



# Chicago Roadmap

Progress Report 2021

Let's Go.



[CHICAGOROADMAP.ORG](http://CHICAGOROADMAP.ORG)

## LETTER FROM OUR LEADERSHIP

From their earliest years in the classroom, students learn that what they can accomplish with the support of others — including their teachers, peers, and mentors — is more than they would be able to achieve on their own.

In order to ensure that the next generation of Chicago leaders is well-equipped to succeed, we must provide each student with the support they need to reach their full potential — from pre-k, to and through college, and toward a fulfilling career.

The Chicago Roadmap is our commitment to our students. It establishes an unprecedented level of alignment between Chicago Public Schools (CPS) and City Colleges of Chicago (CCC) to ensure a seamless transition for students that will encourage them to succeed in college. It is a comprehensive, multi-year strategy that prioritizes high-quality instruction, earlier access to advanced programs, and targeted support to ensure their postsecondary success. These efforts will build on initiatives that have already shown great promise over the past few years.

Equity is our guiding principle as we work tirelessly to ensure that every student, regardless of their neighborhood, graduates from high school prepared for college and graduates from college ready to make a positive impact on their community through a meaningful career.

We look forward to working with schools and communities across Chicago to reach these goals that will strengthen our future as a city. Just like in the classroom, we can achieve more together than we can on our own.

Sincerely,



**Lori E. Lightfoot**  
Mayor  
City of Chicago



**Juan Salgado**  
Chancellor  
City Colleges of Chicago



**Pedro Martinez**  
CEO  
Chicago Public Schools



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## ABOUT CHICAGO ROADMAP

**The Chicago Roadmap is an unprecedented partnership between Chicago Public Schools (CPS) and City Colleges of Chicago (CCC) to support students along a seamless path to and through college on the way to their chosen careers.**

Through the Chicago Roadmap, CPS and CCC are transforming their relationship from a successful collaboration to full convergence.

By expanding access to high-quality programs, advising, and supports, the Chicago Roadmap strives to dramatically and equitably increase student outcomes in college readiness, college enrollment, college persistence, college degree attainment, and employment.

*All images featured in this report were taken prior to the Covid-19 pandemic.*



## EXECUTIVE SUMMARY

CPS and CCC have partnered on many initiatives and programs in the past, but the Chicago Roadmap is different. Through an equity-driven systems alignment, we are working to give all students a seamless transition to post-secondary options while focusing support and outreach on students who need it the most. Twenty-five working groups of CPS and CCC staff launched in October 2020. They are focused on the five key domains in the Chicago Roadmap, outlined in pages 7–17, and the nine game changers for equity strategies aligned to the domains. All the strategies are based on extensive research with a special focus on students at Options schools, diverse learners, young men of color, and students at small schools. Detailed project plans have been co-developed.

These strategies include transitional high school coursework that reduces the need for remedial coursework in college and dual credit courses to give students the opportunity to earn college credits while still in high school.

Enrollment processes, shared insights, and improved educational and employment support structures have been created between the two institutions to ease student transitions from high school to college and to provide work-based learning experiences throughout high school and college.



Plus, students will receive additional support as needed to help them succeed.

To achieve this together, CPS and CCC have implemented Chicago Roadmap governance, identified fundraising needs, and created co-branded messaging and marketing materials. Each working group meets regularly to share status updates, problem-solve, remediate stalled measures, and take next steps based on outcomes and pilot programs.

This is the inaugural progress report.

# THE GROUNDWORK

January 2019 - December 2019

## Foundational Research

Education First conducted extensive background research and analyzed findings and data from CPS, CCC, and key partner organizations. This included interviews with 10 national experts and leaders of K-12 and community college systems, 52 stakeholders, 17 nonprofits, and 15 philanthropic partners as well as 12 focus groups with students, parents, faculty, and staff. From this, a detailed report on current assets and 12 key challenges were identified.

January 2020 - June 2020

## CPS and CCC Roadmap Construction

A governance structure was created, including an executive committee, leadership committee, and 25 working groups. The Education First research was translated into an actionable document to build a collaborative infrastructure for student success across institutions. This became the foundation for the Chicago Roadmap. From there, fundraising and budget expenditure and approvals, meeting cadences, and yearly working plans were co-developed.

July 2020 - June 2025

## CPS and CCC Implementation and Analysis

Working groups continue to create, refine, strengthen, and implement curricula, programs, and strategies based on internal monitoring, with the goal of working towards program sustainability. Throughout this period, new co-created curricula will continue to be implemented at pilot schools and scaled based on outcomes. Progress reports are published annually beginning in 2021.

*Due to Covid-19, actual implementation was delayed.*

June 2025 - June 2026

## Evaluation, Transition, and Sustainability

CPS and CCC will establish sustainable Chicago Roadmap infrastructure based on rigorous evaluation, shifting execution costs to institutional budgets moving forward.



## WHAT SUCCESS LOOKS LIKE

The successful implementation of the Chicago Roadmap provides a smooth educational experience between CPS and CCC.

CPS students will have access to transitional coursework, early college opportunities, and advanced work-based learning experiences, including students who do not go on to CCC. For those who decide to pursue college courses at CCC, they will receive comprehensive post-secondary support during their application process and transition to college as well as throughout their entire student experience.

We will measure our success across these metrics disaggregated by student and school characteristics to ensure all CPS students have the opportunity to meet their educational and career goals:

### COLLEGE ENROLLMENT

- Enroll directly at CCC
- Enroll directly at a college of their choice

### COMPLETION

- Complete in 150% of time
- Complete key milestones, such as Math and English credit in the first year

### EMPLOYMENT OPPORTUNITIES AND ECONOMIC MOBILITY

- Percent of CPS grads completing work-based learning experiences
- Percent of CPS and CCC grads employed in Illinois at a living wage by 25 years old



# THE 5 DOMAINS

## Goals, Outcomes, and Next Steps

These domains form the cornerstone of the Chicago Roadmap. They address key challenges and offer opportunities to improve college and career readiness for all students while meeting the unique needs of underserved learners.

- 1 Academic Readiness and Success
- 2 Access to High-Quality Programs
- 3 Student Advising and Supports
- 4 Career Exploration, Experience, and Readiness
- 5 Transparency, Alignment, and Collaboration

Each domain consists of four to seven working groups, each with CPS and CCC co-captains. Each working group has its own objectives, goals, and detailed project plans.



## GAME CHANGERS FOR EQUITY

Each domain has game changers for equity. These are strategies that help close the equity gap for all students and address the needs of students who are the furthest behind and most underserved. Each is designed to help students overcome significant barriers to post-secondary completion.



# Academic Readiness and Success

## GAME CHANGERS FOR EQUITY

- » To expand opportunities for students to graduate high school ready for college and to succeed in their chosen pathway.
- » To convene CPS and CCC faculty to build a shared understanding of and collaborate around instructional practice.

## OVERALL GOALS

- » Increase the number of CPS graduates who complete transitional math and English courses to reduce the time and expense of taking remedial classes, helping students graduate sooner.
- » Increase the number of CPS and CCC students who earn at least 30 credits within 15 months of graduating high school.
- » Enhance instructional practice and alignment across CPS and CCC.

## MAJOR OUTCOMES TO DATE

- » Transitional math was taught to 3,031 students in 50 CPS high schools in FY21, an increase from 500 students in 13 schools in FY19. Twelve percent more students passed in FY21 than the previous year.
- » A transitional English curriculum was co-created, piloted and launched in 13 high schools, serving 862 students in FY21.
- » Grade 6–12 basic competencies have been defined and aligned with college coursework in the College and Career Competency Curriculum (C4) in FY21, so students' career exploration and preparedness can begin as early as middle school.



### Transitional Coursework

Math and English courses aligned to state competencies are offered to high school seniors to ensure college-readiness. After successful completion, students can take college-level math and/or English without a placement test or other test scores.



## NEXT STEPS

- » Expand transitional English to an additional 13 high schools.
- » Expand transitional math to an additional +20 high schools.
- » Implement C4 in approximately 20 pilot schools in FY22.
- » Convene groups of discipline-specific faculty from CPS and CCC to discuss how content area skills are taught throughout the grades to ensure students are college ready.

“The transitional English curriculum provided access points for all my students. We have been able to engage in open and honest conversations about various topics, which is important as my seniors prepare for their post-secondary educational and career plans. Additionally, the anchor texts and writing assignments allowed for genuine reading and writing experiences in class.

**Kimberly Lawrence,**  
**Teacher at Gage Park High School**



# Access to High-Quality Programs

## GAME CHANGER FOR EQUITY

- » To implement strategic, dual credit pathways that provide students with credentials that have strong labor market value.

### OVERALL GOALS

- » Increase the number of CPS students earning early college credits and the average number of early college credits CPS students earn.
- » Increase the number of CPS and CCC students earning post-secondary credentials that have high labor market value.
- » Increase access to dual credit and dual enrollment programs as well as the Star Scholarship for underserved populations, including diverse learners, Black students, and students in Options schools and small schools.

### MAJOR OUTCOMES TO DATE

- » Aligned and created model pathways curricula to offer dual credit coursework and train dual credit qualified teachers.
  - Completed a 15-credit healthcare model pathway. Beginning in fall 2021, students at eight CPS high schools will have access to an early college curriculum in healthcare beginning their freshman year and the opportunity to earn 15 college credits along with their high school diploma. Students will complete key biology and healthcare courses and will have the option to complete the coursework for the certified nursing assistant (CNA) certificate before graduating high school, and be placed in a youth apprenticeship. This pathway will prepare students to pursue various healthcare careers.
  - Completed three information technology model pathways that are ready for implementation in fall 2022. Students will complete key computer science and math courses that will prepare them for jobs in programming, web development, cybersecurity, networking systems, computer science, and engineering.



- Completed an advanced manufacturing model pathway that is ready for implementation in fall 2022.
- Started development of a construction model pathway in FY21.

» Piloted a new method of virtual instruction from CCC faculty to CPS classrooms in FY21. This resulted in 14 schools having access to a new, virtual dual credit course.

## NEXT STEPS

- » Increase the number of model pathways.
- » Complete construction model pathway by summer 2022.
- » Pilot information technology, advanced manufacturing, and construction model pathways in fall 2022.
- » Increase the number of students earning early college credits, the number of schools offering early college courses, and the number of teachers qualified to teach dual credit courses.



### Dual Credit Courses

High school students can take CCC courses for free during their regular school day.

### Model Pathways

Students can take key career-focused dual credit courses and have the opportunity to earn 15 college credits and an industry recognized credential.



The Chicago Roadmap expands and enhances post-secondary opportunities. Grounded in equity, it prioritizes access to college enrollment, college degree attainment, and employment for students our systems have historically left behind. This is unprecedented work for the City of Chicago and together we are transforming relationships and systems at every level to ensure students are experiencing a seamless transition toward a successful future.

**Erin A. Galfer,**  
**Acting Chief of College and Career**  
**Success, Chicago Public Schools**





# Student Advising and Supports

## GAME CHANGERS FOR EQUITY

- » To connect and provide diverse learners (special needs students and/or students with disabilities, 14.6 percent of CPS students) with support along a seamless path to and through CCC.
- » To expand and enhance academic advising, career center assistance, wellness center access, tutoring, and other holistic supports at CCC.
- » To streamline the student enrollment experience at CCC.

## OVERALL GOALS

- » Reduce the time and cost to earn a postsecondary degree.
- » Improve the rate at which students enroll, stay enrolled, graduate, and transfer to four-year colleges or gain full-time employment in their field of study with a particular focus on diverse learners and young men of color.

## MAJOR OUTCOMES TO DATE

- » Developed and piloted a holistic Summer Start program in FY21 for 70 students in developmental English courses. Students participated in intensive academic advising, on-campus tours, and community-building activities while completing their English requirement.
- » Through post-secondary navigators, a new strategy was implemented in FY21 to reduce the number of students who decide over the summer to no longer enroll in college. Navigators were able to matriculate 44 percent of the CPS applicants they worked with, compared

to an enrollment rate of 27 percent for CPS applicants who did not receive navigator support.

- Added nine schools to navigator caseloads in FY21 based on summer matriculation data: seven Options high schools and two small high schools that serve predominantly Black students.

- » Established direct connections between CPS high schools and Disability Access Centers at each CCC campus in FY21.

## NEXT STEPS

- » Research, develop, and implement holistic supports needed for target populations.
- » Expand post-secondary navigator team to 12, with more than 40 high schools receiving year-round support for CCC-bound graduates.
- » Ensure each senior has access to a CCC Academic Pathway document that shows each step they need to earn a degree or credential.

- » Expand student support initiatives at CCC, including coach-based advising and tiered student supports, and ensure a successful student hand-off from CPS to CCC.
- » Evaluate, revise, and communicate CCC enrollment procedures based on feedback.
- » Develop streamlined processes and outreach to support enrollment of students who completed transitional courses.

“Every student deserves the chance to excel in their academic pursuits, and it’s especially important to ensure diverse learners have equitable access to a high-quality education and the support they need to thrive.

***Vanessa Puentes Hernandez,  
Principal of Hancock College  
Preparatory High School***



#### **Options Schools**

These are typically small schools that serve students who have been out of school and want to return, or who want to earn credits in an accelerated program.

#### **Navigators**

CCC postsecondary navigators work in CPS high schools to help students create plans for after graduation.

## **Student Success Story**

The main reason as to why I chose City Colleges of Chicago is because of the support I received when I needed help. It all started after I met with my high school counselor at North Grand. I asked about the Star Scholarship. She directed me to Victor Muñoz, a City Colleges navigator. He took the time to show me how I would be supported while in college, and the other colleges couldn’t even compare. This year, I’m a freshman at Malcolm X College, and I have plans to be a medical sonographer and get my bachelor’s in sonography. I also plan to work at Rush Hospital.

When I’m asked why I chose to go to City Colleges, I tell my friends that they are connected and work with strong partners in the corporate and private sectors. Their transfer agreements with four-year schools will set me on my career path. City Colleges can really help you with things you can’t even imagine.

**Danna Valentina Chamba, CCC Class of '23**



# Career Exploration, Experience, and Readiness

## GAME CHANGERS FOR EQUITY

- » To re-envision career and post-secondary exploration.
- » To strategically increase the supply of high-quality work-based opportunities across Chicago that includes career and technical education.

## OVERALL GOALS

- » Increase the volume and quality of career awareness, career exploration, and work-based experiences among CPS and CCC students.
- » Increase workforce competency attainment among CPS and CCC students.
- » Improve the labor market outcomes of CPS and CCC graduates (e.g., employment rates, economic mobility, and wages).

## MAJOR OUTCOMES TO DATE

- » Career Launch Chicago secured student internships, with commitments for youth apprenticeships starting in FY22.
- » The [CPS Work-Based Learning Toolkit](#) was developed in FY21 to help teachers, their intermediary support providers, and employer partners deliver educationally rich and authentic work-based learning experiences that connect to future opportunities.



“As we look at supporting new teachers, we must recognize our responsibility to give them the nourishment they need to grow in their craft.

**Shawn Jackson,**  
*Truman College President  
 and former CPS student,  
 teacher, and principal*



## NEXT STEPS

- » Create resources to explore career interests at each CCC campus.
- » Increase the supply of work-based learning opportunities with a focus on access for Options school students and Black male students.
- » Increase the number of youth apprenticeships provided through Career Launch Chicago to 1,000 by 2025.

“Expanding access to meaningful apprenticeships and career-readiness support will help prepare more high school students from across the city for the jobs of tomorrow. Continuing to create work based-learning opportunities that connect our students with industry leaders across Chicago exemplifies the district’s vision of ensuring every student is prepared to succeed after they graduate.

***Dr. Maurice Swinney,  
Interim Chief Education Officer,  
Chicago Public Schools***



### »» Career Launch Chicago

Through a collaborative initiative between the City of Chicago, CPS, CCC, and business partners, youth apprenticeships offer paid work-based learning opportunities for CPS students that will connect them to college pathways and careers in information technology, manufacturing, healthcare, and other high-wage sectors.

Apprentices through Career Launch Chicago engage in classroom learning, paid on-the-job training, mentorship, and the opportunity to transfer to full-time employment upon successful completion of the program. Career Launch Chicago apprentices will earn college credits through CCC while still in high school.



# Transparency, Alignment, and Collaboration

## GAME CHANGER FOR EQUITY

- » To build sustainable, long-term infrastructure for CPS and CCC collaboration.

## OVERALL GOALS

- » Increase internal relational trust and programmatic and procedural alignment between CPS and CCC.
- » Improve college and career success rates among all CPS and CCC students.
- » Enhance external and public confidence in CPS and CCC both individually and collectively.

## MAJOR OUTCOMES TO DATE

- » Created a governance structure in FY21 featuring an executive committee, leadership committee, and 25 working groups that meet regularly.
- » Collaborated on marketing and communications materials, including a shared calendar beginning in FY21.
- » Launched the Chicago Roadmap website at [chicagoroadmap.org](http://chicagoroadmap.org) in FY20.
- » Developed scorecard key performance indicators (KPIs) for the first-year outcomes data that will be available in spring 2022.
- » Produced and published the Chicago Roadmap Progress Report for 2021.

## NEXT STEPS

- » Monitor implementation and scorecard KPIs for each domain.
- » Assess progress of and determine priorities for each working group.
- » Develop new objectives that are aligned to overall goals and game changing strategies.







- » Identify gaps and challenges for working groups and provide necessary resources.
- » Continue fundraising efforts to meet implementation goals.
- » Publish outcomes data report in winter 2022.

“Intentionally collaborating with CPS is unleashing innovation in service to our youth. The infrastructure we are building together will ensure students have more opportunities to explore careers, obtain transferrable early college credits, and graduate high school college ready in both math and English. This will help students to persist through completion.

***Dr. Peggy Korellis,  
Associate Vice Chancellor of High School  
Partnerships, City Colleges of Chicago***





## PARTNERSHIP PROJECTS

### Teach Chicago Tomorrow and SEED Scholarship

Despite more Black and Latinx students graduating college than ever before, Illinois has seen a significant decline in Black and Latinx students earning education degrees. To increase the number of talented and diverse educators in Chicago, starting in fall 2021, the SEED (Supporting Emerging Educators Development) Scholarship will support CPS graduates participating in Teach Chicago Tomorrow, an initiative that creates a clear path from high school to college and back to CPS as a full-time teacher.

The scholarship is designed to cover most, if not all, of the cost of CCC tuition, books, and class materials for participating students.

### Chicago Star Scholarship at City Colleges of Chicago

CPS students and eligible students attending Big Shoulder Fund-supported partner schools are able to pursue a degree or certificate at CCC for free including tuition, books, and course materials through a scholarship provided by CCC. Star Scholars' college graduation rates are nearly double the national average.



### STUDENT SUCCESS STORY

As a student at Juarez High School, Nataly Hernandez figured she would go straight to a four-year university. But, at the last minute, she decided to take advantage of the Star Scholarship which paid for her tuition and books as she completed her associate degree through CCC. As she recently graduated this semester from Daley College, Nataly learned that she is the recipient of TheDream.US Scholarship to support her as she earns a bachelor's degree at Northeastern University.

In addition to being a full-time student, Nataly also landed an internship at the Field Museum in anthropology, another passion of hers. After working on a project that looked at how environmental racism impacts communities of color, she was invited back for other similar projects as a mentor and an anthropologist's assistant.

» Read full success story here.

## PHILANTHROPY

The Chicago Roadmap is made possible thanks in part to generous philanthropic contributions made to the Children First Fund: The Chicago Public Schools Foundation (CFF) and the City Colleges of Chicago Foundation (CCCCF). CFF serves as fiscal sponsor for the Chicago Roadmap and works in close partnership with CCCC to support the advancement of the Chicago Roadmap. Those interested in supporting the Chicago Roadmap can reach CFF at [contactus@childrenfirstfund.org](mailto:contactus@childrenfirstfund.org).



## FUNDING PARTNERS

To ensure the Chicago Roadmap's success, leading civic, philanthropic, and academic partners unite to harness the power of our institutions, strengthening our ongoing commitment to support high-quality, equitable education for all.

Overall Goal

**37.5M**

Pledged Funding as  
of as of 6/1/2021

**\$16.4M\***

\*This includes \$9.9 million CARES Act federal funds committed to Chicago Roadmap.



## Donor Recognition

Our supporters have partnered with CFF and CCCF to increase collaboration between CPS and CCC, recognizing that this convergence advances equity, increases access to higher education, and enhances comprehensive educational pathways for our students that benefit the entire city of Chicago.

We thank them.

BILL & MELINDA  
GATES foundation

The  
**Joyce**  
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BLUHM  
FAMILY  
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FOUNDATION

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FAMILY  
FOUNDATION

CROWN FAMILY PHILANTHROPIES

JPMORGAN  
CHASE & CO.

CME GROUP  
FOUNDATION

The Joyce Foundation and Crown Family Philanthropies are pleased to support the work of the Chicago Roadmap. The progress we have seen to date from the Roadmap demonstrates the value of deeply aligned secondary and post-secondary systems. This level of collaboration between CPS and CCC will be critical in the years ahead to close opportunity gaps in post-secondary access and success.

**Chibuzo Ezeigbo,**  
**Program Officer,**  
**The Joyce Foundation**

**Christina Herzog,**  
**Education Program Director,**  
**Crown Family Philanthropies**



# Chicago Roadmap



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