



IBHE Strategic Planning Board Meeting February 23, 2020



IBHE Strategic Planning Agenda, February 23, 2020

- **Welcome**
- **Strategic Plan Update** - Stacey Jordan (UPD) /Ginger Ostro (IBHE)
- **Design Work Group Update** - Pranav Kothari (Revolution Impact)
- **Design Work Group Progress:** - Ginger Ostro (IBHE)/Brian Durham (ICCB)/Board Discussion
 - Financial Aid & Student Debt
 - Manage Costs
 - High School, College & Career Connection
- **Next Steps** - Stacey Jordan (UPD)
- **Presentations** IBHE Faculty Advisory Council, Disabilities Advisory Council, and Student Advisory Council
- **Public Comment**

Strategic Plan Update



Flow of the Work

Board of Higher Education

Advisory Committee

Design Work Groups





Context for Strategic Plan

We recognize that this Strategic Plan is being developed in a time where:

- COVID-19 has shaped and will continue to reshape the educational experience.
- Racial injustice can no longer be ignored.
- Changes in the nature of work are accelerating.
- Innovative disrupters to traditional postsecondary education are growing.
- Budget challenges are exacerbated.



Working Vision Statement & Core Principles

Working Vision

Illinois has an equitable, accessible, innovative, nimble, and aligned higher education ecosystem that ensures individuals, families, and communities across the state can thrive.

Working Core Principles

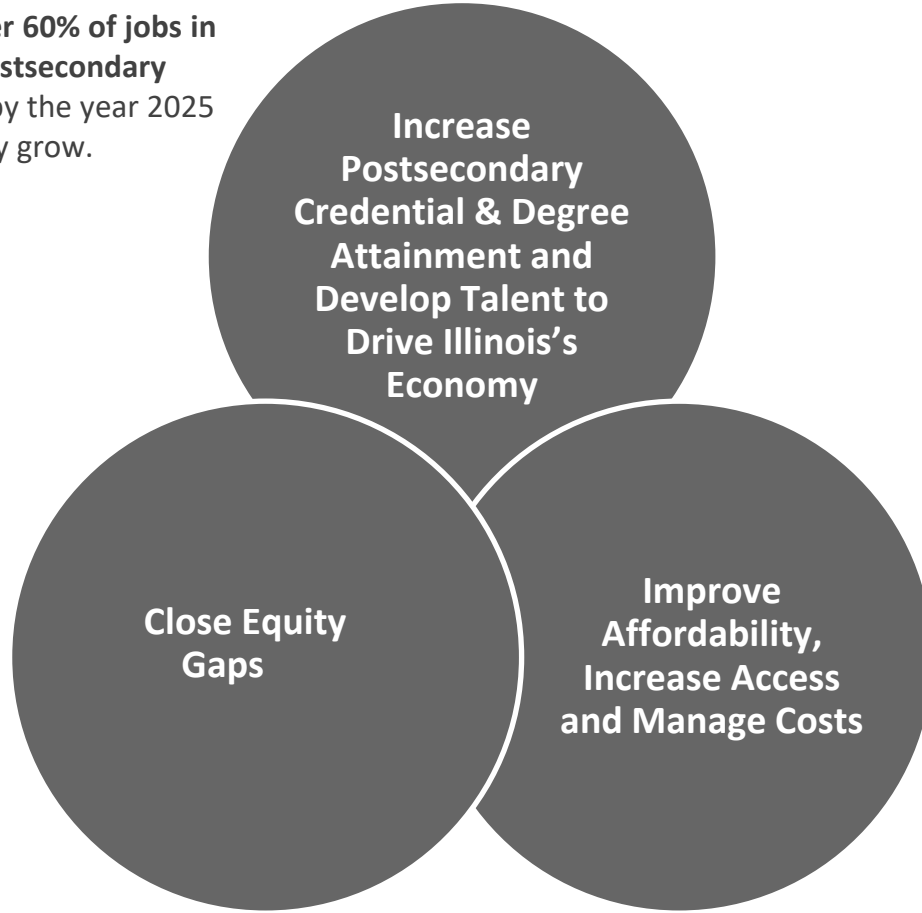
- Students are our priority.
- Equity drives our system.
- A varied, aligned, and articulated system is essential for success.
- We reinforce the P-20 education continuum.
- Higher education is a public good that enriches life.
- Talent drives our economy.



Working Priorities for Strategic Plan

Estimates are that **over 60% of jobs in Illinois will require postsecondary degree or credential** by the year 2025 and that need will only grow.

Too many students are left behind by our current higher education system – **particularly students who are African American, Latinx, low-income, first generation, rural, adults, or have disabilities.** We have a moral imperative, and with the changing demographics of the state, an economic imperative to adapt our system to meet their needs.



Affordability is too often seen as the biggest barrier to access and attainment. To increase attainment and close equity gaps **we must ensure access, address the underlying affordability issues, and consider the cost structure of higher education.** This includes opportunities to improve efficiency and equitable and adequate ways to fund the system.



Design Work Groups

Financial
Aid &
Student
Debt

Manage
Costs

High
School,
College,
and Career
Connection

Meet
State's
Workforce
Needs

Serving
Adults

Meet
Student
Need to
Close
Equity Gaps

Educator
Workforce

Adequate
and
Equitable
Funding

Future of
Learning,
Future of
Work

Design Work Group Process



Design Work Group Goals

- **Meeting 1:** Refine strategies to best address the question posed in the problem statement
- **Meeting 2:** Further refine strategies and identify baseline, short-term, and long-term metrics and accountability measures
- **Meeting 3:** Ensure the final recommended strategies and metrics and accountability measures are aligned with the core principles

Design Work Group Progress Update



Design Work Groups: Today's Focus

Financial
Aid &
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Meet
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Financial Aid and Student Debt-Work in Progress

Problem Statement Overview:

Affordability is too often seen as the biggest barrier to access and attainment. Student debt has increased and has led to inequitable outcomes. **What are opportunities to address affordability through increased financial aid and reduced student debt?**



Financial Aid and Student Debt –Work In Progress

Updated Strategies

- Continue to invest in MAP, with particular concern for students who complete FAFSAs too late to receive a MAP grant, typically community college students
- Offer MAP for year-round study
- Help students address total cost of attendance
- Reinforce importance of equity in merit aid, like AIM HIGH
- Provide student emergency aid
- Expand FAFSA completion efforts
- Ensure information equity for all students
- Keep intersection of money and knowledge open
- Address student debt [strategies under development]

Outstanding Questions

- Agree on definition of “affordability”
- What should IL do to address current levels of student debt? To help minimize students’ reliance on debt, and if they must rely on debt, how to ensure it is affordable and “safe”?
- What are the implications of FAFSA changes? What, if anything, should we be planning for?

Next Steps

- Assess Impact: If we implement these strategies, will we have substantially increased affordability in Illinois?
- Establish Timeframe and Accountability



Manage Costs-Work in Progress

Problem Statement Overview: Operating costs for higher education continue to increase. What are the opportunities to reduce institutional costs through improved administrative efficiency? **How do we “bend” the cost curve?**



Manage Costs-Work in Progress

Updated Strategies

- Pilot and, if successful, expand shared services for routine human resource functions governed by state entities (e.g. civil service, benefits, retirement)
- Elevate opportunities leverage scale through joint purchasing through existing mechanisms
- Explore statewide versus institution-specific student health insurance purchasing

Outstanding Questions

- Consider regionally-responsive shared services as an alternative to statewide shared services
- Are there other drivers of costs that can be addressed?

Next Steps:

- Timeframe and metrics



High School, College, and Career Connection- Work in Progress

Problem Statement Overview: Many students enrolled in Illinois' public high schools face barriers when transitioning from high school to college and/or career. This is particularly true for students of color, low-income students, and students who are first in their families to go to college.

While recent data suggests that AP success rates are climbing, access to dual credit is increasing and remediation rates are dropping, better transitions between high school to colleges and ultimately into careers remain critical. **To bolster these successes, and to close persistent equity gaps, the higher education system must work to overcome the barriers that students face in this transition.**



High School, College, and Career Connection- Work in Progress

Updated Strategies

- Support the learning renewal of students as education emerges from the pandemic.
- Fully implement and evaluate the ongoing work on the high school to college and careers transition
- Expand equitable access to and success in early college.
- Expand the role of college access and support models.
- Examine and address out migration patterns in the Illinois higher education system

Outstanding Questions

- Should there be a specific goal for access to early college?
- What strategies would address outmigration?

Next Steps

- Synthesize metrics identified; Timeframe

Next Steps



Next Steps – Proposed Updated Timeline

- **March 31:** Review draft strategic plan with full updates from Design Work Groups and Advisory Committee
- **April 13:** Final Advisory Committee meeting
- **Week of April 26:** Final Draft Posted for Public Comment and Town Halls
- **May 13:** Final IBHE action on strategic plan