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

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.
Built on Community Engagement

Nine Preliminary stakeholder specific focus groups to identify goals of strategic plan and key priorities

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

Strategic Plan draft posted for public comment and Town Halls to gather feedback

PHASE 1

Public survey to nearly 10,000 IBHE stakeholders to identify key priorities

PHASE 2

PHASE 3

PHASE 4

Public comments through written comment
<table>
<thead>
<tr>
<th>Students are our priority.</th>
<th>Equity drives our system.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Higher education is a public good that enriches life.</td>
<td>Our diverse institutions work in concert.</td>
</tr>
<tr>
<td>We reinforce the P-20 education continuum.</td>
<td>Talent, research, and innovation drive our economy.</td>
</tr>
</tbody>
</table>
## Disparities in Postsecondary Attainment

**Educational Attainment in Illinois (Age 25+) by Race/Ethnicity**

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>Bachelor's or Higher</th>
<th>Associate's or Higher</th>
<th>Some College, No Degree</th>
<th>High School Diploma/GED or Less</th>
</tr>
</thead>
<tbody>
<tr>
<td>African American</td>
<td>21.4%</td>
<td>14.1%</td>
<td>16.2%</td>
<td>64.1%</td>
</tr>
<tr>
<td>Latinx</td>
<td>38.1%</td>
<td>11.5%</td>
<td>8%</td>
<td>62.6%</td>
</tr>
<tr>
<td>Asian</td>
<td>40.2%</td>
<td>8.5%</td>
<td>9.9%</td>
<td>22.9%</td>
</tr>
<tr>
<td>White</td>
<td>32.4%</td>
<td>8%</td>
<td>10%</td>
<td>20.2%</td>
</tr>
</tbody>
</table>

**Educational Attainment in Illinois (Age 25+) by Rurality**

<table>
<thead>
<tr>
<th>Rurality</th>
<th>Bachelor's or Higher</th>
<th>Associate's or Higher</th>
<th>Some College, No Degree</th>
<th>High School Diploma/GED or Less</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rural</td>
<td>19%</td>
<td>11%</td>
<td>24%</td>
<td>47%</td>
</tr>
<tr>
<td>Non-Rural</td>
<td>37%</td>
<td>8%</td>
<td>20%</td>
<td>35%</td>
</tr>
</tbody>
</table>

- **Bachelor's or Higher**
- **Associate's or Higher**
- **Some College, No Degree**
- **High School Diploma/GED or Less**
Equity Gaps Facing African American Students

ENROLLMENT CHANGE OVER TIME
Enrollment has dropped 34% for African Americans.

2013
107k students enrolled

2019
70k students enrolled

2019 GRADUATION RATES

Public Universities
- African American: 38%
- White: 70.1%

Community Colleges
- African American: 14.2%
- White: 38.4%

Non-Profit Institutions
- African American: 40.4%
- White: 70.5%

For Profit Institutions
- African American: 18.5%
- White: 29.3%
Equity Gaps Facing Latinx Students

ENROLLMENT CHANGE OVER TIME

Enrollment has increased by over 8% for Latinx students.

2013
118k Latinx students enrolled

2019
128k Latinx students enrolled

2019 GRADUATION RATES

<table>
<thead>
<tr>
<th>Public Universities</th>
<th>Community Colleges</th>
</tr>
</thead>
<tbody>
<tr>
<td>52.5%</td>
<td>25.5%</td>
</tr>
<tr>
<td>70.1%</td>
<td>38.4%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Non-Profit Institutions</th>
<th>For Profit Institutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>57.4%</td>
<td>28.2%</td>
</tr>
<tr>
<td>70.5%</td>
<td>29.3%</td>
</tr>
</tbody>
</table>
Equity Gaps Facing Low-Income Students

ENROLLMENT CHANGE OVER TIME
Enrollment has decreased by 33% for low-income students.

2013
280k low-income students enrolled

2019
195k low-income students enrolled

2019 GRADUATION RATES

Public Universities
- Pell: 49.9%
- Non-Pell: 74.1%

Community Colleges
- Pell: 26.7%
- Non-Pell: 34.8%

Non-Profit Institutions
- Pell: 52.8%
- Non-Pell: 75.5%

For Profit Institutions
- Pell: 24.5%
- Non-Pell: 32.8%
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.
Equity—Close Equity Gaps for Students Who have been Left Behind

We need a higher education system in Illinois designed to meet the needs and lead to the success of historically underserved and underrepresented students, with particular attention paid to Black, Latinx, Low-Income, rural, and working adult students, so that all students can thrive.
1. Support **learning renewal and student supports**

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
Equity—Close Equity Gaps for Students Who have been Left Behind

These recommended equity strategies incorporate data-driven and best practices that help to address the persistent equity gaps in higher education and lay the framework for an aligned higher education system that serves students independent of the path they take.
Affordability is one of the biggest barriers to higher education access and success, especially for low-income students, students of color, working adults, rural students, and many others who are underserved by the higher education system.
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
Growth: Increase Talent & Innovation to Drive Economic Growth

Our state’s universities are hubs of research, discovery, and innovation that continue to drive the economy forward and contribute to Illinois’ 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
Next Steps

- Accountability System
- Institutional Equity Plans and Practices
- Business and Employer Advisory Council
- Early Childhood Educator Consortium
- Higher Education Funding System
- Learning Renewal and Social-Emotional Support
- Engage Adults
- Transfer Infrastructure
- Detailed Implementation Plan
Higher Education is the Path to a Thriving Illinois

The challenge of the next decade is to focus on creating broad, sustainable, and equitable paths to a prosperous future for every learner, leader, and community that we engage.