IBHE Strategic Planning Board Meeting

December 8, 2020

Agenda

- Status Update (10 min)
- Advisory Committee and Design Work Group Next Steps (15 min)
- Review Engagement Report (25 min)
- Q&A (10 min)

Strategic Plan Timeline Update

September
- Held **nine** focus groups with key stakeholders
  - IBHE and ICCB Board (5), Public University Presidents, Private University Presidents, Community College Presidents and Legislators
- IBHE staff collected input from Faculty Advisory Council, Student Advisory Council, Community College Presidents' Council, Legislative Higher Education Working Group, ISAC Commissioners, Academic Leaders
- IBHE Board discussed strategic plan overview (9/15)
- Administered Survey. As of 10/1-- **3147** participants

October-November
- IBHE Board Reviews phase one engagement (October 26)
- Exec Comm confirms vision, core principles, priority areas (November 16)
- Phase 2 engagement: regional and stakeholder-specific focus groups
- Advisory Committee established and receives charge
- Social media engagement initiated

December-January
- Convene Advisory Committee to identify goal areas, strategies, and outcome measures
- Phase 3 engagement

Regular updates/feedback from Board

January- February
- Develop specific recommendations to support strategic goal areas through design work groups and advisory group draft strategic plan
- Phase 3 engagement

Regular updates/feedback from Board

February-March
Solicit public feedback on draft plan; finalize and IBHE approves strategic plan; ICCB and ISAC will endorse

3

Board of Higher Education
Provides the vision and charge to the Advisory Committee; periodically reviews and provides feedback on its work; and ultimately approves the final strategic plan.

Advisory Committee
Applies the Board's articulated vision to the planning process as it develops the recommended goals, objectives and strategies that will make up the strategic plan.

Design Work Groups
Develops a theory of action for key goals; identifies and articulates specific strategies that supports the theory of action; establishes measurable metrics that will be used to track progress and success; and identifies the key actors that should be involved to accomplish of each strategy

Community Engagement and Focus Groups
Focus groups will be regionally-based and will raise the voices and perspectives of a broad representation of stakeholders based, along with a public survey. Social media and written submissions allow additional input.

Phase 1: September 8 - October 19, 2020
Phase 2: October 19, 2020 - November 25, 2020
Phase 3: November 25 - February 1

We are public sector change agents   www.updconsulting.com

Working Priorities for Strategic Plan

In order to fulfill the vision over the next 10 years and in alignment with the core principles, Illinois must:

Improve Affordability, Increase Access and Manage Costs	Increase Postsecondary Credential & Degree Attainment and Develop Talent to Drive Illinois's Economy	Close Equity Gaps

Example: Advisory Committee → Design Work Group Process

INCREASE POSTSECONDARY CREDENTIAL/DEGREE ATTAINMENT AND DEVELOP TALENT

- **Communicate the value of higher education** and lifelong learning to students and working adults
- **Create connections and preparatory pipelines with employers** for students to have real-world application of skills
- **Hire more faculty and staff of color** to increase recruitment and retention of underrepresented populations
- **Develop private partnerships to increase corporate investment in higher education**, build relationships between businesses and local institutions and create P-20 talent pipelines
- **Create opportunities for meaningful collaboration across colleges and universities** that enable all learners to have access to education experiences of their choice and empowers them to access careers

Advisory Committee and Design Work Groups Relationship

Meeting 1: Introduce strategic plan and outline preliminary sub-priorities

Meeting 2 : Look further at experts/data; Identify sub-priorities for Design Work Groups

Design Work Groups (3 meetings per sub-priority) will meet in January and February to identify theory of action, suggested metrics, and outcomes across sub-priorities

Meeting 3: Design Work Groups present theory of action across priority areas

Advisory Committee send preliminary draft of DWG progress and materials to date to Board for review

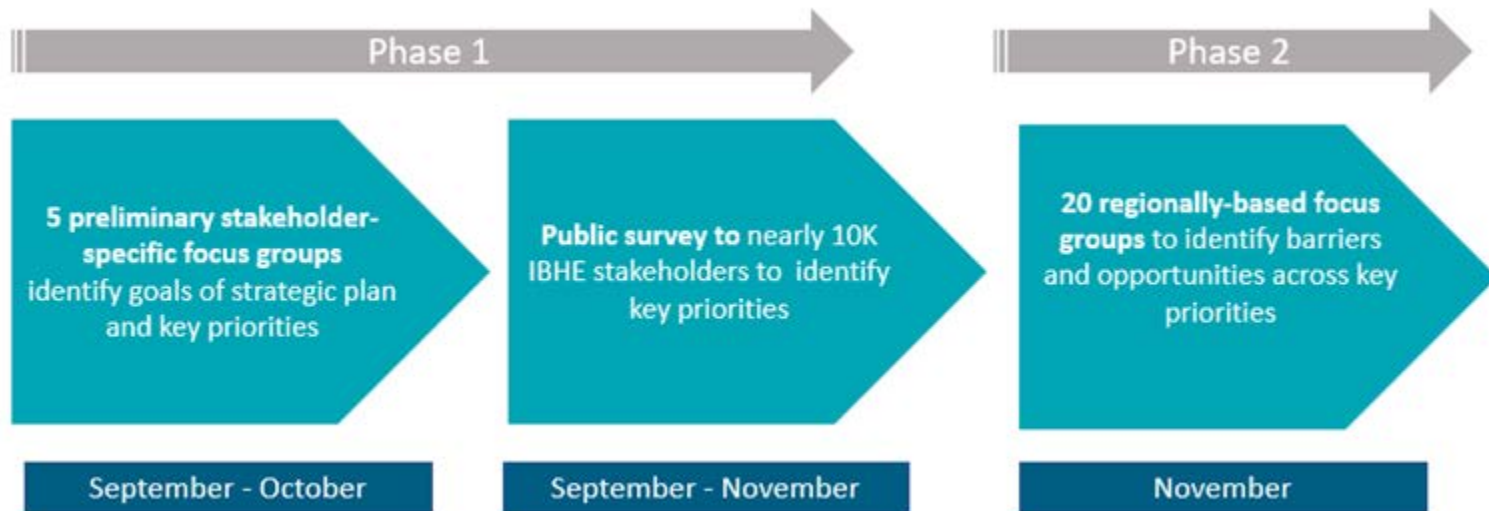Meeting 4 : Design Work Groups present theory of action across priority areas

Meeting 5 : Advisory Committee signs off on sub-priorities theory of action and prepares to present draft to the board on March 31st

Engagement Report

Engagement Overview

Phase 1

Phase 2

5 preliminary stakeholder-specific focus groups identify goals of strategic plan and key priorities

Public survey to nearly 10K IBHE stakeholders to identify key priorities

20 regionally-based focus groups to identify barriers and opportunities across key priorities

September - October

September - November

November

Phase 1 Survey: Key Issues

The public survey was designed so that participants selected up to three issue areas that were important to them (out of eight total areas):

- Cost
- Enrollment
- Equity
- Quality of Instruction
- Student Supports
- Employer/Higher Ed Relationship
- Operating Structure
- High School Transition

Survey Open from September-November

Phase 1 Survey: What are the key issue areas for Illinois' stakeholders?

What are the top three **issue areas** for different stakeholders? (N size)						
All Students N=3337	Faculty N=1945	College Administrators N=1035	K-12 Administrators N=117	Community Members N= 100	Early Childhood N=36	Employers N=71
1 Cost (1239)	Cost (1020)	Enrollment (652)	Cost (81)	Cost (87)	Cost (23)	Cost (49)
2 Employer Relationship (1445)	Equity (1020)	Cost (560)	Equity (53)	Equity (66)	Equity (19)	Equity (37)
3 Equity (1239)	Enrollment (885)	Student Supports (378)	Student Supports (44)	Employer/higher education relationship	Quality of Instruction (18)	Employer (34)

Key: Across the different roles (N size varies based on sample), more than 75%, 50-75%, 25-50% selected this issue area.

Note: Responses are included from those that selected a stakeholder group in the survey.

Phase 1 Survey: Sub Issues

Participants then selected **sub-issues** that were most important to them out of their top three issue areas. For example, if a stakeholder selected **employer relationship** as a key issue, they were asked:

*What issues related to **employer relationship** are most important to you? Please select up to 3.*

- Graduates who have a the knowledge and skills desired by employers
- Graduating college with a clear path to land a job or pursue further schooling
- Recruiting students to get degrees in high-needs fields
- Questioning the relevance of a degree or credential
- Institutional ability to meet employer workforce needs
- Higher education systems' ability to meet state's economic and workforce needs

Phase 1 Survey: What are the sub-issues for Illinois stakeholders?

What are the **top granular issues** across all the issue areas? (N size)							
Costs N=5387	Quality of Instruction N=2748	Equity N=3489	Student Supports N=2992	Employer Relationship N=2748	Enrollment N=2311	Operating Structure N=1810	High School Transition N=1164
1	Affordability (3535)	Academic Excellence (2227)	Closing the equity gap (2405)	Mental health/trauma -informed practices (1575)	Graduating with a clear path to land a job or pursue further schooling (2061)	Retention of current students (1817)	Efficiency of institutions operations (1308)	Developmental education (768)
2	Student debt burden (2748)	Flexibility in academic programs (1174)	Climate and culture on campus (2220)	COVID 19 Impact (631)	Graduates who have the knowledge and skills desired by employers (1839)	Recruitment of new students (1742)	Structure of higher education in Illinois (1065)	Students who leave high school well prepared to pursue a career or college major (732)
3	Gap between financial aid and full cost of college (1512)	Teaching methodology (1021)	Diverse faculty (2094)	Academic advising (646)	Institutional ability to meet employer workforce needs (1046)	Changing demographics (882)	Governance of higher education (1040)	High school college advising (592)

Key: Across all participants, more than 25%, 15-25%, 10-15%, and 5 -10% selected this granular issue area.

Phase 1 & 2: Key Takeaways

IMPROVE AFFORDABILITY, INCREASE ACCESS AND MANAGE COSTS

- **Address prohibitive higher education costs**, including costs associated with tuition, books and internet
- **Develop a funding strategy** that acknowledges student debt and provides stability to offset unpredictability of the political landscape
- **Understand competing priorities and responsibilities for students** who may have to work full time and attend school full time
- **Stabilize state funding structures** to reduce burden of cost on students and families, allow for better and more long-term planning for institutions, and provide more supports to underserved students
- **Provide programs for high school students**, such as early college offset learning gaps, in postsecondary learning
- **Increase transferability across different institutions** and between workforce and higher education institutions to allow working adults to demonstrate their competencies

Feedback was taken from September to November and includes a variety of voices such as IBHE board, students, higher ed administration, legislators and regional stakeholder groups

Phase 1 & 2: Key Takeaways

INCREASE POSTSECONDARY CREDENTIAL/DEGREE ATTAINMENT AND DEVELOP TALENT

- **Communicate the value of higher education** and lifelong learning to students and working adults
- **Create connections and preparatory pipelines with employers** for students to have real-world application of skills
- **Hire more faculty and staff of color** to increase recruitment and retention of underrepresented populations
- **Develop private partnerships to increase corporate investment in higher education**, build relationships between businesses and local institutions and create P-20 talent pipelines
- **Create opportunities for meaningful collaboration across colleges and universities** that enable all learners to have access to education experiences of their choice and empowers them to access careers

Feedback was taken from September to November and includes a variety of voices such as IBHE board, students, higher ed administration, legislators and regional stakeholder groups

CLOSE EQUITY GAPS

- **Expand opportunities for asynchronous learning** for all students to increase postsecondary attainment
- **Hire more multilingual counselors and resource staff** to garner trust among students, specifically undocumented students
- **Provide culturally competent support** for underserved students seeking guidance, scholarships and mentorship
- **Increase investment in and utilization of minority businesses** in higher education to further recruitment, create pipelines and foster connections with the greater community
- **Prioritize equity-driven decisions** about programs and structures for the success of all students, especially those that are underrepresented or historically underserved to include student supports and affordable options to ensure postsecondary attainment

Feedback was taken from September to November and includes a variety of voices such as IBHE board, students, higher ed administration, legislators and regional stakeholder groups

Questions?

Next Steps for Board

- **January 13:** Review updates from the Advisory Committee

- **February 23:** Review work from the Advisory Committee and Design Work Groups

- **March 31*:** Board approves final version of Strategic Plan; ICCB and ISAC endorse plan

*Additional review will take place as needed