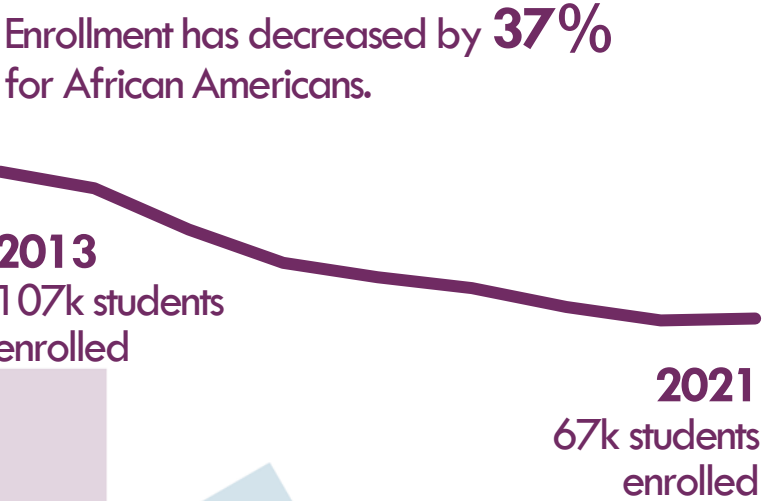
EDUCATIONAL ATTAINMENT IN ILLINOIS (AGE 25+) BY RACE/ETHNICITY



Equity Gaps Facing African American Students

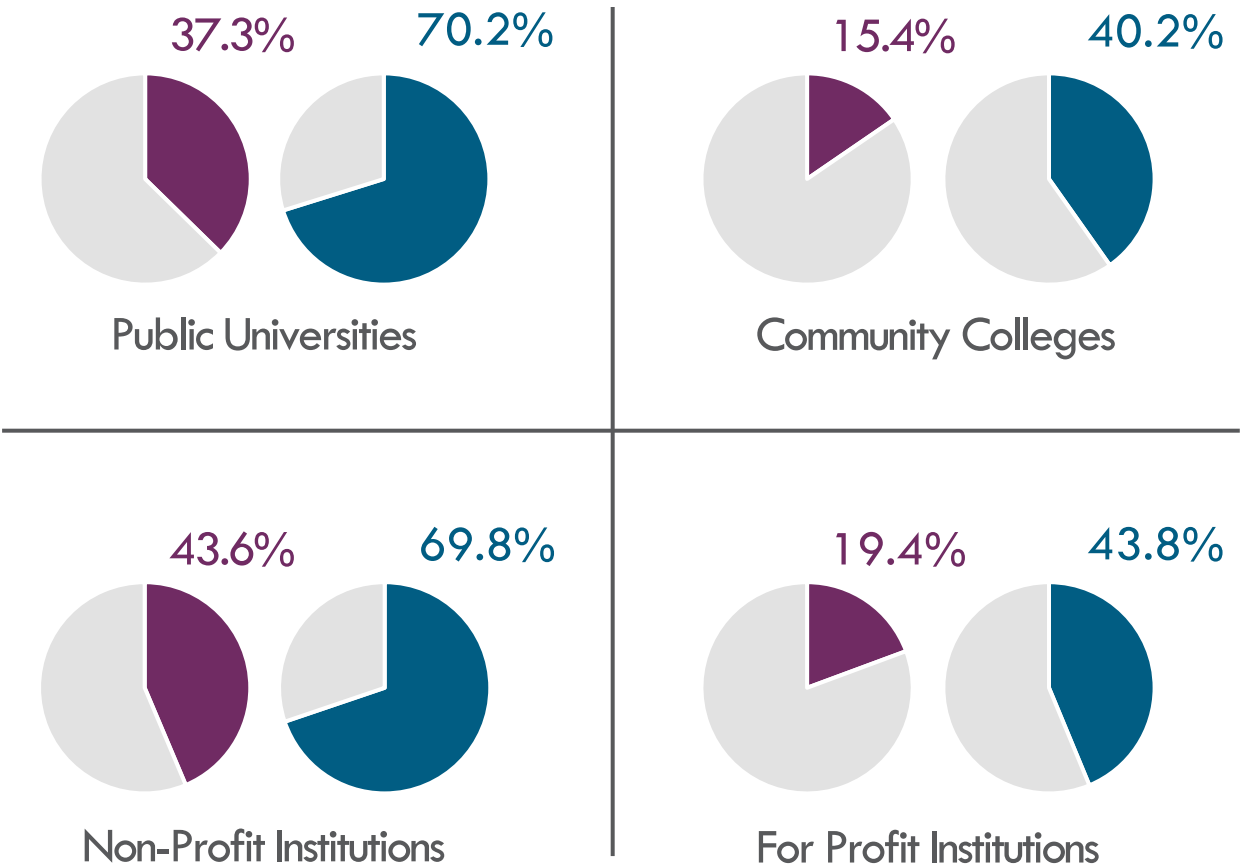


ENROLLMENT CHANGE OVER TIME



African American
White

2021 GRADUATION RATES



Equity Gaps Facing Latinx Students



ENROLLMENT CHANGE OVER TIME

Enrollment has increased by **3%** for Latino students.

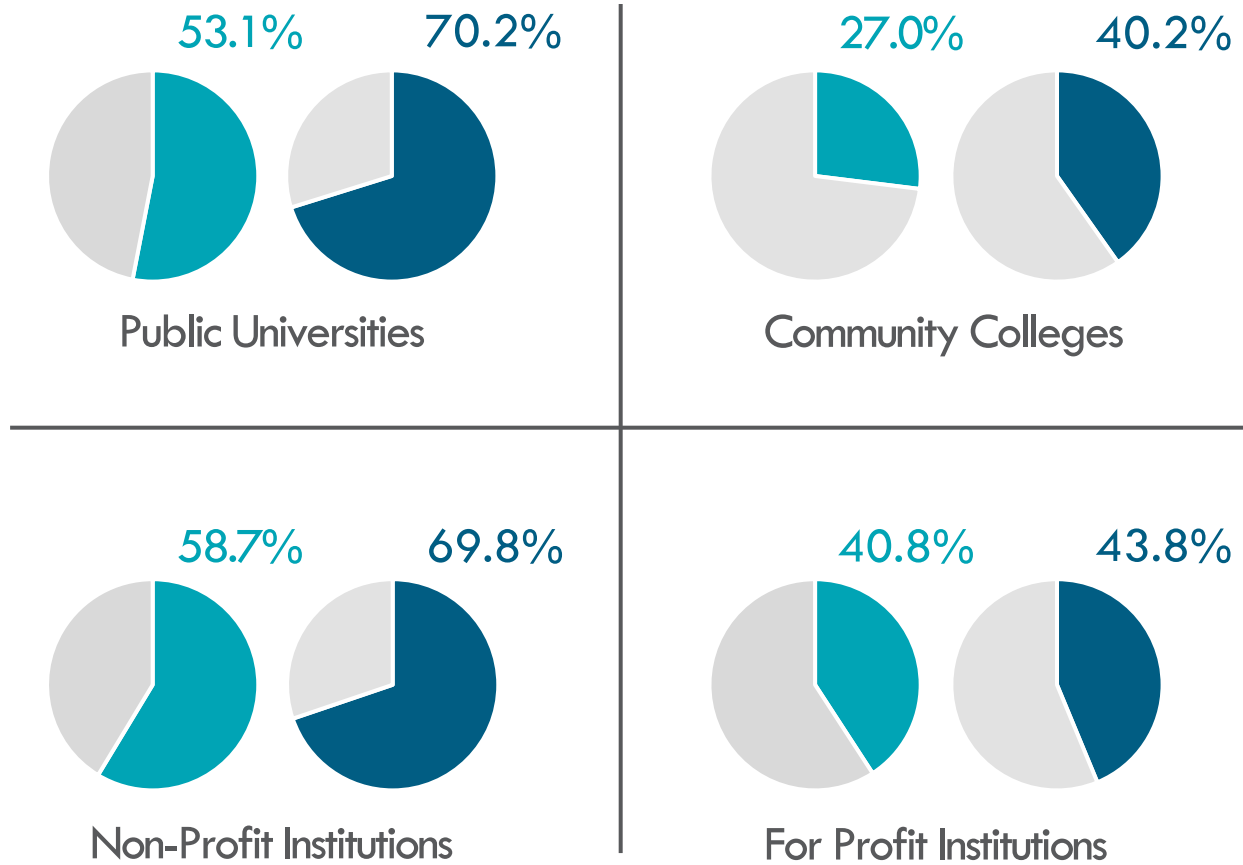


2013
118k students enrolled

2021
122k students enrolled

Latino
White

2021 GRADUATION RATES

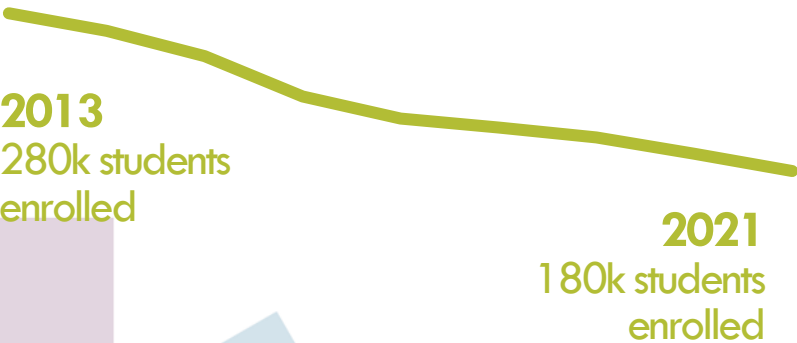


Equity Gaps Facing Low-Income Students



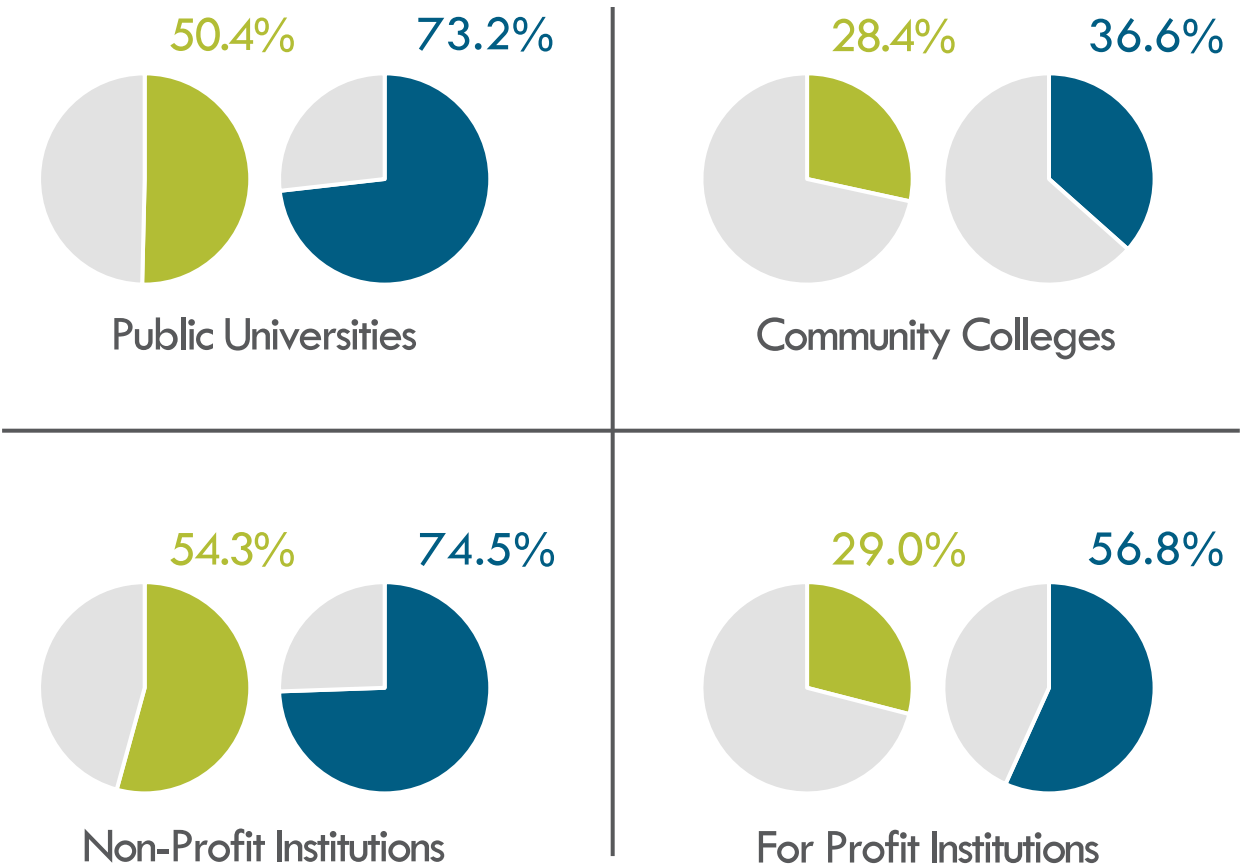
ENROLLMENT CHANGE OVER TIME

Enrollment has decreased by **36%** for low-income students

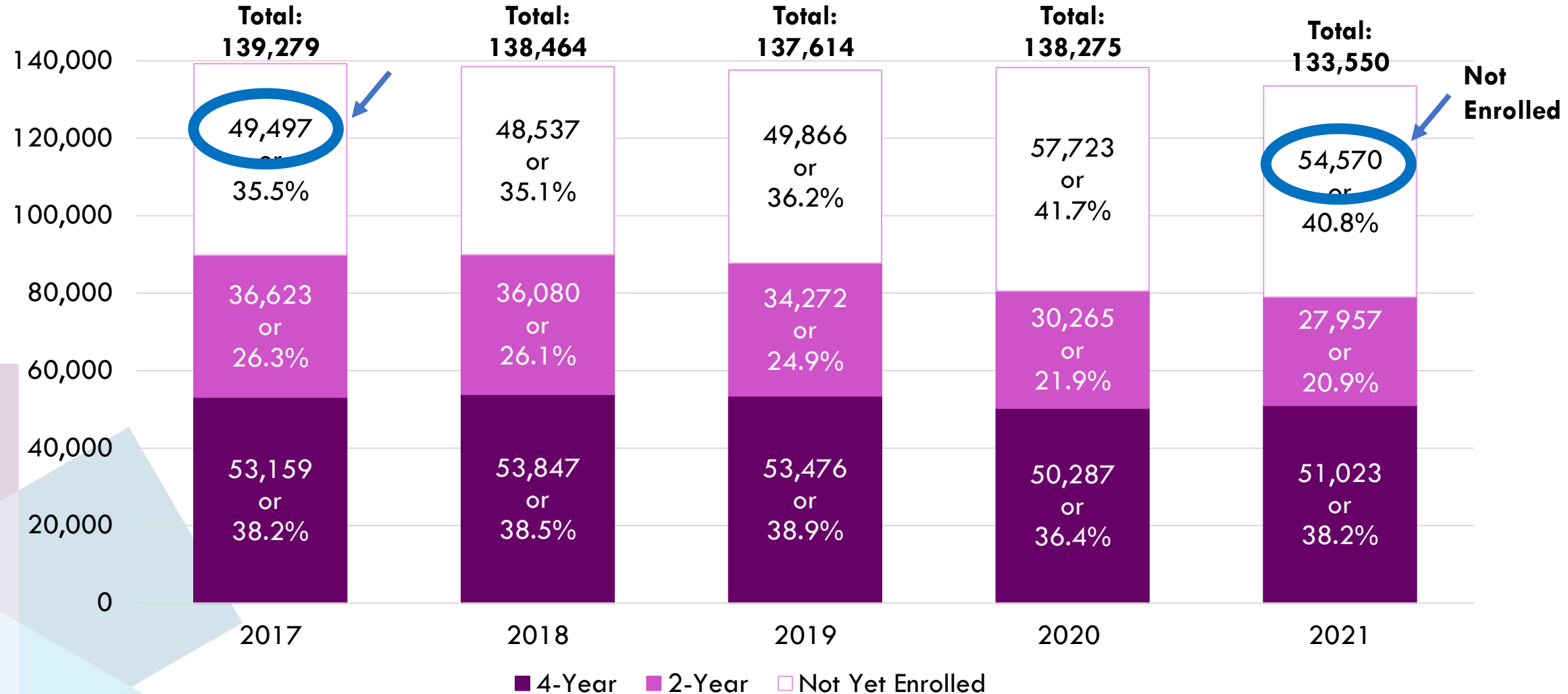


Pell
Non-Pell

2021 GRADUATION RATES

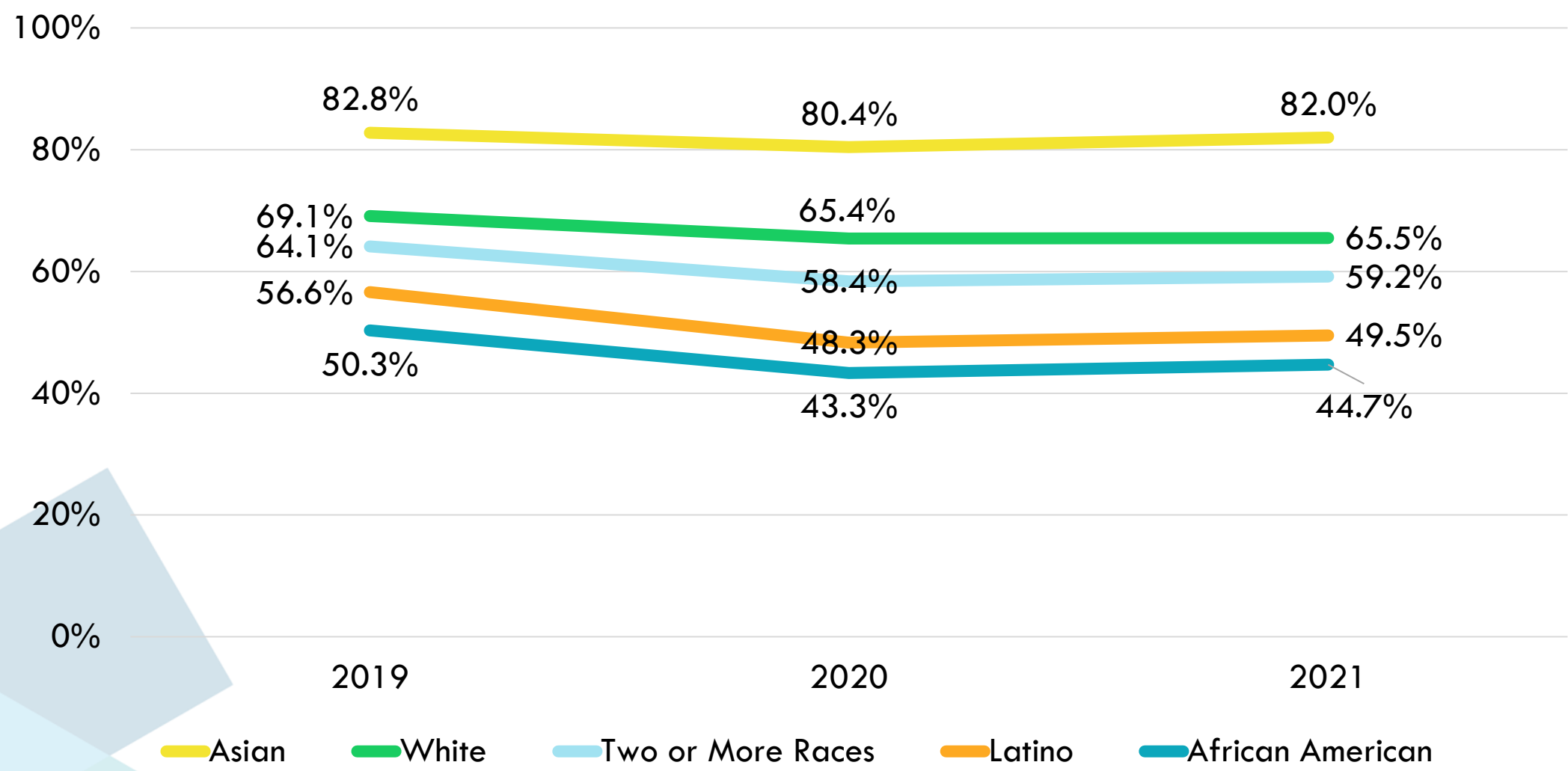


College-going rates among high school graduates haven't reached pre-pandemic levels



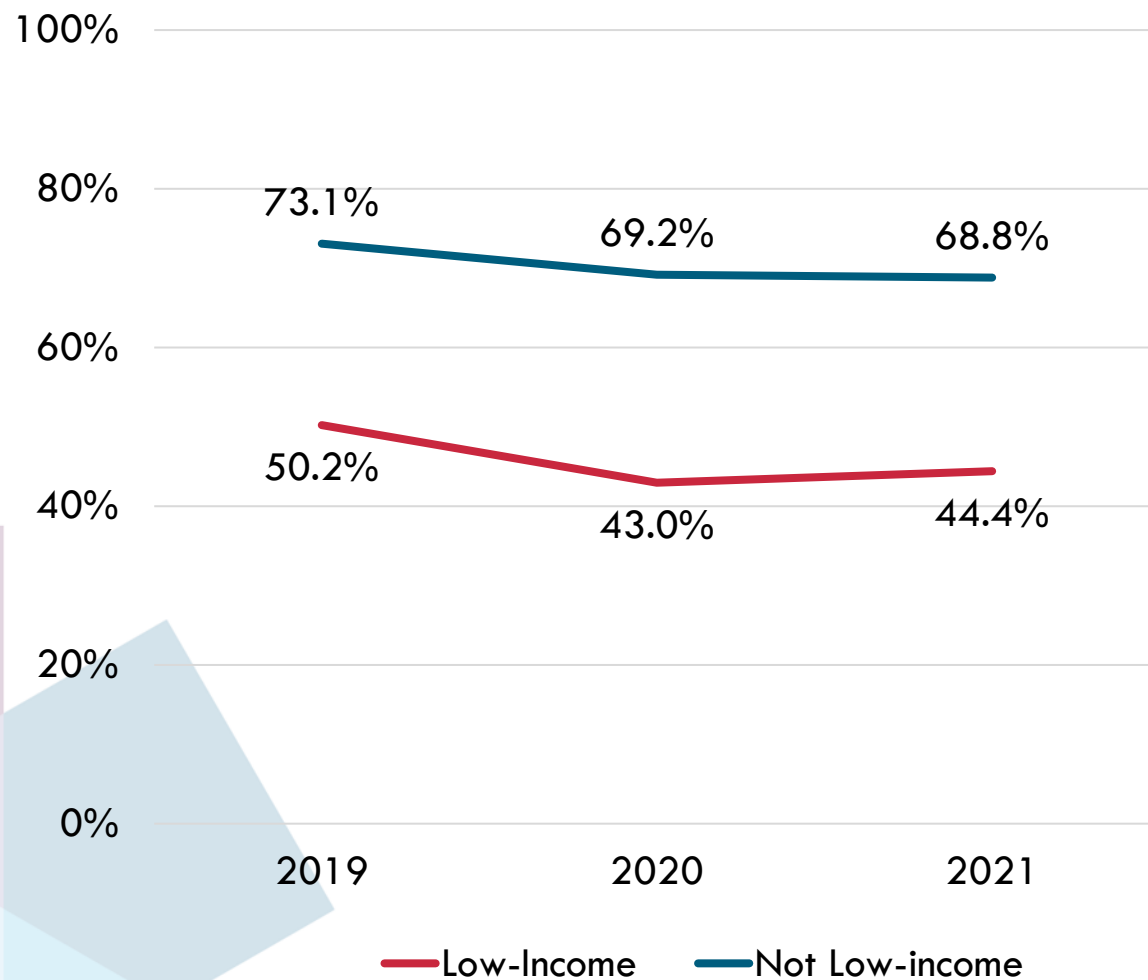
Source: Illinois State Board of Education

College enrollment gaps by race/ethnicity persist for high school graduates

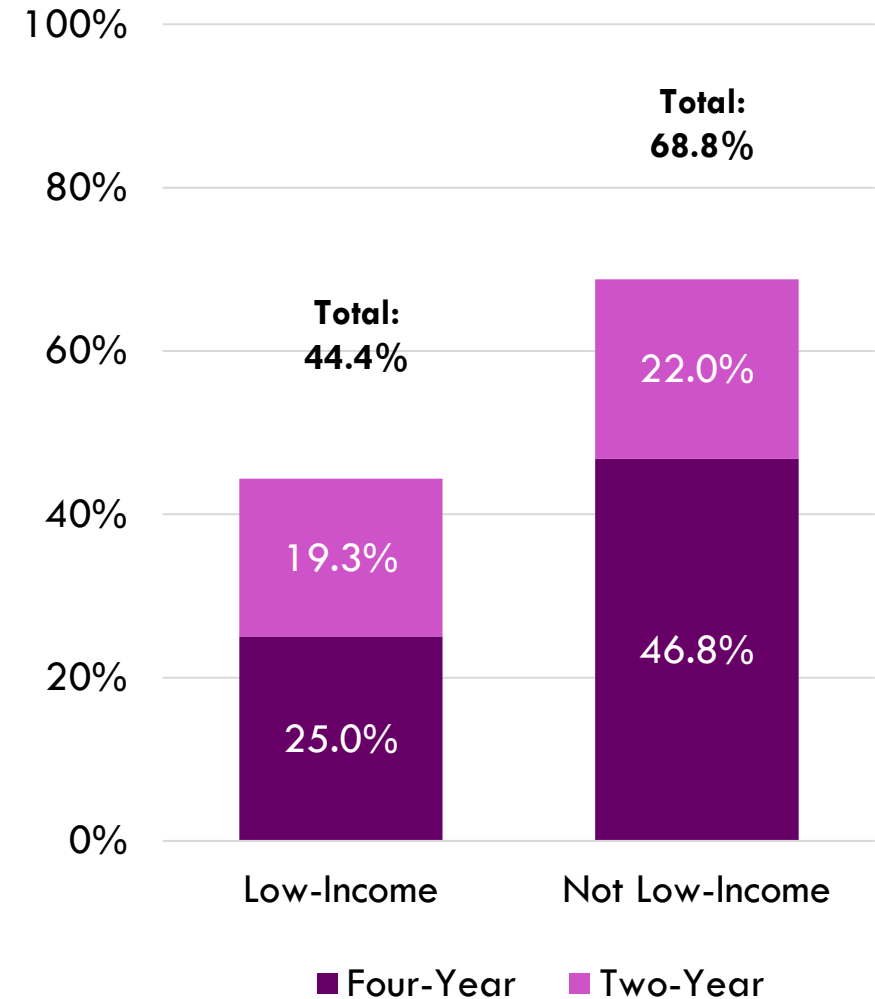


Source: Illinois State Board of Education

College-going gaps persist for low-income high school graduates



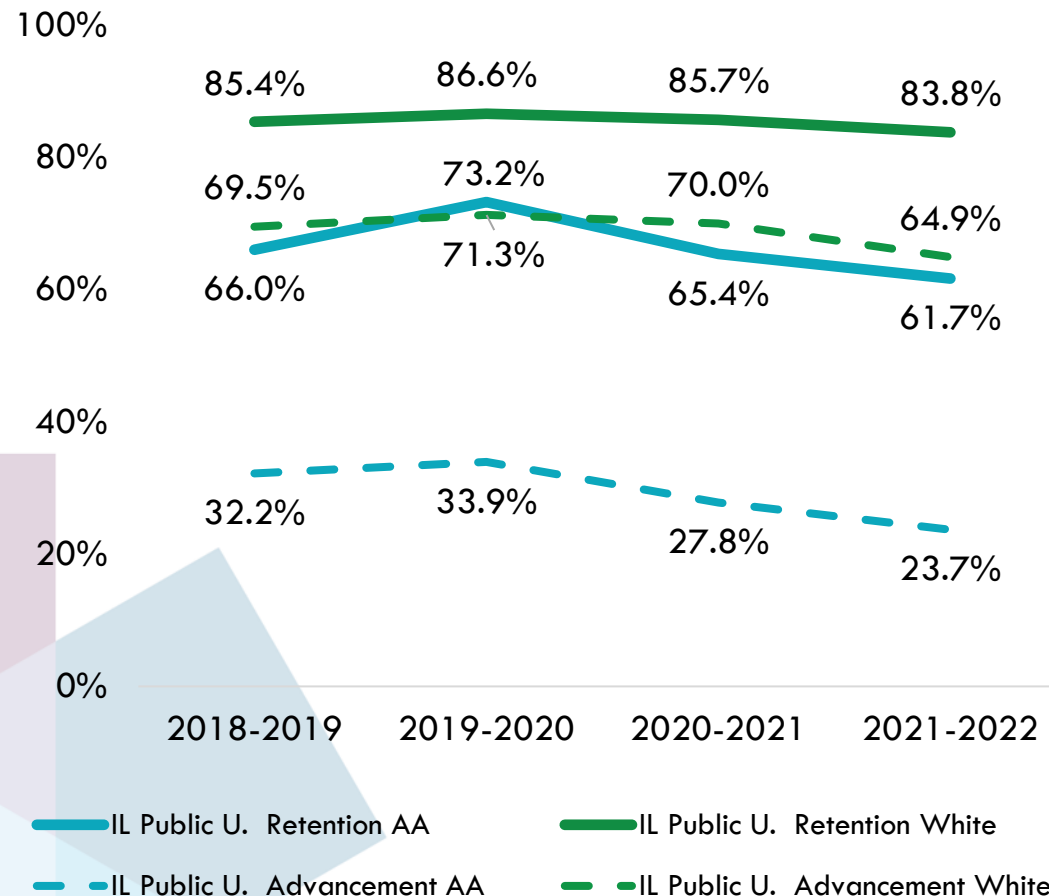
Source: Illinois State Board of Education



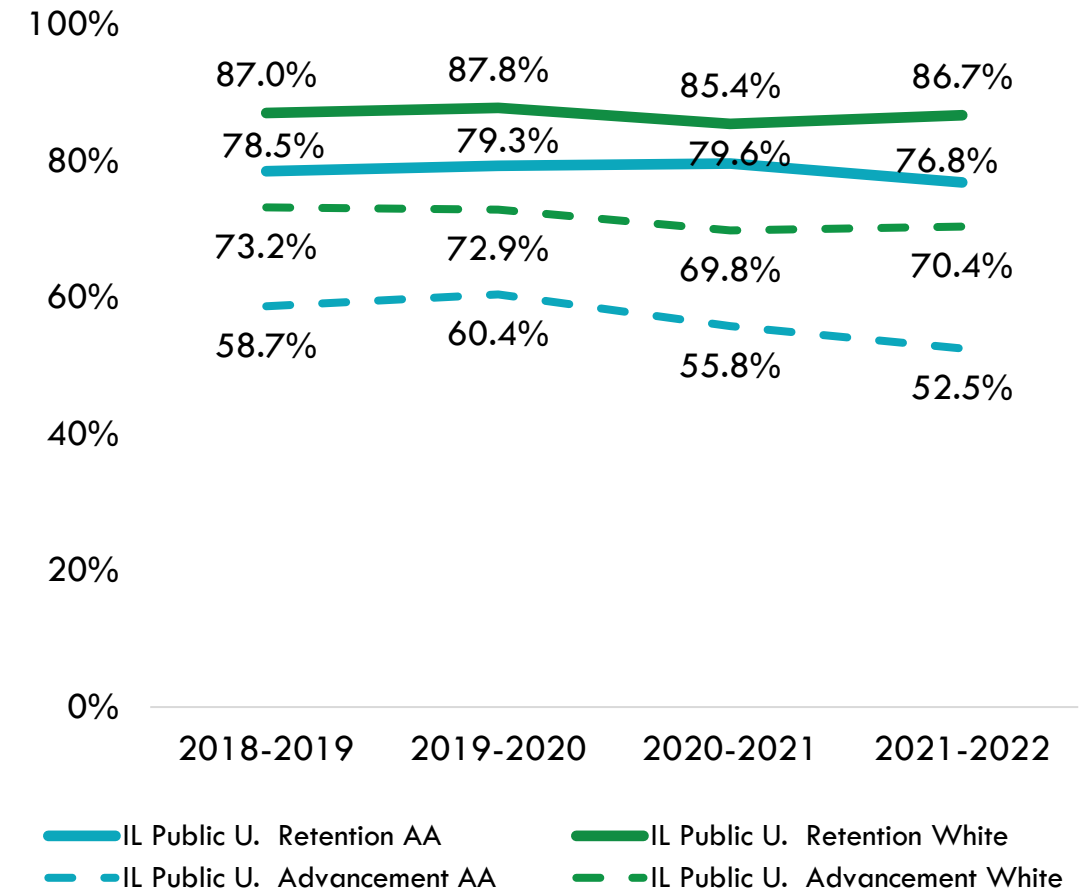
Retention and advancement gaps persist for African American students



Retention and Advancement of New First-Time Full-Time Students at all Illinois Public Universities



Retention and Advancement of New IL CC Transfer Full-Time Students at Illinois Public Universities

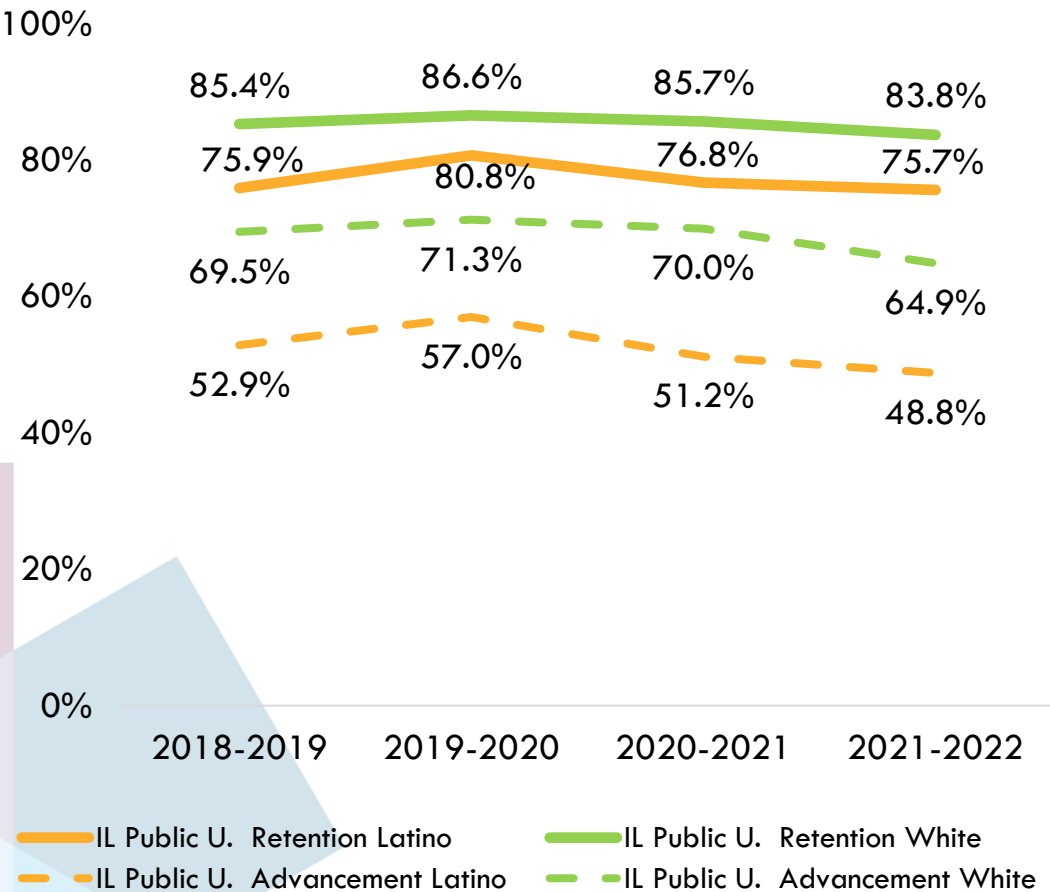


Source: IBHE IHEIS Fall 2018-19 to Fall 2021-22 Enrollment Collections – New Transfer Full-Time Students from Fall of AY2018-19, Fall of AY2019-20, Fall of AY2020-21 tracked to the next Fall.

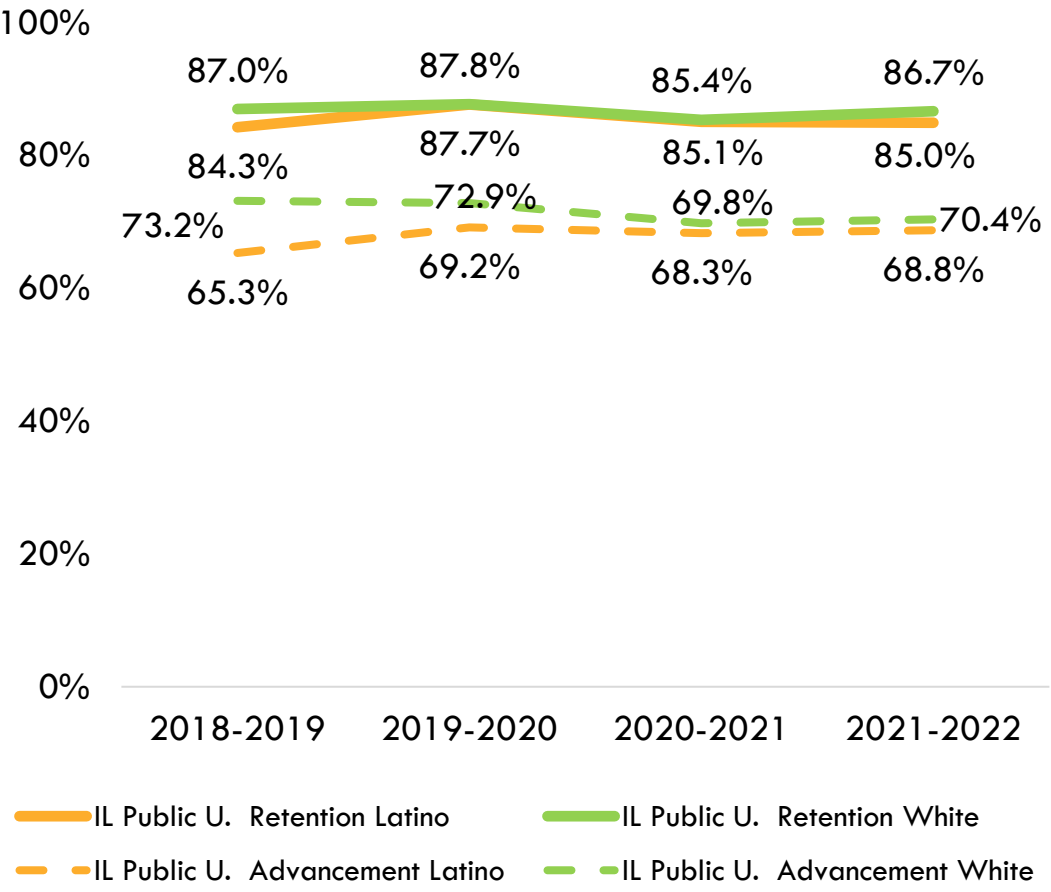
Retention and advancement gaps persist for Latino students



**Retention and Advancement of New Full-Time Freshmen
Illinois Public Universities**

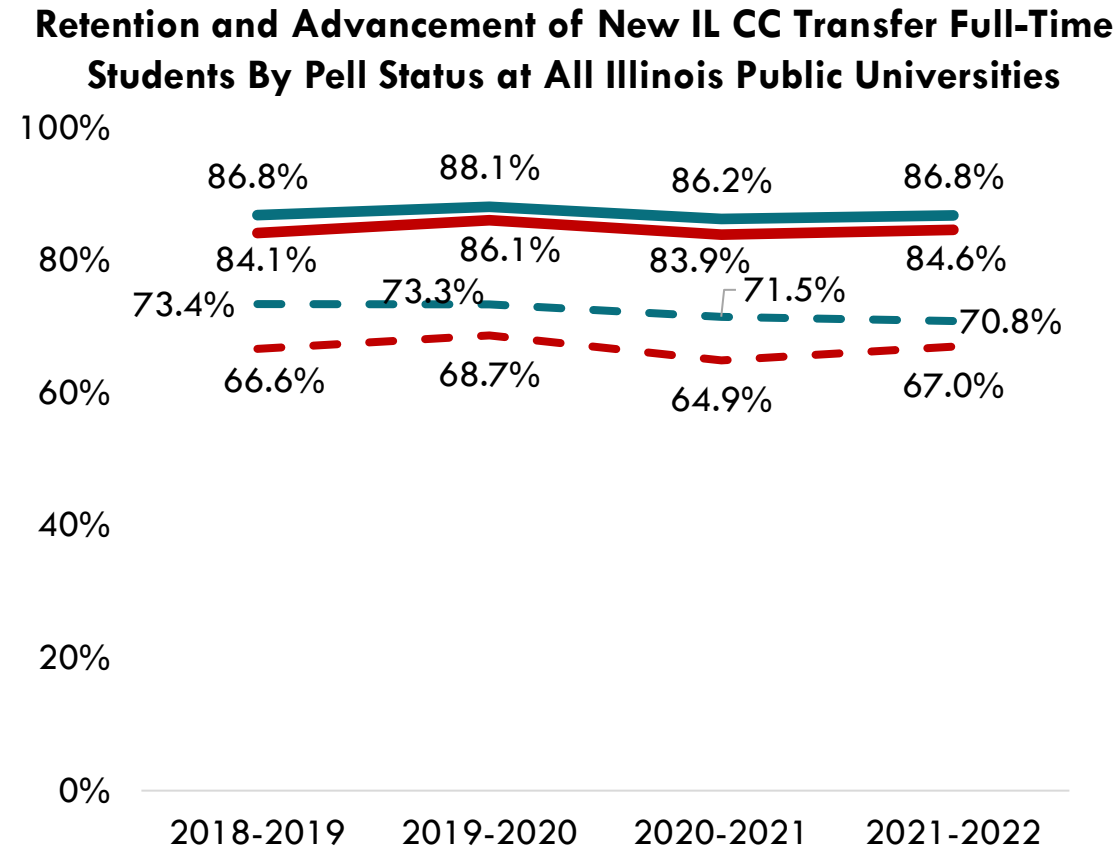
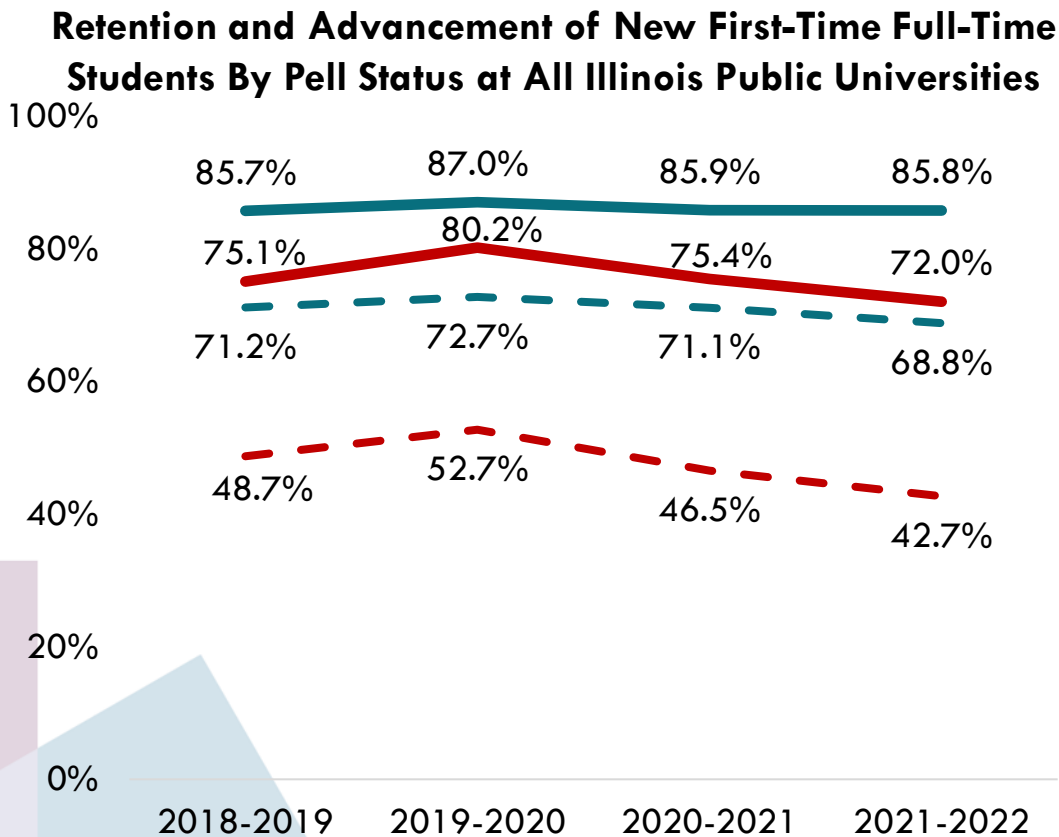


**Retention and Advancement of New IL CC Full-Time
Transfer Students at Illinois Public Universities**



Source: IBHE IHEIS Fall 2018-19 to Fall 2022-23 Enrollment Collections – First-Time Full-Time Students from Fall of AY2018-19, Fall of AY2019-20, Fall of AY2020-21 tracked to the next Fall.

Retention and advancement gaps also persist for low-income students

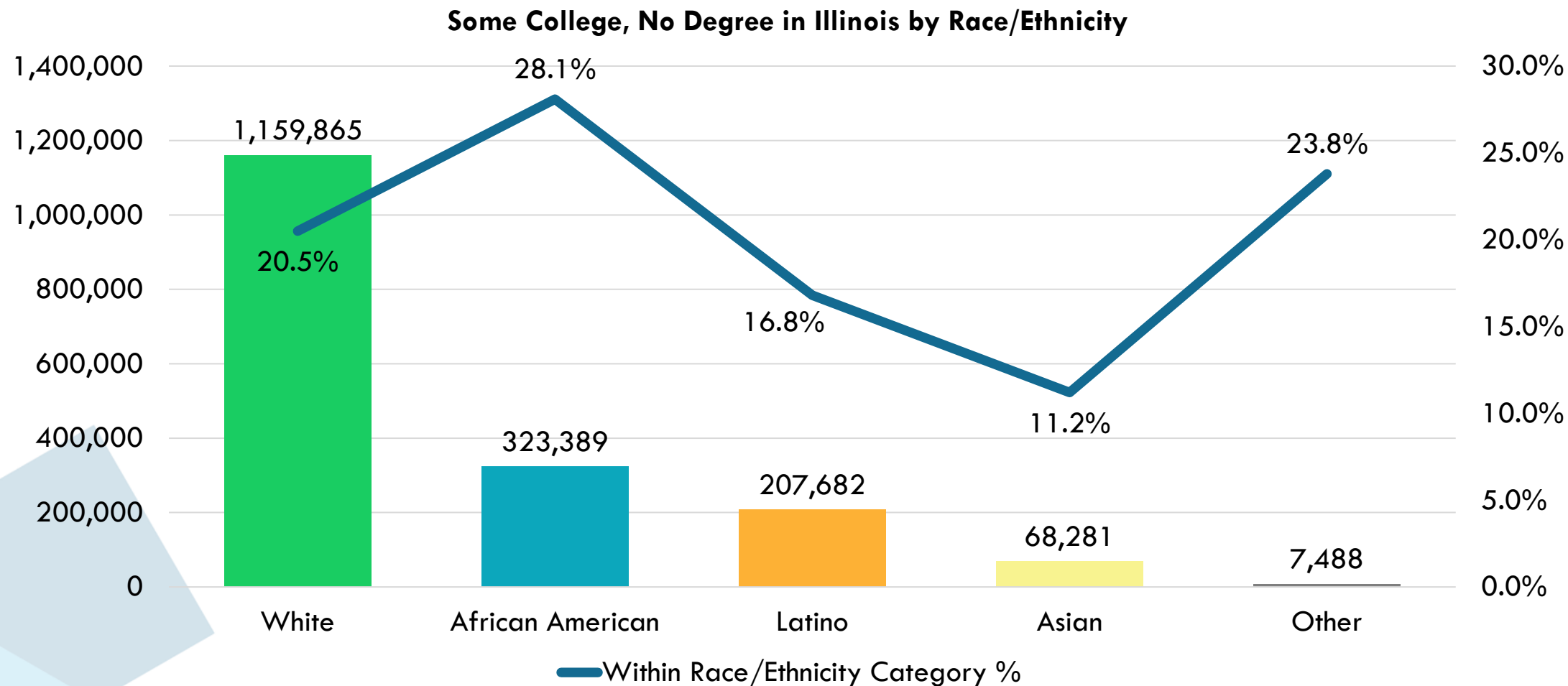


IL Public U. Retention Non-Pell
IL Public U. Retention Pell
IL Public U. Advancement Non-Pell
IL Public U. Advancement Pell

IL Public U. Retention Non-Pell
IL Public U. Retention Pell
IL Public U. Advancement Non-Pell
IL Public U. Advancement Pell

Source: IBHE IHEIS Fall 2018-19 to Fall 2022-23 Enrollment Collections – New FT transfer Students from Fall of AY2018-19, Fall of AY2019-20, Fall of AY2020-21, Fall of AY2021-22 tracked to the next Fall.

Over 1.7 million adults have some college but no degree



Source: 2020 American Community Survey 5-Year Estimates



Close the equity gaps
for students who have
been left behind.

Questions to consider:

- Is the work described in each strategy comprehensive?
Where do you feel we need to dive deeper or do more?
- What would success look like for each strategy? Will the efforts described get us there?
- What data would you want to see to show the state has closed or is on a path to close equity gaps?

Equity Strategy 1: Support student learning renewal, social-emotional, and basic needs



Grants, Collaboration, and Communities of Practice



[Benefits Navigators](#)



[HOUSE Liaisons](#)



Illinois Campus Cares Mental
Health Services and
[Illinois Campus Cares Technical
Assistance Center](#)

Equity Strategy 2: Establish and implement institution-level equity plans and practices to close gaps



- Enacted in [P.A. 102-1046](#), June 7, 2022.
- Required of all public institutions of higher education. Encouraged for private institutions.
- Equity Plans and Practices to close gaps in enrollment, retention, completion, and student loan repayment rates.
- Focus on Black, Latinx, AAPI, Native American, rural, adult, women, & people with disabilities.
- IBHE, with ICCB, to establish guidelines, provide support, study, report effectiveness and outcomes annually to the General Assembly/Governor.
- [Framework](#) released to institutions Nov. 9, 2023
- First baseline plan due May 31, 2024



Equity Strategy 3: Implement equitable talent management to increase and retain faculty, staff, administrators of color

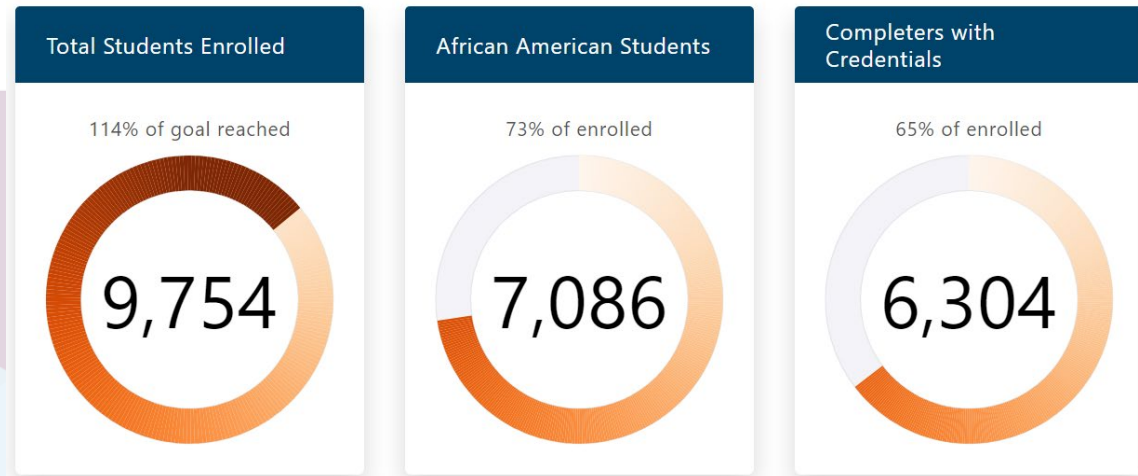
IBHE's *Diversifying Faculty in Illinois* program supports students of color working on graduate degrees.



Equity Strategy 4: Attract and support working adults



<https://www.illinoiswei.org/>



Short-term workforce training at community colleges in **high-need communities** for specific **sectors with workforce gaps**.

- Jobs/career pathways that lead to **30% above** the average living wage.
- **60% must be African American**
- Over 120 programs at 18 community colleges enrolling 73% African American students.



Equity Strategy 5: Consider implementation of Direct Admissions



Public University Uniform Admission Pilot Program ([110 ILCS 118/1](#))

- NIU, SIU, EIU, AND WIU provide automatic general admission for students in top 10% of class
 - Students must complete minimum college preparatory coursework
 - Students must apply using regular admissions process
- Expanded in 2023 to include community college transfer students beginning in AY 2024-2025
 - Pilot began in AY 2022-2023 at U of I.
- Transfer students **guaranteed admission** at these universities if:
 - Enrolled in an Illinois community college after graduating from state high school;
 - Earned a minimum of 36 graded, transferable hours;
 - Attained 3.0 GPA on all transferable coursework; and
 - Satisfied the universities English language proficiency requirement.
 - Universities may implement less restrictive criteria than outlined in the law.



Equity Strategy 6: Expand equitable access, support, and success in early college

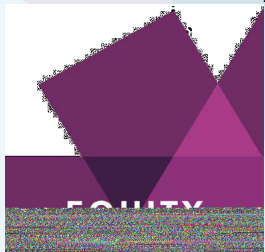


Impact of Dual Credit

- Nearly **doubles the graduation rate** at community colleges, compared to high school students who did not take dual credit. Demographic data suggest similar results.
- All 48 community colleges offer dual credit with over **13,000 dual credit courses to 75,000 students** in academic year 2021.
- Represents **one in six students** enrolled in community college courses annually.

\$3.0M grant program for Community Colleges will be:

- Equity Focused – Underserved Districts.
- Supporting Students – Underserved Students.
- Enhanced Coordination – Better local coordination.
- Release Date in next few weeks.



Equity Strategy 7: Provide technical assistance to support developmental education reform



- Updating the Multiple Measures Placement Policy.
- Updated Administrative Rules to meet Developmental Education Reform Act (DERA) Requirements.
- Evidence-Based Models.
 - Co-Requisite Remediation Implementation Toolkit
- February 2023 [comprehensive report](#) on development education reform efforts
- Shift by public universities to corequisite models, solely or with traditional models
- More students placed in corequisite models: majority of math placements and overwhelming majority of English Language Arts placements



Close the equity gaps
for students who have
been left behind.

Questions to consider:

- Is the work described in each strategy comprehensive enough? Where do you feel we need to dive deeper or do more?
- What would success look like for each strategy? Will the efforts described get us there?
- What data would you want to see to show the state has closed or is on a path to close equity gaps?



Build a stronger financial future for individuals and institutions.

Strategies Underway



Build a stronger financial future for individuals and institutions.

Questions for consideration:

- Is the work described in each strategy comprehensive? Where do you feel we need to dive deeper or do more?
- What would success look like for each strategy? Will the efforts described get us there?

Sustainability Strategy 1: Invest in public higher education through an equitable, adequate, and stable funding system



ILLINOIS COMMISSION ON EQUITABLE PUBLIC UNIVERSITY FUNDING

Charge

Make recommendations on “specific data-driven criteria and approaches to the General Assembly to **adequately, equitably, and stably fund public universities** in this State and to evaluate existing funding methods.”

Must fulfill principles of Higher Ed Strategic Plan

Be informed by Chicago State University’s Equity Working Group

Commission Co-Chairs

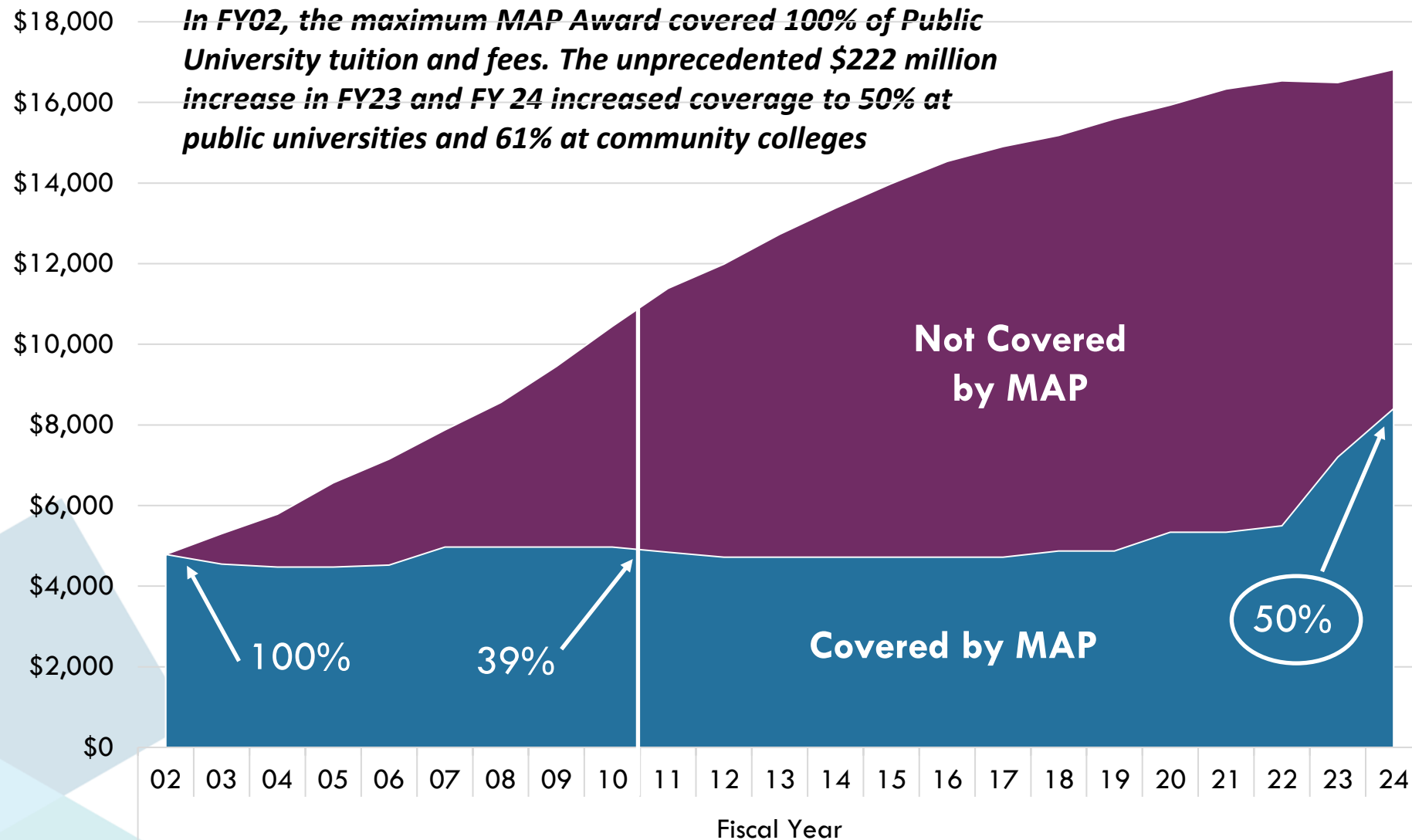
Senate Majority Leader Kimberly Lightford
Representative Carol Ammons
Pranav Kothari, Chair, IBHE
Martin Torres, Deputy Governor for Education,
Governor’s Office

Timeline and Operations

Report deadline being extended
IBHE provides Administrative Support

Sustainability Strategy 2: Invest an additional \$50M each year to reach \$1 billion in MAP funding over 10 years

Sustainability Strategy 3: Allow MAP to be used for year-round study



Sustainability Strategy 4: Build programs to address challenges of “holds” on student accounts



Student Debt Assistance Act ([110 ILCS 66/1](#)) prohibits withholding transcript even if student owes a debt

- Covers all public universities and community colleges, Private Business and Vocational Schools, and any postsecondary education offered online to someone in Illinois
- Institution to develop policies for financial or physical hardship withdrawal and how to obtain transcript that has been withheld because of debt
- Debt sent to collection agency cannot be reported to a credit reporting agency
- Notice and process for students to file a complaint with the Attorney General’s Office
- Starting July 1, 2024 institutions report annually IBHE or ICCB

Institutions implement innovative programs to help students with outstanding balances return to school

- Chicago State University [Cougar Return](#)
- City Colleges of Chicago [Fresh Start](#)



Build a stronger financial future for individuals and institutions.

Questions to discuss:

- Is the work described in each strategy comprehensive? Where do you feel we need to dive deeper or do more?
- What would success look like for each strategy? Will the efforts described get us there?



Increase talent and innovation to drive economic growth.



Increase talent and innovation to drive economic growth.

Questions to discuss:

- Is the work described in each strategy comprehensive enough or are there additional components to the strategy? Where do you feel we need to dive deeper or do more?
- What would success look like for each strategy? Will the efforts described get us there?

Growth Strategy 3: Align the state's economic development and higher ed strategies, ensuring both address historic inequities



Assessment of Higher Education Needs in the Quad Cities



**Nurse Educator
Fellowship:** Retain
Nurse Faculty

**Improving Nursing
Education:** Grants
to Nursing Schools

**Annual Supply and Demand
Analysis**

Growth Strategy 3 (continued)

New Non-Credit Workforce Training Grant



Customized training and business solutions

- Community colleges have a long background in providing customized training and specialized business solution services to local employers.
- Increases innovation and economic development, helping companies upskill their incumbent workforce.

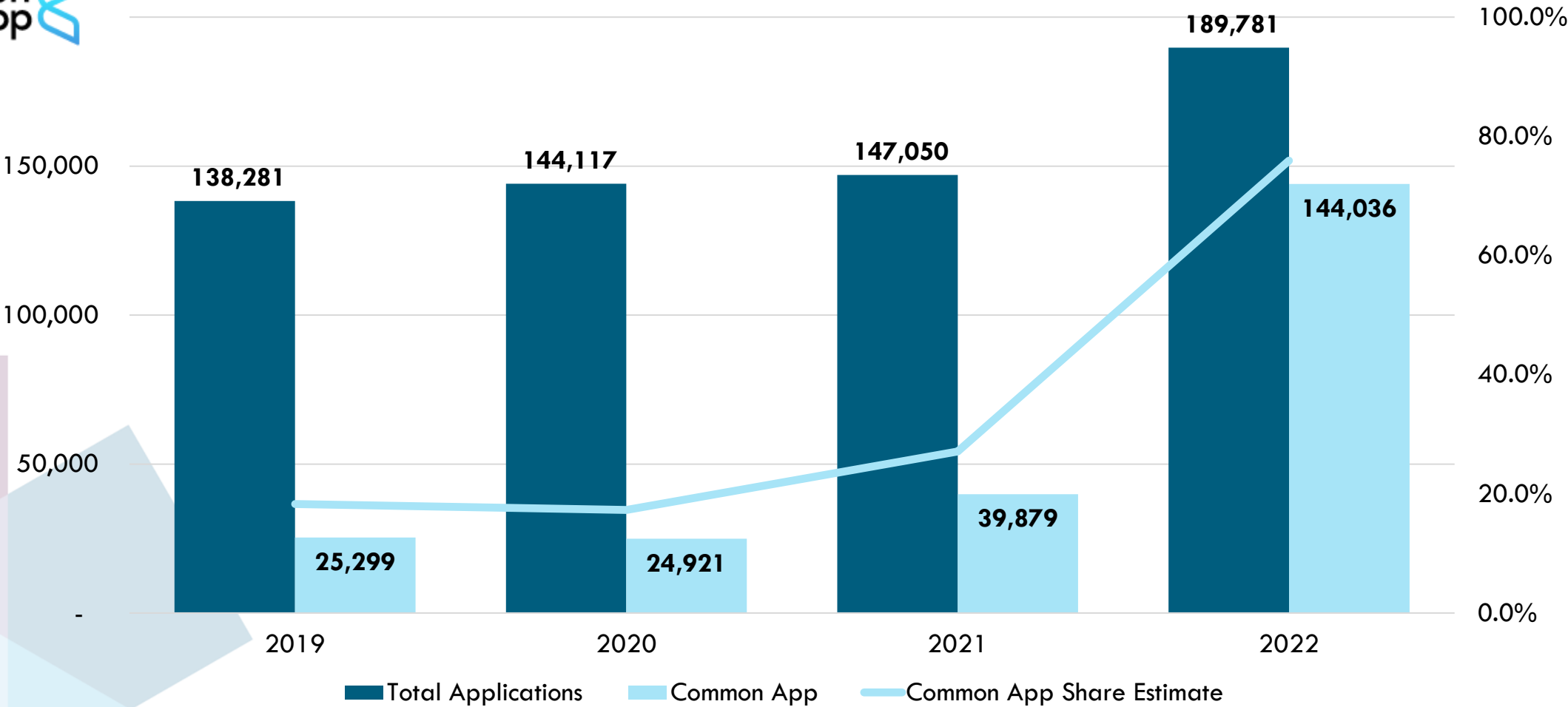
Non-credit workforce training grant for community colleges to:

- **Engage with employers**
- **Develop curriculum and deliver non-credit customized training** to prepare individuals with specific technical skills
- **Partner with employers to conduct skill assessment** of employees.
- **Deliver essential employability skill development workshops** for employees to ensure individuals are successful in the workplace.
- **Conduct professional development** training for employees for staff development, retention, and improved workplace culture.
- **Provide other business solutions** to increase efficiency and competitiveness.
- **Provide supports to students** through coordination with workforce partners

Growth Strategy 4: Encourage high school graduates to enroll in Illinois and keep talent here

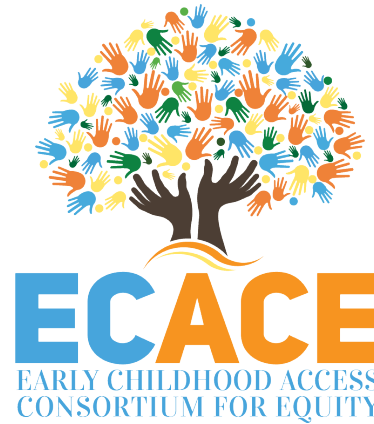


Total Illinois Public University Application Volume, Common App Volume and Share



Source: IPEDS Admissions Survey 2014-2022 & Common App Data Reports

Growth Strategy 5: Establish a consortium of public universities and community colleges to better serve the incumbent early childhood workforce



- **Streamline degree** completion for workforce
- Students can take **coursework at multiple consortium institutions**
- **Community colleges degrees transfer in their entirety**
- **Navigators** provide personalized assistance for application and financial aid and connection to Coach
- **Coaches and Mentors** support students to persist and complete their studies
- **Scholarships for students and funding for institutions**
- **Enrollment increased 22% from 4,825 to 5,887**
- Embodied in [110 ILCS 28/](#)

www.ecace.org



Increase talent and innovation to drive economic growth.

Questions to discuss:

- Is the work described in each strategy comprehensive? Where do you feel we need to dive deeper or do more?
- What would success look like for each strategy? Will the efforts described get us there?



Break



III. Establish Priorities for Next Three Years

Where do we go from here?



- We have on-going implementation work for what has already launched
- We identified Strategies where we need to expand efforts or dig deeper
- We have Strategies not yet launched
- At the conclusion of *A Thriving Illinois* report, we identified immediate next steps
- Question for Board consideration: *What do you see as the priorities for the next three years?*

Next Steps outlined in *A Thriving Illinois*



- Immediate next steps from *A Thriving Illinois*:
 - *Develop an Accountability System*
 - ✓ *Launch Development of Institutional Equity Plans*
 - *Convene a Business and Employer Advisory Council to IBHE*
 - ✓ *Develop a Public University Funding System*
 - ✓ *Reinforce Learning Renewal and Social Emotional Supports*
 - *Re-Engage Adults*
 - ✓ *Respond to Early Childhood Educator Shortage*
 - *Enhance Transfer Infrastructure*
 - *Develop Full Implementation Plan*
- ✓ = *Work with comprehensive approach has begun*

Accountability Metrics identified during strategic planning process



DRAFT METRICS: All metrics will be disaggregated by race/ethnicity, gender, age group, income status, geography; tracked for first-time freshmen and transfer students, as appropriate

Close Equity Gaps

1. Enrollment and successful completion of early college programs; number of early college credit hours carried into college
2. Proportion of students placed in developmental education
3. Gaps in enrollment, retention, advancement, and 100% and 150% completion rates
4. Implementation underway of robust institutional equity plans and aligned strategies
5. Campus climate, including changing attitudes and practices in the workplace, as measured by campus Climate and Culture survey, conducted no less than every three years.
6. Diversity of faculty, staff, administrators, trustees of color, including new hires and their retention rates. Also, compare to demographics of state's student population.
7. Improving success of programs to develop pipeline of diverse faculty talent.
8. Proportion of students on-track, based on the "higher ed on-track" predictive tool



Close the equity gaps for students who have been left behind

Accountability Metrics identified during strategic planning process



Sustainability:



Build a stronger financial future for individuals and institutions.

1. Percent of median income required to attend college
2. Percent of students with loan debt
3. Student debt as a % of first-year earnings
4. FAFSA completion rates
5. Number of MAP-eligible students in “suspended status” (i.e. eligible but MAP funds have run out).
6. Percent of weighted average tuition and fees covered by MAP grant
 1. ALTERNATIVE 1: Income of families who can attend community college free of tuition and fees using MAP and Pell.
7. MAP claim rate
8. Number of students using of Treasurer’s loan product to cover the costs above MAP, Pell, and Direct Student Loans.
9. Minimum annual equitable, sufficient, and stable state investments for institutions through a new higher education funding system
10. Expenditures on each “service” per FTE employee (e.g spending on HR/FTE employee)
11. Spend on procurement before and after joint purchasing

Accountability Metrics identified during strategic planning process



Growth



Increase talent and innovation to drive economic growth.

1. Postsecondary attainment rate for adults aged 25 – 64
2. Enrollment, retention, progression, transfer (for community colleges), and completion rates
3. Number of adults enrolled, persisting, and completing credential/degree
4. Percentage of high school students who stay in Illinois for college and work
5. Percentage of high school students who go to college within 6 or 12 months after graduation
6. Percent of high school graduates enrolling in college with early college credit or a career credential
7. Percent of Dual Credit/Enrollment accepted by four-years
8. Percent of students placed in developmental education who subsequently complete the credit course and percent who complete their degree
9. Employers engaged with higher education through statewide Business Advisory Council to IBHE and through regional councils, partnerships, and relationships
10. Students' economic mobility pre- and post- program completion
11. Workforce gaps shown by unfilled jobs at the state and regional levels compared to credential/degree production
12. Employer demand for and graduate satisfaction with credentials
13. Innovative delivery options that are valued by students and employers

Equity and Sustainability Strategies Not Yet Launched



Equity

- Strategy 8: Expand college access and support models




Sustainability

- Strategy 5: Support new low-interest loan programs through the Office of the Treasurer for low-income students
- Strategy 6: Encourage creative options for family savings through Illinois' 529 plans
- Strategy 7: Pilot and expand shared services programs to reduce administrative costs
- Strategy 8: Expand joint purchasing among institutions

Growth Strategies Not Yet Launched



GROWTH

- Strategy 1: Leverage the Illinois Innovation Network
 - Strategy 2: Establish Business and Employer Advisory Council to the IBHE
 - Strategy 6: Expand models of teaching and learning to align with work of the future
 - Strategy 7: Enhance access to educator preparation programs
 - Strategy 8: Strengthen statewide transfer system
 - Strategy 9: Consider the role of the Private Business and Vocational sector in meeting workforce needs
- 

Next phase of work



Questions for consideration

- How much focus should be placed on launching new strategies versus implementing those that have been launched already?
- Recognizing that agency and institution resources are limited, what strategies would you like to see launched in the next year? Two years? Three years?
- How should an Accountability Framework be established?
- Are there other areas from the Next Steps outlined *A Thriving Illinois* that are priorities?



IV. Reflections and Recommendations on Board Meeting Structure and Board Engagement

Current structure



- Current meeting structure:
 - Board Chair Welcome Remarks
 - Host Institution Welcome
 - Executive Director's Report
 - Advisory Councils Annual Reports
 - Panel Discussion (s)/Presentation(s) on Strategic Plan/Policy Topic
 - Academic Action Items
 - Other Action Items (e.g. Budget Recommendations/Approval)
- Board does most work as a full body
- Executive Committee is only standing committee and meets only as needed to address urgent Board business between meetings
- Board members are occasionally asked to serve as IBHE representatives on other state committees (e.g. Equity Plan Advisory Committee; Teacher Performance Assessment Task Force)

Questions for Reflection and Recommendations



- Are there changes you would make to the Board meeting structure or insights you have from other boards that we should consider?
- Panel discussion/policy topics currently selected based on timeliness.
 - How important are the discussions of policy topics? Why?
 - Should there be another approach to selecting topic areas, such as an annual cadence, a set of themes that are covered at each meeting, or a single theme for the year to go more in depth?
 - How would you like to engage on policy topics?
- Are there other components to meetings we should add?
- What are the ways that are most important for you to engage as a Board member?

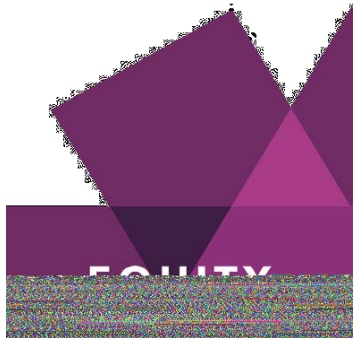


V. Public Comment



Appendix

25 Strategies for a Thriving Illinois



Close the
equity
gaps for
student
who have
been left
behind.

1. Support **learning renewal and student social emotional and basic needs**
2. Implement institution-level **equity plans and practices**
3. Use **equitable talent management** to increase and retain faculty, staff and trustees of color
4. Provide more pathways through **higher education for adults**
5. Consider a **direct admissions program** to simplify college search and admissions
6. Expand equitable access to **early college coursework** for high school students
7. Support implementation of **developmental education reform**
8. Expand **college access and support** models to improve college-going and completion

25 Strategies for a Thriving Illinois



SUSTAINABILITY

Build a
stronger
financial
future for
individuals
and
institutions.

1. **Invest** in public higher education through an **equitable, stable, and sufficient funding** system
2. Increase **Monetary Award Program (MAP) funding to \$1 billion** over ten years
3. Allow MAP grants to be used for **year-round study**
4. Address the **challenge of “holds”** on student accounts that prevent them from completing their degrees
5. Support new **low-interest loan programs** through the Office of the Treasurer for low-income students
6. Encourage creative options for family **savings through Illinois' 529 plans**
7. Pilot and expand **shared services** programs to reduce administrative costs
8. Expand **joint purchasing** among institutions

25 Strategies for a Thriving Illinois



GROWTH

Increase
talent and
innovation
to drive
economic
growth.

1. Leverage the **Illinois Innovation Network**
2. Establish a statewide **Business and Employer Advisory Council** to foster the growth of Illinois' talent pipeline
3. Align the state's **economic development and higher education** strategies, ensuring that both address historic inequities
4. Encourage high school graduates to **stay in-state for college** and keep talent in Illinois
5. Establish a consortium of community colleges and universities to better serve the incumbent **early childhood workforce**
6. Expand higher education models of teaching and learning to prepare students for **success in the work of the future**
7. Enhance access to **teacher preparation** programs
8. Strengthen the **credit transfer system** to help students stay on track
9. Consider the role the **Private Business and Vocational sector** for workforce needs