



# IBHE Strategic Planning Board Meeting

September 15, 2020



## Agenda

- Set Up and Introductions
- Strategic Process Overview
- Preliminary feedback
- Vision Setting for IBHE
- Public Comment
- Wrap Up



## UPD Consulting Overview

UPD is registered as a minority-owned business. Since its inception, UPD Consulting has striven to provide employment and subcontracting opportunities to minorities, women and W/MBE firms.

We have a fundamental belief in the necessity and the value of public sector organizations to **improve our society and the lives of those who live in it**. Our mission in this endeavor, and the vision of the world that motivates us is **good ideas lead to great outcomes through strong public sector leadership and management**.



## UPD Consulting Overview

For over a decade, UPD has worked with public universities, state education agencies, local education agencies, charter schools, foundations, and others involved in the transformation of public education to realize their visions through **strategic planning, implementation support, and change management.**

We understand the post-secondary students Illinois has served and currently serves, and we understand the communities and students who will benefit from a positive transformation of the state college and university system.



## Role of UPD

- Facilitate board member focus groups to include IBHE and ICCB board members
- Facilitate and identify key priorities from stakeholder focus groups
- Develop and administer public survey
- Create and manage ongoing social media presence to engage community
- Support work sessions to understand the State's greatest needs, leveraging its strengths to create a set of values, vision, mission, and strategic priorities that are student-centered and provide high value to the State of Illinois
- Support robust community engagement through virtual focus groups of stakeholders across the state and virtual "town hall" events
- Draft, collect review feedback and finalize strategic plan



## Strategic Process Overview

The Illinois Board of Higher Education, in cooperation with the Illinois Community College Board and Illinois Student Assistance Commission, is developing a new Strategic Plan for higher education.

The strategic planning process will be designed **to address systemic inequities that have affected Illinois's postsecondary outcomes, the needs of the state's economy, and postsecondary attainment.**



## Strategic Process Overview



**Focus groups** with IBHE board members to begin to identify key vision tenets and priority planning themes.



**Stakeholder engagement** through a public survey, online engagement and listening sessions, and focus groups. Standing committees to each of the higher education Boards, as well as the array of existing stakeholder committees and working groups will be invited to provide their input into the process.



**Advisory committee** that will identify a high-leverage set of goal areas, strategies, and key outcome metrics to fulfill the Board's vision and strategic direction.



**Design work groups** that will develop a theory of action for each strategic plan goal area, articulate specific strategies that support the theory of action, establish measurable metrics to track progress and success, and identify key organizations that should be involved in the accomplishment of each strategy.



**Research and analysis** that will inform an understanding of the landscape, supply and demand, gaps, successful practices, and the strategies being developed.



# Overview of Strategic Plan







## Role of Board Members

- Participation in Board member focus groups
- Review early input from focus groups to inform the vision of the strategic plan
- Develop charge of the Advisory Committee
- Identify a Board Liaison for the Advisory Committee
- Receive regular updates from and provide feedback to staff and Board liaisons while advisory committee, design work groups, and community engagement takes place
- Review and provide feedback on draft strategic plan recommendations
- Approve final strategic plan



# Timeline of Strategic Planning Process

September

Conduct initial focus groups

October- November

Engage a broad representation of stakeholders through focus groups, listening tours, and online engagement

December - January

Convene advisory group to identify goal areas, strategies, and outcome measures

January - February

Develop specific recommendations to support strategic goal areas through design work groups and advisory group draft strategic plan

February - March

Solicit public feedback on draft plan; finalize and IBHE approves strategic plan. ICCB and ISAC endorse plan



## What are *emerging* themes from the preliminary focus groups?

*These focus groups included Board members, Public University Presidents/Chancellors, and Community College Presidents. More focus groups with key stakeholders are forthcoming.*



## Why is the Strategic Plan important to you?



**Charts a shared vision for higher education in Illinois** that acknowledges the regional differences, the diversity of institutions, and the massive changes that have changed student and workforce barriers to access quality education



**Provides a pathway to equity** in higher education access, attainment, and affordability with a focus on those who are most underserved and **elevates their voices** in this process



Creates opportunity to **restore public confidence in Illinois higher education system**, especially given the large number of students who leave the state for continued education



Addresses **statewide labor force needs, non-market benefits** of higher education beyond individual student and institutional goals, and **evolving role of higher education**



## What do you hope it will achieve?

- Provides institutions, the IBHE board/staff, General Assembly, and others stakeholders a **structure and accountability mechanism** for driving decisions about **programs and funding**
- Provides a **realistic pathway forward** that is based on an **equitable funding formula**
- Creates opportunities for **strategic collaboration** and **unity** across **disparate stakeholders**
- Leverages **successful scalable pilot programs**
- **Identifies clear commitments of funding** that connect with **key priority areas** and **outcomes**



## What questions do you hope it answers?

### Equity

- How do we ensure affordability, accessibility, and attainment for all students?
- Where do we focus funding, resources, and time to operationalize equity within the system and use metrics, equitable funding, and data-driven outcomes to ensure that we accomplish the goals?
- How do we analyze outcomes by student portfolios and accordingly design pathways?

### Funding

- How do we create a funding strategy to offset unpredictability of funding and increases in higher education costs?
- What can the state realistically afford?
- How can we create a systemic way to continuously advocate for funding to key stakeholders?
- How will institutions have more certainty about their multi-year funding?

### Delivery

- How do we create instructional and pedagogy practices that are student-centered and continuously respond to evolving industry needs?
- What are new and innovative ways to meet the needs of underserved populations? How might we restructure the size, scale, and mix of delivery models to meet the needs of communities?
- How will community colleges be elevated as part of the solution?

### Governance

- What is the role of IBHE relative to the state of higher education and other partners?
- How can we train trustees on the strategic plan?
- How will the higher education system collaborate together across the different types of institutions?
- How are institutions be held accountable or the success of students?



## What does success look like 5 years from now for the higher education system? 10 years from now?

- **Enables** all learners to have access to **student-centered** education experiences of their choice, that empowers them to **access careers** and **become civically engaged**
- **Inclusive definition of success** that acknowledges the diversity of institutions and changing nature of a higher education landscape
- **Reordering the size, scale, and mix of delivery models** to match lived experiences of students, workforce needs, availability of funding
- **A resilient system** that recognizes the **challenges of implementing a strategic plan** in an evolving political and economic landscape
- **Equity-driven decisions** about programs, structures, and funding that is based on the voices and perspectives of all stakeholders, especially those that are underserved
- **Use of metrics** to track landscape, forecast trends, and measure outcomes
- **Clear funding structure** that is backed by data and tied to desired outcomes of the state
- Clarity around **role of IBHE** and its partners



## What would it take to close equity gaps in higher education?

- **Alignment around priorities** and how resources are being allocated at the state-level
- **Meaningful collaboration** across colleges, universities, and IBHE/ISAC/ICCB/ISBE
- **Use of successful scalable models, high impact practices, and data** to see how to **best invest funding** to improve access and attainment (e.g. Freshman on Track, Partnership for College Completion, PaCE)
- **Effective governance system** with shared understanding of the value of the strategic plan to drive decision-making and processes
- **Comprehensive approach to resource allocation** that reflects intention to close equity gap and a **focus on data to drive decisions**
- **Consideration of the *full* educational pipeline** (e.g. not just higher education access, but also K-12 and secondary completion and retention) and the **cultural climate** and **wraparound supports** needed for students, faculty, and staff to be successful
- **Analysis of technology gaps to understand disparities in access**, especially for rural and inner city communities
- Recognition of **diversity of needs of community colleges** and the need for **wraparound services**
- Strong partnerships to support **high school to college pathways and student assistance programs**
- **Accountability mechanisms that hold institutions accountable** for not meeting equity standards
- Analysis of the **barriers to achieving equity**





## Vision Setting for IBHE

*We start the strategy work by creating a “north star,” an overarching direction for the strategy that concisely answers the following questions:*

**What must higher education look like in Illinois so that all students can thrive?**

**What must higher education look like in Illinois so that all families can thrive?**

**What must higher education look like in Illinois so that all communities can thrive?**



# Public Comment



## Wrap Up

- Recap of what was achieved today
- Next steps: focus groups, administer and analyze public survey
- Next board meeting: mid-October (TBD)