

## Memo

**Re: Chancellor FY19 Priorities and Goals**

**To: Chair Walter E. Massey, members of the CCC Board of Trustees**

**Date: October 4, 2018**

**From: Chancellor Juan Salgado**

Chair Massey, Distinguished Trustees:

Thank you for asking me to outline my FY19 operational and academic priorities. As you will see below, my focus this year will be on continuing to rebuild City Colleges strong financial foundation, developing core strategic framing and goal setting documents, completing key hires and infrastructure projects, and continuing the strong upward trajectory of student outcomes.

Specifically, I intend to:

1. Develop a strategic framework and key supporting plans.

With the conclusion of City Colleges' five-year strategic plan this year, we will produce a new strategic framework document for the district that outlines City Colleges' mission, vision, values and priorities by the end of this year. The framework will provide the colleges with guidance for the development of college-specific strategic plans the following year. This strategic framework will be accompanied by targeted plans associated with key priorities, including a capital plan, strategic enrollment plan and equity plans for all seven colleges. The strategic enrollment plan will encompass the full complement of enrollment-related activities, from marketing, recruitment, and community outreach to retention and student financial health, and will be critical in our efforts to realize positive enrollment growth at all of our colleges in spite of recent negative statewide enrollment trends. The equity plans will examine racial, ethnic and gender outcomes across our seven colleges identifying strategies to close degree and certificate attainment gaps.

2. Achieve key performance indicators

This year, we will outline a system-wide set of key performance indicators to measure student success, including achievable and stretch goal targets for each college as defined by the college presidents and their teams. We will monitor progress toward these KPIs and report out on our progress at the end of the tracking period.

3. Define and make progress toward our work-based learning goal.

I am committed to closing the gap between work and education, and offering our students the chance to earn while they learn. That is why, this past May, I set an ambitious goal to ensure that at least half of our graduates receive a work-based learning opportunity, be it an apprenticeship, internship or other model, during or immediately following their City Colleges experience. This year, we will work with partners to define the scope of work-based opportunities to be included in this goal as well as a timeline and process for reaching the goal, while we simultaneously continue to develop new work-based learning opportunities and connect students to these experiences. This year, we will also raise philanthropic funds to support this new project.

4. Drive financial performance to continue to rebuild cash reserves and achieve a net operating surplus in the next 3 to 5 years.  
As City Colleges continues to recover from years of significant state disinvestment, we will remain focused this year on rebuilding our cash reserves and achieving a net operating surplus, the latter of which is a multi-year goal. City Colleges made strong progress in the last year. Today, City Colleges' cash reserves well exceed the advisable 90 days of cash level (\$70 million). Rating agency S&P has indicated that a net operating surplus will be necessary to move our bond rating from BBB stable outlook to BBB positive outlook. The priority for this year is to achieve an operating surplus (not including depreciation). While this will be a very difficult goal to achieve, I am committed to it.
5. Successfully complete the remaining three presidential searches.  
Having completed three presidential searches this past year at Malcolm X College, Kennedy-King College, and Harold Washington College and re-appointed the president at Wright College, in 2018-19, we will select permanent presidents for our remaining three City Colleges. The search for a permanent president at Truman College will be complete in Fall 2018. The search process is underway for the president of Daley College, and the search for a permanent president of Olive-Harvey College will begin by Spring 2019.
6. Successfully complete the capital projects at Olive-Harvey College and Daley College.  
This year, we will complete construction on both the Transportation, Distribution, & Logistics Center at Olive-Harvey College and the Manufacturing Technology & Engineering Center at Daley College, which will help prepare our students for careers in some of the fastest-growing fields in our region.
7. Support effective Trusteeship  
I am committed to ensuring the members of the Board of Trustees feel well informed and well engaged so they can be effective in their governance roles. We have had success this past year with a committee structure, which we seek to continue. An aim last year that we would like to revisit this year will be to produce a tool, in partnership with the Board of Trustees, which will allow us to measure Trustee satisfaction.

Thank you in advance for your feedback on these goals. I look forward to working with you to help our students find success and, in doing so, to contribute to an inclusive Chicago economy.

All the best,  
Juan

Juan Salgado  
Chancellor  
City Colleges of Chicago