



# Illinois 60 by 25 Network

Engaging Adult Learners to Increase  
Postsecondary Attainment Equity in Illinois

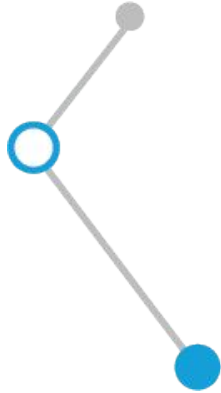


September 28, 2021

# AGENDA

Topic	Speaker
Welcome & Illinois 60 by 25 Network Overview	Edith Njuguna, Director of the Illinois 60 by 25 Network
Postsecondary Attainment Equity Targets	Emily Rusca, Director of State Policy and Strategy at EdSystems
A Thriving Illinois & Illinois Board of Higher Education (IBHE) Efforts	Stephanie Bernoteit, Executive Deputy Director at IBHE
Illinois Community College Board Efforts	Jennifer Foster, Deputy Executive Director at ICCB
OAI Strategies for Engaging Adults	Mollie Dowling, Executive Director at OAI
<b>Q&amp;A</b>	
Closing & Next Steps	Edith Njuguna, Director of the Illinois 60 by 25 Network

# Network Background



# What is 60 by 25?



The Illinois P-20 Council has set a goal to ensure that 60% of all Illinois adults have a high-quality college degree or postsecondary credential by 2025.

Right now, Illinois is at 55.2%



# Network Organizers





# Our Goal



To support communities to increase meaningful and equitable postsecondary attainment.



# Leadership Communities

MAKING OPPORTUNITIES REAL FOR EVERYONE (MORE) IN THE MISSISSIPPI AND ROCK RIVER REGIONS

NORTHWEST EDUCATIONAL COUNCIL FOR STUDENT SUCCESS (NECSS)

ROCKFORD

HEALTH PROFESSIONS EDUCATION CONSORTIUM OF LAKE COUNTY (HPEC)

BOONE COUNTY

EVANSTON

AURORA REGIONAL PATHWAYS TO PROSPERITY

THRIVE CHICAGO

ENLACE CHICAGO

OAI/RICH TOWNSHIP DISTRICT 227

NCI/STARVED ROCK REGION

PEORIA PATHWAYS TO PROSPERITY

MCLEAN COUNTY

VERMILION COUNTY

SANGAMON COUNTY CONTINUUM OF LEARNING

VANDALIA ONE

EAST SIDE ALIGNED

Aurora Regional Pathways to Prosperity  
Boone County  
East Side Aligned  
Enlace Chicago  
Evanston  
Health Professions Education Consortium (HPEC) of Lake County  
Making Opportunities Real for Everyone (MORE) in the Mississippi and Rock River Region  
McLean County  
NCI/Starved Rock Region  
Northwest Educational Council for Student Success (NECSS)  
OAI/Rich Township District 227  
Peoria Pathways to Prosperity  
Rockford  
Sangamon County Continuum of Learning  
Thrive Chicago  
Vandalia ONE  
Vermilion County



# Leadership Community Expectations







# Leadership Community Supports



- ▶ Manage peer-to-peer learning and action network
- ▶ Provide technical assistance on collective impact and strategies to advance postsecondary attainment
- ▶ Gather and curate critical data
- ▶ Serve as a conduit for financial support to communities (mini-grants)

# Scale of the Network



**267,370**

*Public high school students  
in Leadership Communities  
statewide*



**44%**

*of public high school  
students statewide*



**162,727**

*Public high school students  
in Leadership Communities  
outside Chicago*



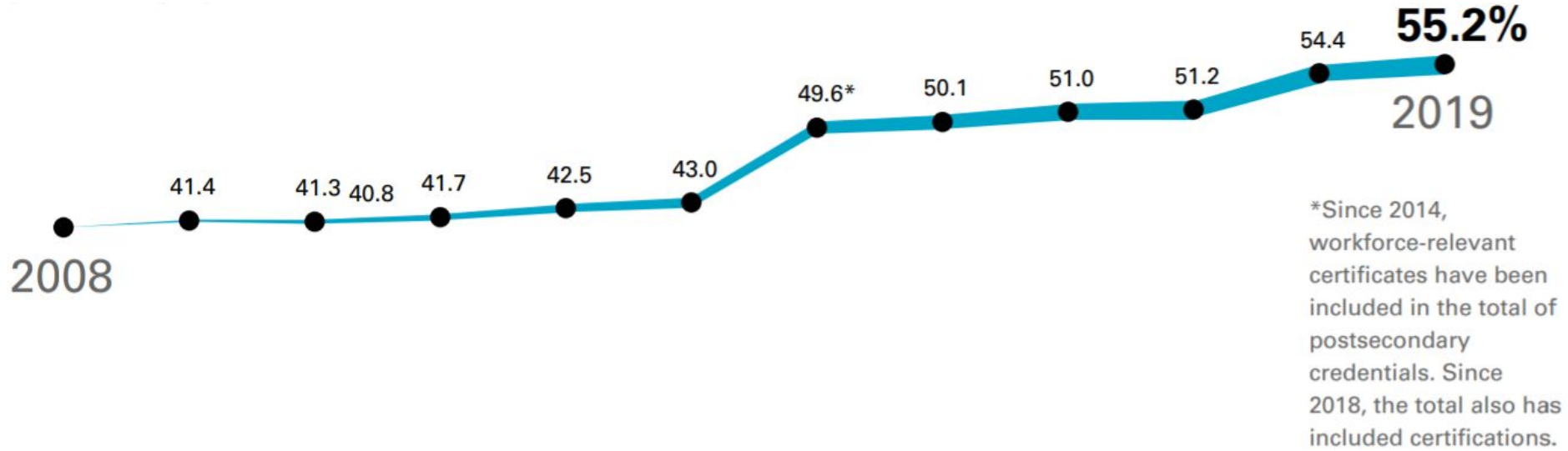
**32%**

*of all high school students  
outside of Chicago*



# Emerging Postsecondary Attainment Equity Targets

Emily Rusca, EdSystems

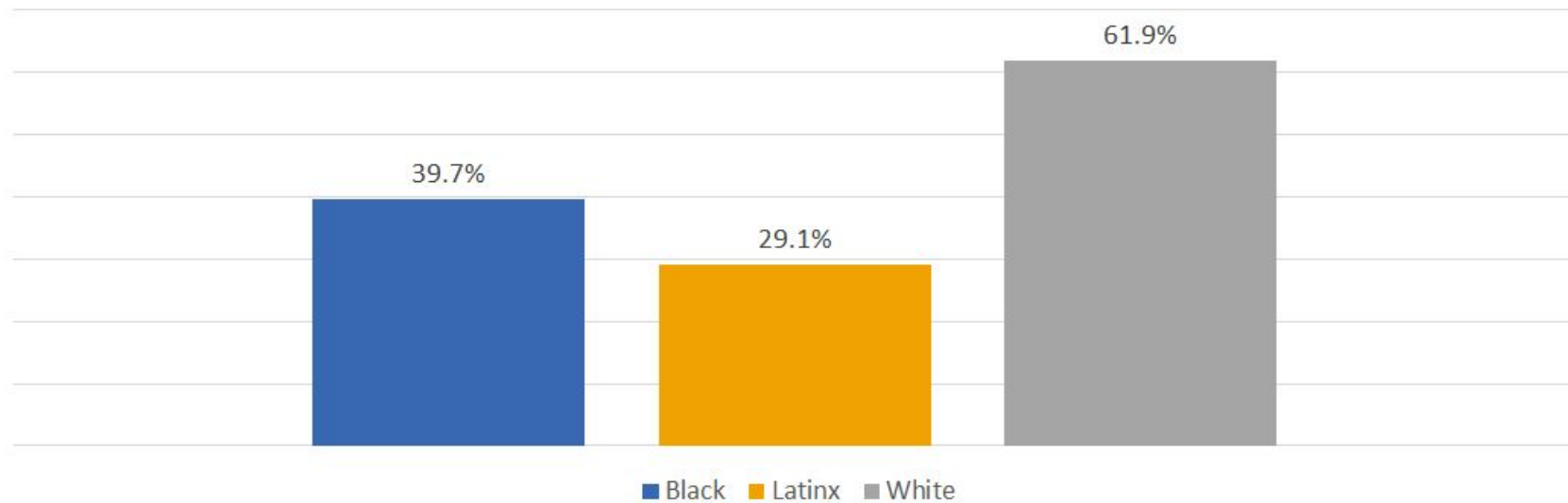


## Progress toward 60% by 2025

Source: Lumina Foundation [Stronger Nation](#)

# Despite Progress, Equity Gaps Persist

Attainment Rates in 2018  
(MHEC Analysis)



# Additional Context

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Increasing State and national focus on equity in education and workforce development both legislatively and through executive/agency action

Higher Education Strategic Plan (June 2021) – equity as a core theme and institutional equity plans as a core strategy

Covid-19 pandemic has significantly impacted communities of color and low-income communities, as well as education systems overall

# P-20 College & Career Readiness (CCR) Equity Targets Workgroup Charge

SR 1647 and HR 1017 charge: "update the State's 60 by 25 goal to include equity-focused targets aimed at closing institutional racial and socioeconomic achievement gaps."

HB 2170 Article 95 ("Equity in Higher Education Act"): affirms the need to address equity gaps throughout the system and embed targets into the postsecondary attainment goal

Develop recommendations for the P-20 Council to update its State-level postsecondary attainment goals to include equity-focused targets aimed at closing gaps by race and socioeconomic status.

**Projections of  
Postsecondary Education  
in Illinois:  
Enrollment, Credentials, and  
Attainment Through 2035**



POLICY REPORT  
MAY 2021

**Study Goal:** To provide state-level projections to assist policymakers in evaluating progress towards meeting postsecondary attainment equity goals in Illinois

**Project Variables:** Key variables projected as total number and rate: postsecondary enrollment, credential production, and the postsecondary-credentialed population

**Projection timeframe:** 2020 through 2030/5

**Project Team:** MHEC, ICCB, IBHE, Advisory Panel, CCR Staff

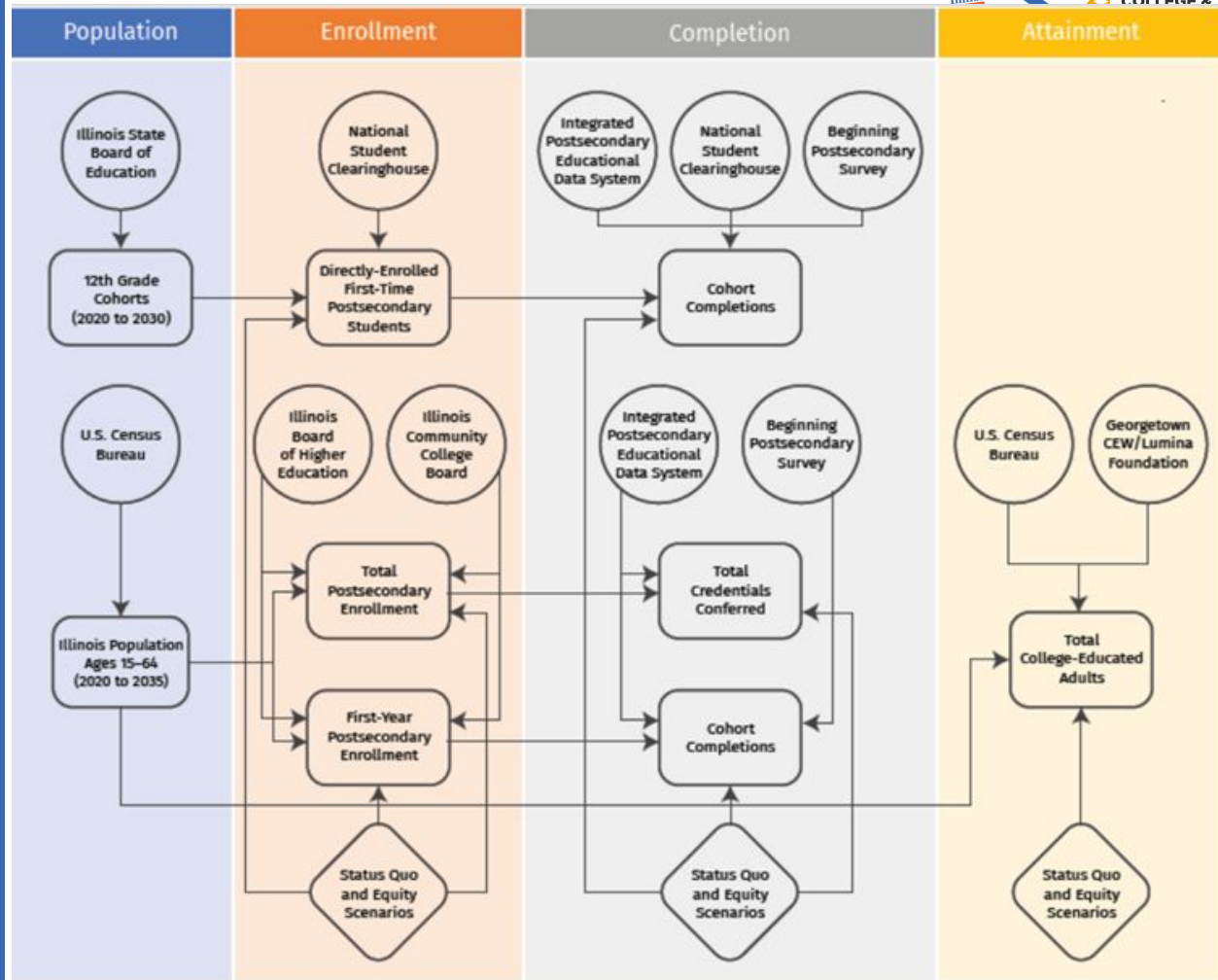
**Published:** May 2021 to P-20 Council



# Projections of Postsecondary Education in Illinois: Enrollment, Credentials, and Attainment Through 2035



POLICY REPORT  
MAY 2021



# Projections Models of “Status Quo”

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## **Constant Rate** *(Most Conservative):*

Assuming no change in the attainment rate from 2018 levels

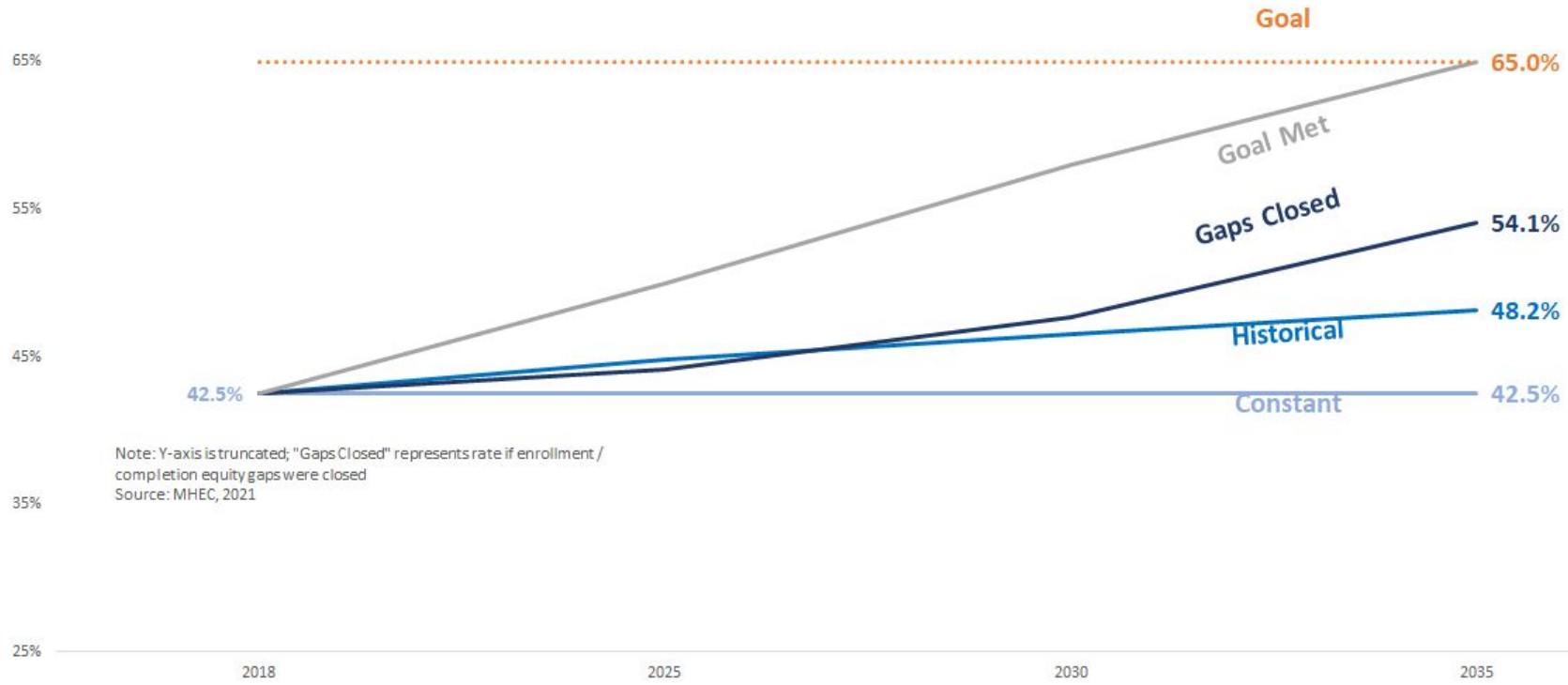
## **Historical Growth:**

Assuming modest growth based on historic rates of growth

	2018	2025	2030	2035
<b>Constant Rate Model</b>				
<b>White</b>	61.90%	<b>61.90%</b>	61.90%	61.90%
<b>Black</b>	39.70%	<b>39.70%</b>	39.70%	39.70%
<b>Latinx</b>	29.10%	<b>29.10%</b>	29.10%	29.10%
<b>Other</b>	75.40%	<b>75.40%</b>	75.40%	75.40%
<b>Total</b>	54.70%	<b>53.30%</b>	52.70%	52.30%
<b>Historical Growth Rate Model</b>				
<b>White</b>	61.90%	<b>66.60%</b>	69.90%	73.30%
<b>Black</b>	39.70%	<b>41.80%</b>	43.40%	44.90%
<b>Latinx</b>	29.10%	<b>32.20%</b>	34.40%	36.50%
<b>Other</b>	75.40%	<b>78.80%</b>	81.20%	83.50%
<b>Total</b>	54.70%	<b>57.20%</b>	59.30%	61.60%

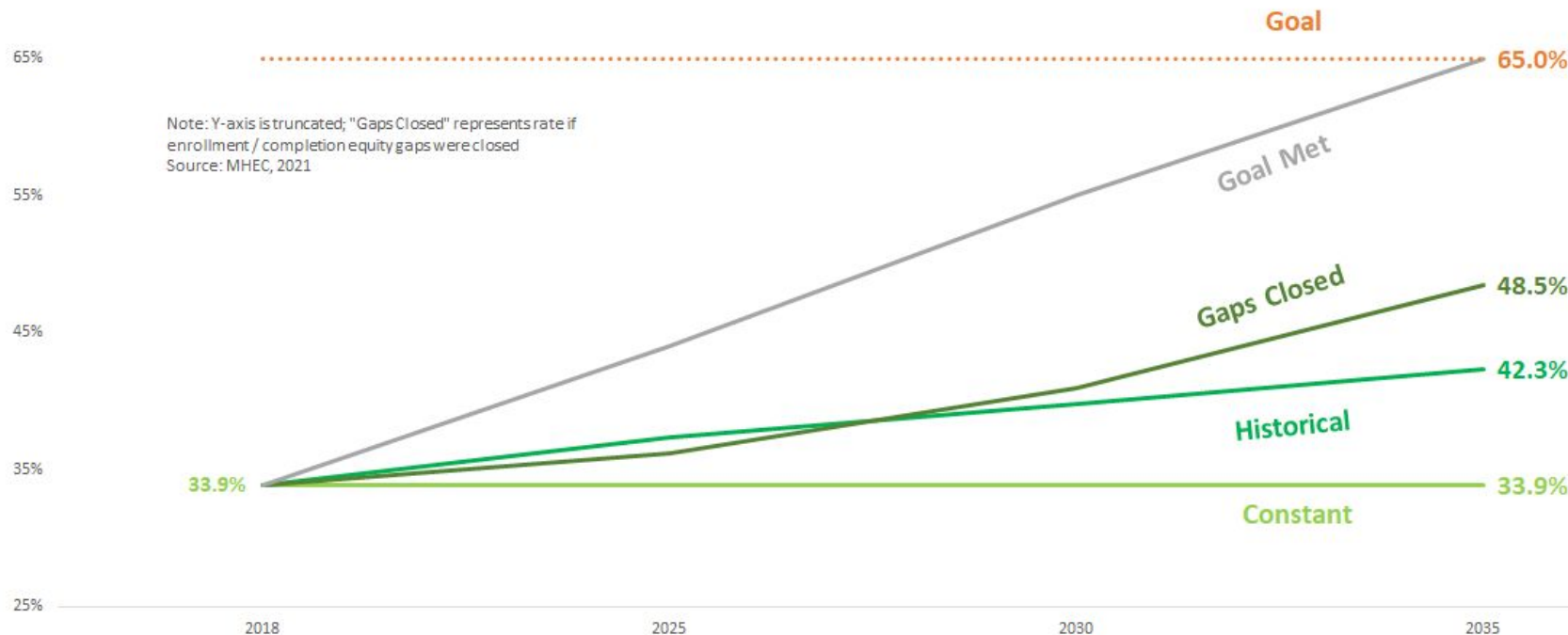
## Changes in Postsecondary Attainment Rates under Status Quo Projections (25-64)

Even accounting for historical growth, gaps will still persist through our initial postsecondary attainment goal deadline and into the future.



# Black Attainment Projections

Adults aged 25-44



# Latinx Attainment Projections

Adults aged 25-44

# MHEC Projections Study Key Findings

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Without action, gaps  
will persist

Increasing enrollment  
& completion is  
essential, but not  
enough to close gaps in  
attainment

Targeting a narrower  
age band (25-44) may  
be more actionable

# What do the data say?

Key takeaways from MHEC study regarding adult learners

- Closing gaps earlier in the education pipeline will not be sufficient to narrow postsecondary attainment gaps significantly
- Given the historic patterns of enrollment and completion, there are many Black, Latinx, and low-income adults in Illinois who may be attracted back into postsecondary education and training

# How do we achieve these goals?

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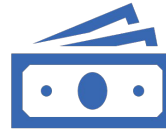
# Implementation Recommendations

*How can we drive more equitable outcomes?*



Focus on Acceleration  
Throughout the P-20  
Pipeline

Drive Systemic Equity  
Through Policy



Leverage and Align  
Resources to Advance  
Equity

Enhance Data &  
Monitoring Resources



Establish a State  
Responsibility  
Structure for Equity

## Current Status

- CCR Committee Equity Targets workgroup currently considering frameworks for the recommended targets
  - *Upcoming meeting: 10/6, 9:30-11am*
- Upon generating agreement around the framework, the Workgroup will dive into the MHEC study and other data to develop target recommendations
- Goal is to submit for P-20 Council approval in November

Anyone interested in participation in Workgroup meetings is welcome! Please email [erusca@niu.edu](mailto:erusca@niu.edu) to be looped in.



IBHE

# A THRIVING ILLINOIS

2021

Higher Education Paths to Equity,  
Sustainability, and Growth

Stephanie Bernoteit  
Executive Deputy Director  
Illinois Board of Higher Education  
September 28, 2021

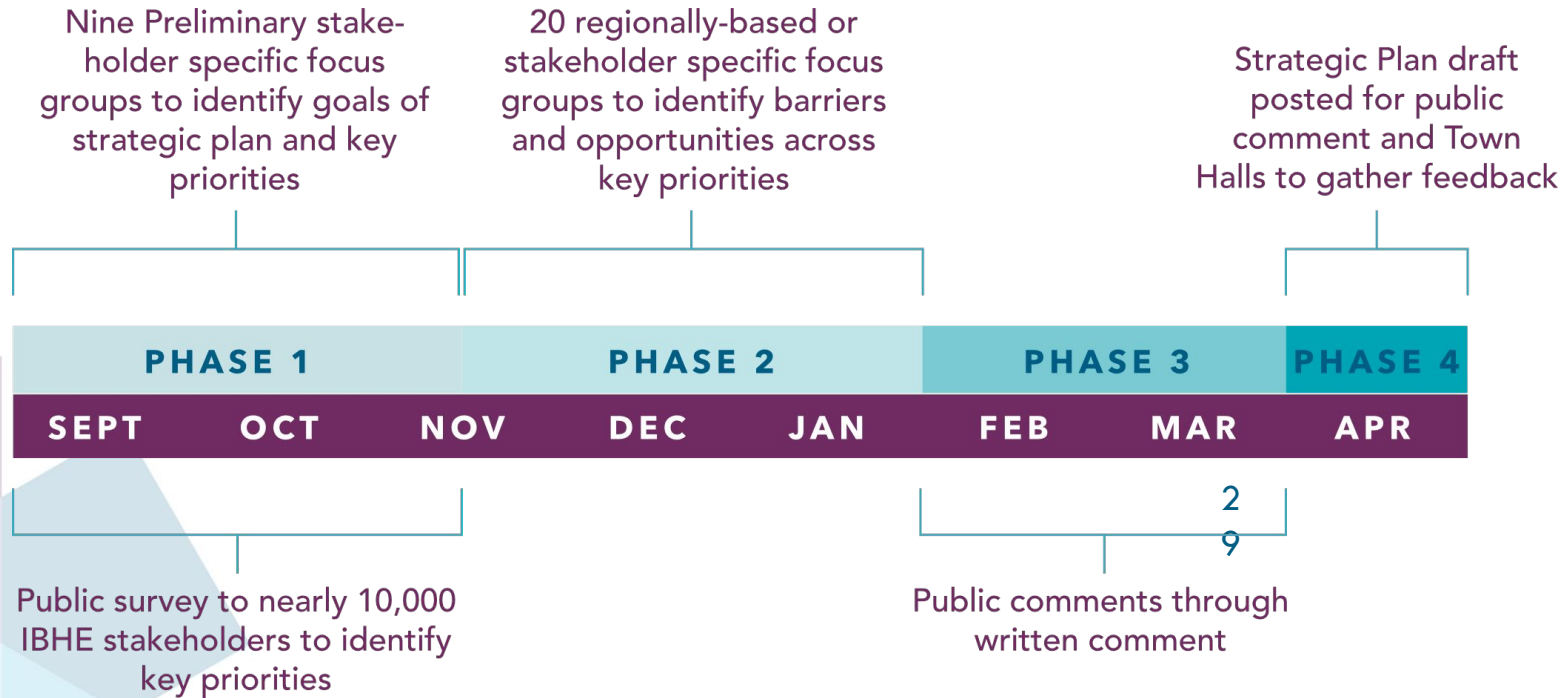
# A Thriving Illinois



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



# Built on Community Engagement



# Sustained by Core Principles



Students are our priority.

Equity drives our system.

Higher education is a public good that enriches life.

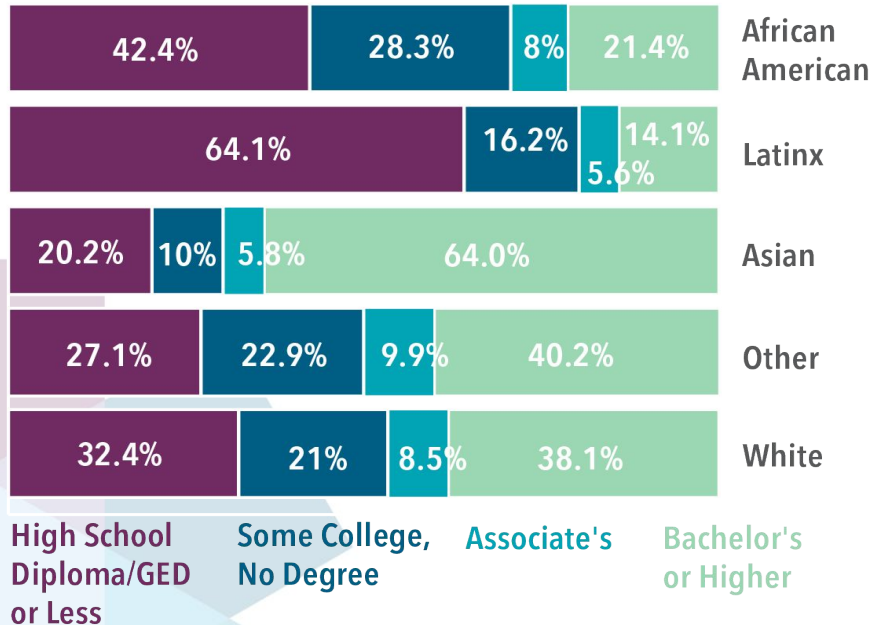
Our diverse institutions work in concert.

We reinforce the P-20 education continuum.

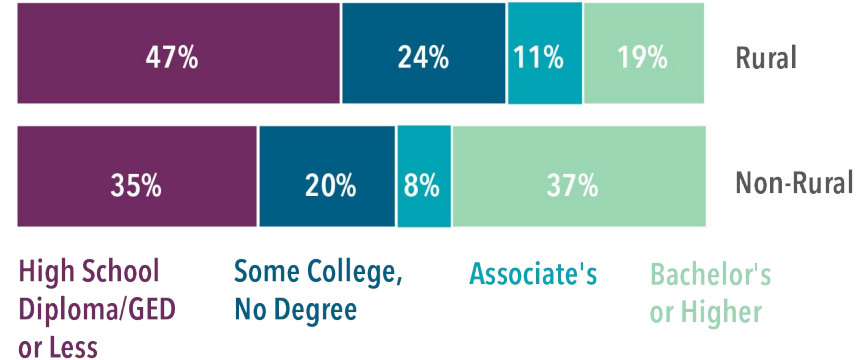
Talent, research, and innovation drive our economy.

# Disparities in Postsecondary Attainment

EDUCATIONAL ATTAINMENT IN ILLINOIS  
(AGE 25+) BY RACE/ETHNICITY



EDUCATIONAL ATTAINMENT IN ILLINOIS  
(AGE 25+) BY RURALITY





# Equity Gaps Facing African American Students



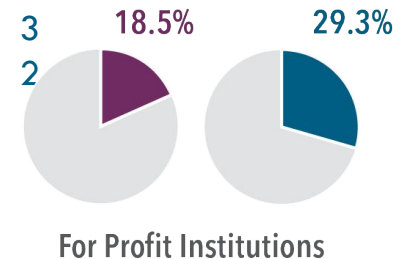
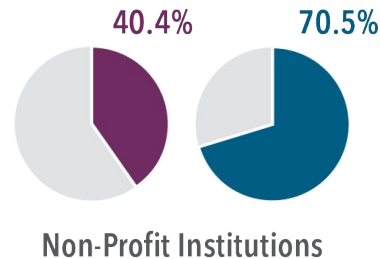
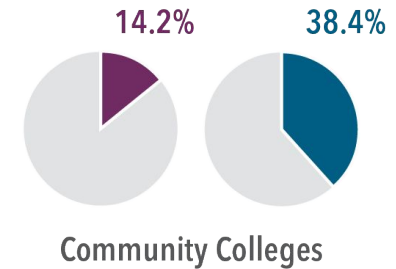
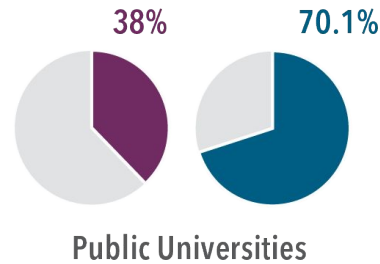
## ENROLLMENT CHANGE OVER TIME

Enrollment has dropped **34%** for African Americans.



African American  
White

## 2019 GRADUATION RATES



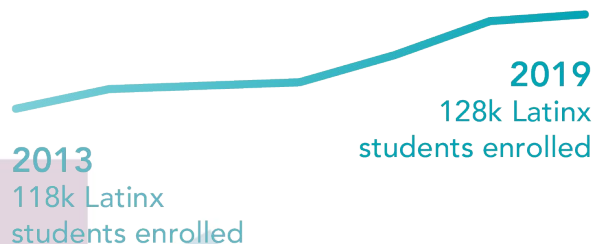


# Equity Gaps Facing Latinx Students



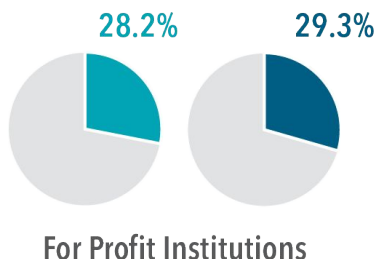
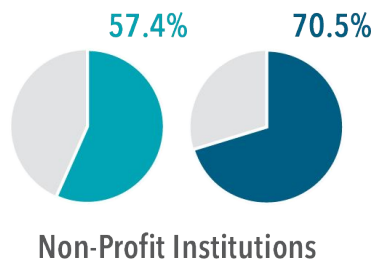
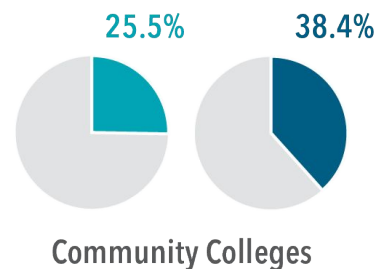
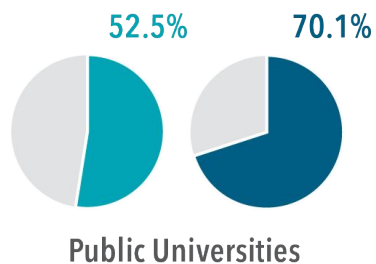
## ENROLLMENT CHANGE OVER TIME

Enrollment has increased by over 8% for Latinx students.



Latinx  
White

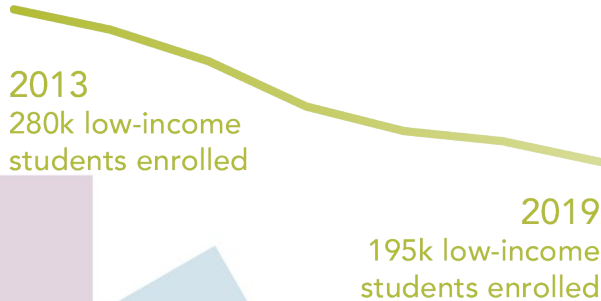
## 2019 GRADUATION RATES



# Equity Gaps Facing Low-Income Students

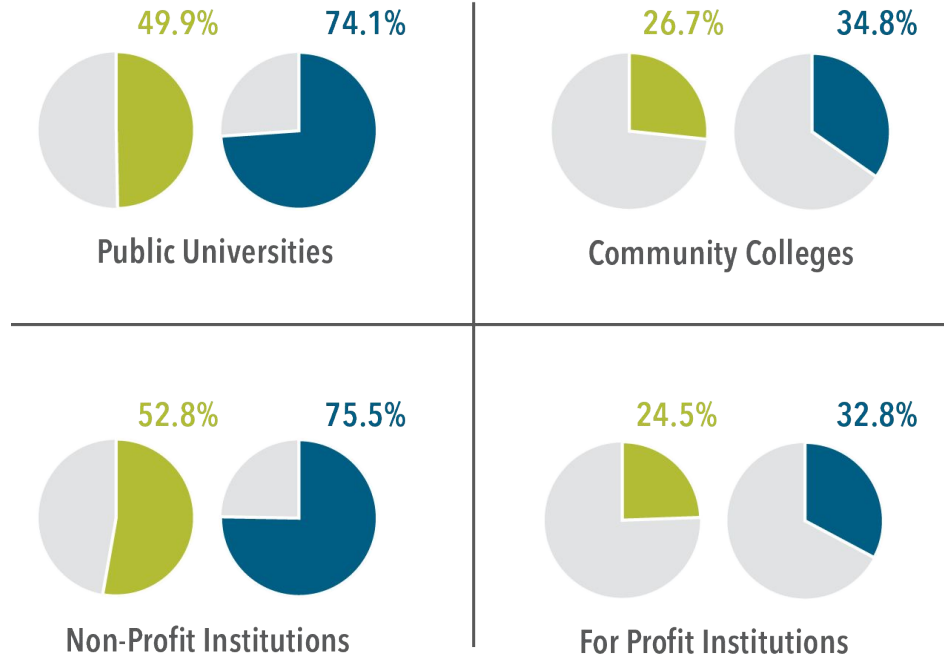
## ENROLLMENT CHANGE OVER TIME

Enrollment has decreased by **33%** for low-income students.



Pell  
Non-Pell

## 2019 GRADUATION RATES



# Strategies for a Thriving Illinois



## EQUITY

Close the equity gaps for students who have been left behind.



## SUSTAINABILITY

Build a stronger financial future for individuals and institutions.



## GROWTH

Increase talent and innovation to drive economic growth.

# Close Equity Gaps for Students Who have been Left Behind



## EQUITY



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.



# \*Strategies for a Thriving Illinois



Close the equity gaps for student who have been left behind.

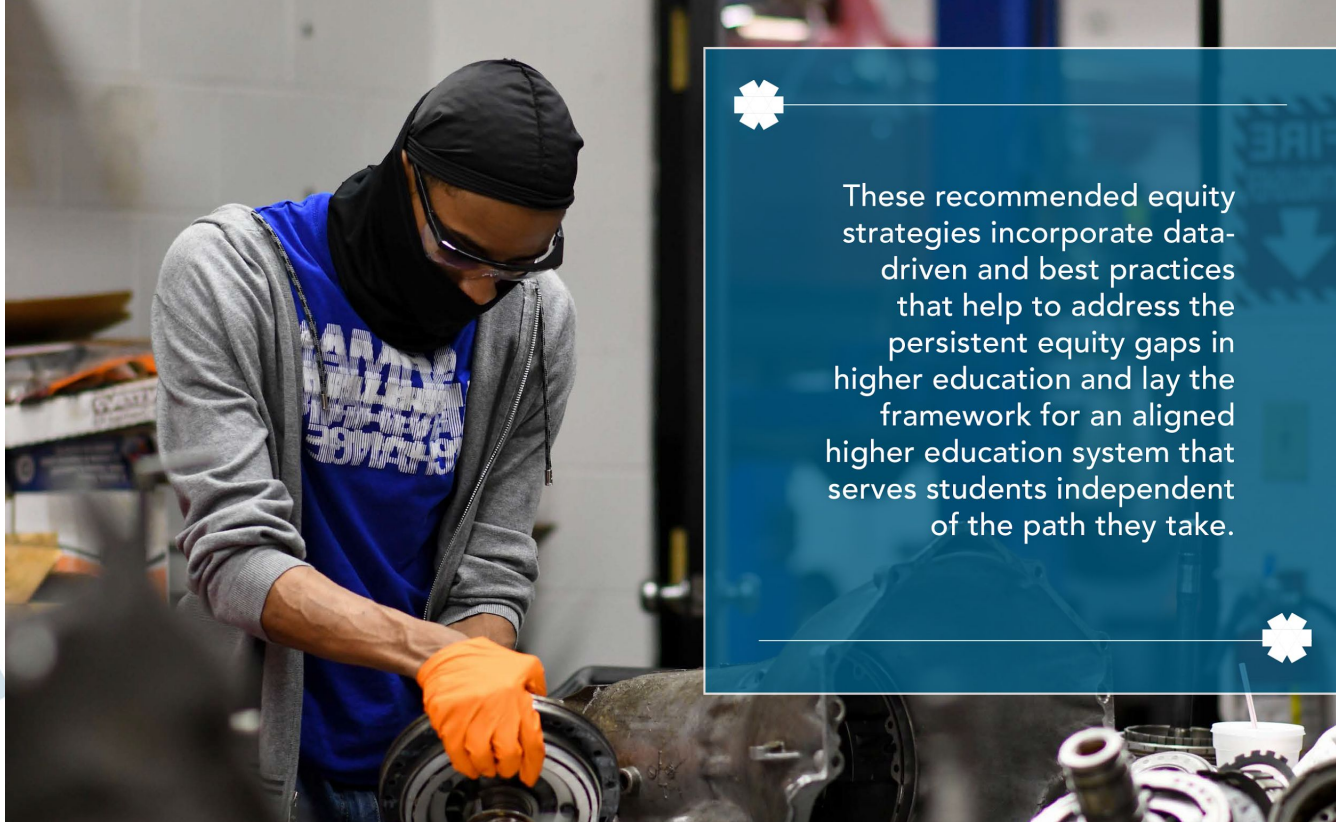
1. Support **learning renewal and student supports**
2. Implement institution-level **equity plans and practices**
3. Use **equitable talent management** to increase and retain faculty, staff and trustees of color
4. Provide more pathways through **higher education for adults**
  - Re-engage adults who dropped out or stopped out
  - Provide wrap around services for adults
  - Pursue financial strategies to mitigate barriers to enrollment
  - Adopt teaching and learning methodologies and practices most appropriate for adult students

\*See [www.ibhe.org](http://www.ibhe.org) for complete list of strategies

# Close Equity Gaps for Students Who have been Left Behind



EQUITY



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.





# Build a Stronger Financial Future for Individuals & Institutions



## SUSTAINABILITY



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.



# \*Strategies for a Thriving Illinois



Build a  
stronger  
financial  
future for  
individuals  
and  
institutions.

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

\*See [www.ibhe.org](http://www.ibhe.org) for complete list of strategies



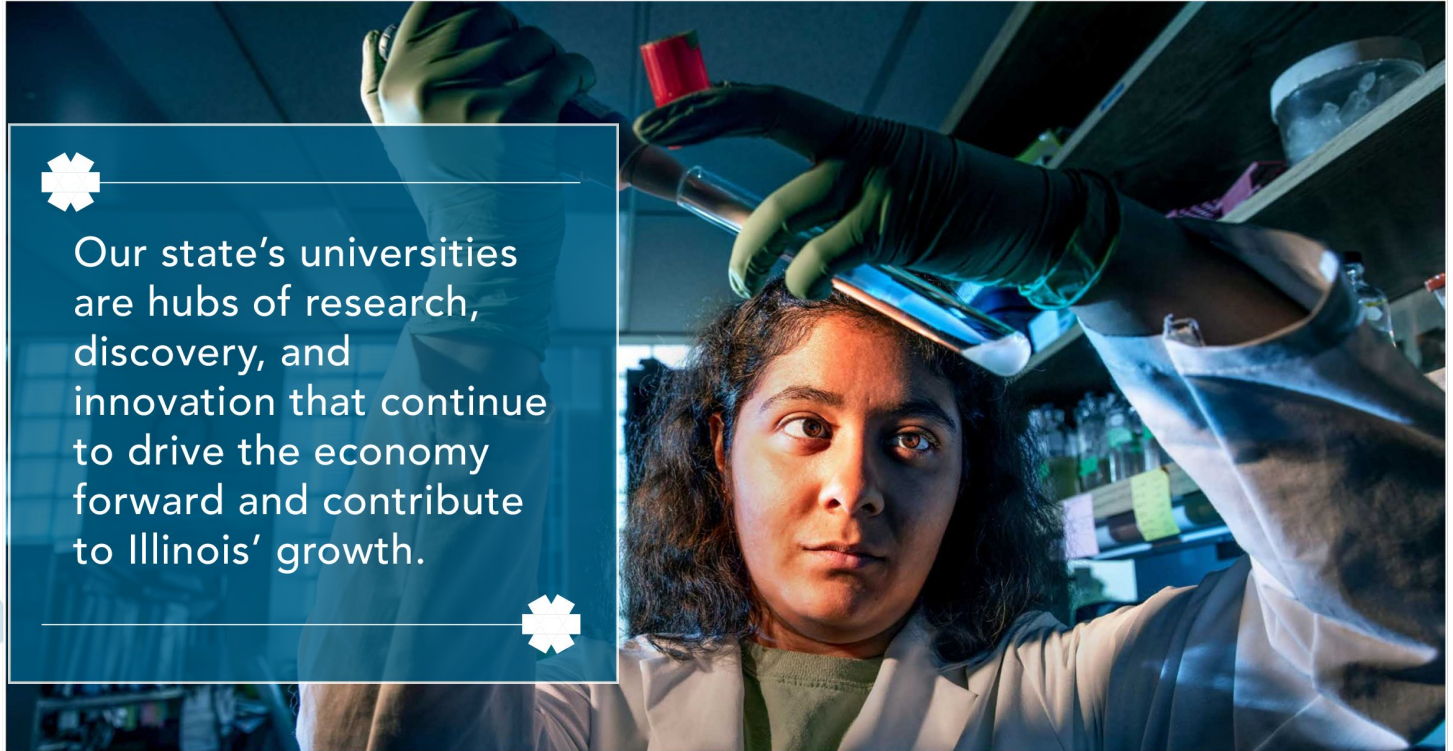
# Increase Talent & Innovation to Drive Economic Growth



GROWTH



Our state's universities are hubs of research, discovery, and innovation that continue to drive the economy forward and contribute to Illinois' growth.



# \*Strategies for a Thriving Illinois



GROWTH

Increase  
talent and  
innovation  
to drive  
economic  
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
5. Establish a consortium of community colleges and universities to better serve the incumbent **early childhood workforce**

\*See [www.ibhe.org](http://www.ibhe.org) for complete list of strategies

# \*Strategies for a Thriving Illinois



GROWTH

Increase  
talent and  
innovation  
to drive  
economic  
growth.

6. Expand higher education models of teaching and learning to prepare students for **success in the work of the future**

- Online, hybrid, adaptive, and self-passed learning models
- Competency-based approaches that offer a personalized path to completion and career
- High-quality experiential and work-based learning opportunities
- Shorter-term, industry-recognized credentials of value

7. **Strengthen the statewide, coordinated transfer system to ensure students have seamless paths** to build on previous academic learning and earn postsecondary credentials.

\*See [www.ibhe.org](http://www.ibhe.org) for complete list of strategies

# 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.





# **STRATEGIES TO ENGAGE ADULT LEARNERS**

**Jennifer K. Foster**  
**Deputy Executive Director**



# ICCB Vision

- **Goal 1:** Support minority, first generation, and low-income students across urban, rural, and suburban communities, through the promotion of evidence-based best practices that results in systemwide improvement of equity metrics that reduce equity gaps.
- **Goal 2:** Support a seamless transition for students into and through postsecondary education and the workforce by fostering system engagement and equitable access and outcomes for these students.
- **Goal 3:** Contribute to economic development by supporting the Illinois community college system's effort to provide robust workforce training, to expand apprenticeships, to increase credential attainment, to build quality career pathways, and to address the future needs of the Illinois workforce.

## STUDENT COMPLETERS IN THE ILLINOIS COMMUNITY COLLEGE SYSTEM BY RACE/ETHNICITY FISCAL YEARS 2016-2020

<i>Race/Ethnicity</i>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</b>	<b>FY 19</b>	<b>FY 20</b>	<b>One-Year % Change</b>	<b>Five- Year % Change</b>
<i>African American</i>	10,283	9,218	7,728	7,093	6,951	7,331	5.47%	-20.47%
<i>Hispanic/Latino</i>	10,036	11,209	11,506	12,145	12,181	14,564	19.56%	29.93%
<i>Asian American</i>	3,278	2,795	2,538	2,521	2,589	2,791	7.80%	-0.14%
<i>Nonresident Alien</i>	384	372	477	462	513	477	-7.02%	28.23%
<i>Native American</i>	362	187	157	197	165	130	-21.21%	-30.48%
<i>Pacific Islander</i>	202	112	72	62	56	63	12.50%	-43.75%
<i>Two or More Races</i>	--	1,237	1,350	1,330	1,464	1,572	7.38%	27.08%
<i>Minority Subtotal</i>	<b>24,545</b>	<b>25,130</b>	<b>23,828</b>	<b>23,810</b>	<b>23,919</b>	<b>26,928</b>	<b>12.58%</b>	<b>7.15%</b>
<i>Unknown</i>	2,688	2,477	1,843	1,811	1,626	1,647	1.29%	-33.51%
<i>White</i>	44,554	42,852	40,472	39,050	36,697	37,132	1.19%	-13.35%

SOURCE OF DATA: ICCB Centralized Data System—Annual Enrollment and Completion (A1 & A2) Data

# IL ADULT LEARNER POPULATION

- **Over 1 million of 10.2 million Illinoisans** over the age of 16 have less than 12 grades of formal education. Included in this number are 403,143 individuals over age 16 with less than a 9th grade education. (1)
- **Over 2.7 million Illinois residents speak a language** other than English as the primary language in their homes. Over 400,000 of these individuals are over 16 and lack the English literacy skills necessary for entry and advancement in the labor force. (1)
- **More than 300,000 immigrants are currently residing in Illinois.** English literacy and civics education provides individuals with a pathway to citizenship, improved education, and employment.



# ADULT EDUCATION

Instruction Type	Students
English as a Second Language (ESL)	32,458
Adult Basic Education (ABE)	12,970
Adult Secondary Education (ASE)	5,372
High School Credit (HSCR)	1,896
Vocational (VOC)	933
<b>TOTAL</b>	<b>53,629</b>

- ❖ Offers adults without a high school diploma and those with limited English language the education and skills development programs that accelerate achievement of diplomas and credentials that lead to employment and postsecondary education.
- **Expanding Career Pathways for Adult Learners**
  - Goal 1: Scale Effective Strategies and Models across the System
  - Goal 2: Postsecondary Transition and Credential Attainment
  - Goal 3: College and Career Readiness
  - Goal 4: Lifelong Career Pathways Systems & Integrate Enabling Technologies

# CAREER PROGRAMS

- **Adult Education/Career Technical Education**
  - **Customized Apprenticeship Programming – Information Technology (CAP-IT)**
    - The four-year CAP-IT grant was funded (\$3.9M) through a competitive grant process through the US Department of Labor to partner with 10 community colleges.
    - The purpose of the grant is to support sector-based approaches to develop programs with the capacity to pilot, improve, assess, and scale new apprenticeship models. ICCB funds ten community colleges who are offering Information Technology pre-apprenticeship and apprenticeship opportunities to Illinois residents in their districts.
    - Enroll 4,000 Apprenticeship/Pre-Apprenticeships
  - **Integrated Education and Training (IET) and Bridge Programming**
    - Designed to accelerate and connect the adult literacy instruction with technical or workforce training leading to industry-recognized/ postsecondary credentials and meaningful employment.

# IET/BRIDGE PROGRAMS

**Table 2: Bridge Programs**

Career Pathway	No. Programs FY 19	No. Programs FY20
Ag, Food and Natural Resources	0	1
Architecture and Construction	0	2
Business Management and Administration	1	8
Career/College	0	17
Education & Training	1	11
Health Science	12	42
Hospitality & Tourism	3	5
Information Technology	3	15
Law, Public Safety, Corrections	0	1
Manufacturing	14	30
Transportation, Distribution, and Logistics	6	6
<b>TOTAL</b>	<b>40</b>	<b>138</b>

**Table 3: Integrated Education and Training Programs**

Career Pathway	No. Programs FY19	No. Programs FY20
Architecture and Construction	1	7
Business Management and Administration	7	4
Education and Training	0	3
Health Science	14	34
Hospitality and Tourism	0	1
Human Services	0	2
Information Technology	7	11
Law, Public Safety, Corrections and Security	1	1
Manufacturing	18	28
Transportation, Distribution, and Logistics	5	4
<b>TOTAL</b>	<b>53</b>	<b>95</b>

# HIGH SCHOOL EQUIVALENCY

- **High School Equivalency Scholarship:**
  - Reduced the full battery price of each HSE exam by \$80 to Test -takers.
  - 25,000 subtests will have been discounted for Illinois test takers by the completion of the funding.
  - HSE discount funding is estimated to last through the end of 2021.

# CAREER AND TECHNICAL EDUCATION

- **Career and Technical Education Equity-Driven Grant:**
  - Targets rural communities and communities with equity gaps or disparities in retention and completion.
  - Required to develop and implement programs of study with intentional recruitment and retention practices for underrepresented student groups to achieve more equitable outcomes.
- **Comprehensive Local Needs Assessment:**
  - Facilitate a data-informed, continuous improvement process for community colleges to assess the extent to which their CTE programs and programs of study are aligned with local workforce and economic needs, while using an equity lens.
  - Requires disaggregation of data to highlight, analyze, and work toward closing equity gaps for underserved populations.

# INNOVATIVE BRIDGE AND TRANSITION

- Over the past several years, the ICCB has awarded the IBT grant to between 30-34 providers in the state, both community colleges and community-based organizations.
- Purpose is to create, support, or expand innovative bridge programs and services, promote equity and diversity, and to create programs and services that support individuals with disabilities.

# WORKFORCE EQUITY INITIATIVE

- The Workforce Equity Initiative (WEI) provides \$18.7 million in funding from the State of Illinois to a consortium of 17 Community Colleges.
- The purpose of this grant is to create, support, or expand short-term (year or less) workforce (credit and/or noncredit) training opportunities in high-need communities focused on specific sectors with identified workforce gaps.
- The primary goal of WEI is to increase the number of African Americans from at-risk communities on a path or in jobs earning 30% above the current area living wage. The grant is administered through the Illinois Community College Board (ICCB).
- There are over 100 WEI programs offered throughout the state in the following sectors, **Transportation, Computer Technology, Manufacturing, Healthcare, Repair, Construction, Services, and Education.**



# WEI OUTCOMES

## Total Students Enrolled

99% of goal reached



## African American Students

121% of goal reached



## Completed Credentials

60% of enrolled



## Students Employed

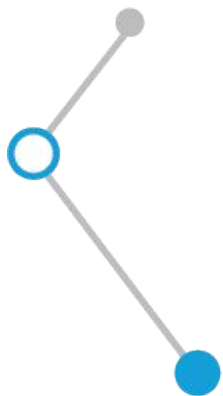
71% of completers





# ACADEMIC, INSTRUCTION AND PLACEMENT

- **Implementation of a Common Placement Framework across the State:** The ICCB and the Illinois Council of Community College Presidents developed and endorsed a common multiple measures placement system that would create consistency of expectations for students.
- **Support for Transitional Instruction:** Transitional Instruction courses, including transitional math and English Language Arts, allow students who do not test as college-ready the opportunity to achieve such levels prior to graduating high school and are intended to reduce the number of students requiring remediation in math and English.
- **Developmental Education Innovation Grant:** to support faculty, students, and institutions to develop successful developmental education models that assist with moving students into gateway coursework.



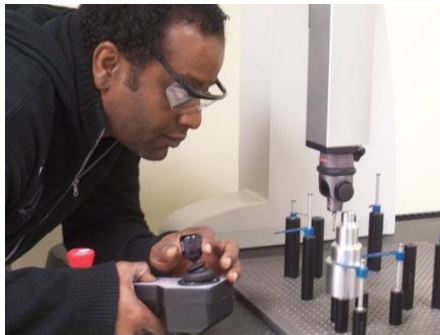
# OAI

## Mollie Dowling





OPPORTUNITY  
ADVANCEMENT  
AND INNOVATION  
IN WORKFORCE DEVELOPMENT





Chicago-based **OAI** is a nationally recognized pioneer in workforce development. Our work opens career pathways; fuels business success; promotes health, safety, and the environment; and supports community development. For more than 40 years, we've been delivering real economic benefit to individuals, employers, and communities across the country.

# Engaging Adult Participants



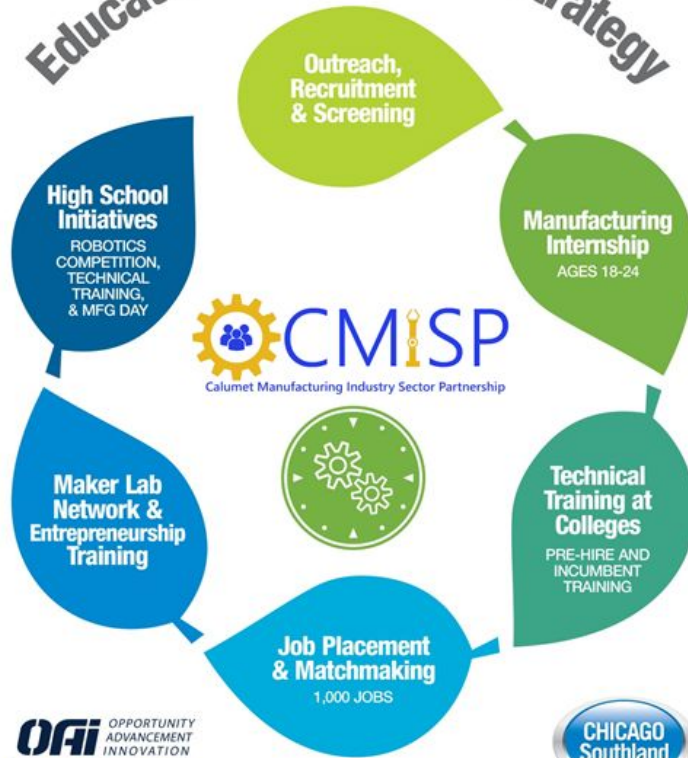
- OAI's primary work is with adults ages 25 – 44
- Targeting historically marginalized populations
- Centering portable industry-recognized certs for all training programs
- Using Work-based Learning and Sector Partnerships as key strategies

# Meeting the needs of Manufacturing, Logistics, and Supply Chain Companies since 2011

**A solution for your  
talent needs.**



# Integrated Workforce, Education & Economic Strategy





# EMPLOYER ENGAGEMENT

**100+ companies have been engaged since 2011**





## Work-Based Learning Programs at OAI – Manufacturing Sector

- Apprenticeship Expansion Program
- Manufacturing Careers Internship Program/ Opportunity Works
- Youth Career Pathways Initiative
- Supply Chain & Logistics Program

### **Key Components:**

Bootcamp with job readiness  
OSHA 10-hr general industry safety & forklift certification  
Employer tours and industry exposure  
8-week paid work experience w/ company

### **Supplementary Components:**

Electro-Mechanical Registered Apprenticeship Program  
Makerlab training  
Robotics club participation  
National Institute of Metalworking Skills (NIMS) CNC certification  
Development of web portal  
for intelligent intern matching

# Apprenticeship Expansion Program

## Additional details:

- PMMI Mechatronics/ Mechanical and Electrical certifications offered through Purdue University Northwest
- OAI utilizes On-the-Job Training (OJT) funds to support participant wages during training period
- Companies and participants interview each other; match is made based on top picks of both (as well as location/ transportation access)
  - Currently have 4 participating companies + additional in healthcare
- OAI visits each host site multiple times during apprenticeship period
- Challenges: Identifying enough apprenticeship sites for all participants and making the right match
- Opportunities: Good source for fresh talent, low risk for companies, enormous institutional support of participants and companies

# OAI Key Lessons

- ❖ Employers want elevated skill set from applicants
- ❖ Hands-on, problem-based activities build skills as well as desire
- ❖ Success skills still need to be addressed
- ❖ Transportation is a predominant issue for suburban participants
- ❖ Must provide supports for other critical issues adults face such as childcare, housing instability, financial coaching, etc.
- ❖ Partnerships with Colleges and other technical trainers provide additional capacity and legitimacy to programs
- ❖ OAI as critical connector and liaison between employers, training providers and job seekers
- ❖ Labor market data and Industry Sector Partnership informs all training programs

**Thank you!**

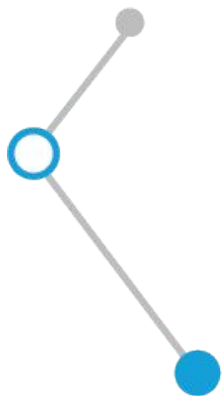


**OAI, Inc.**

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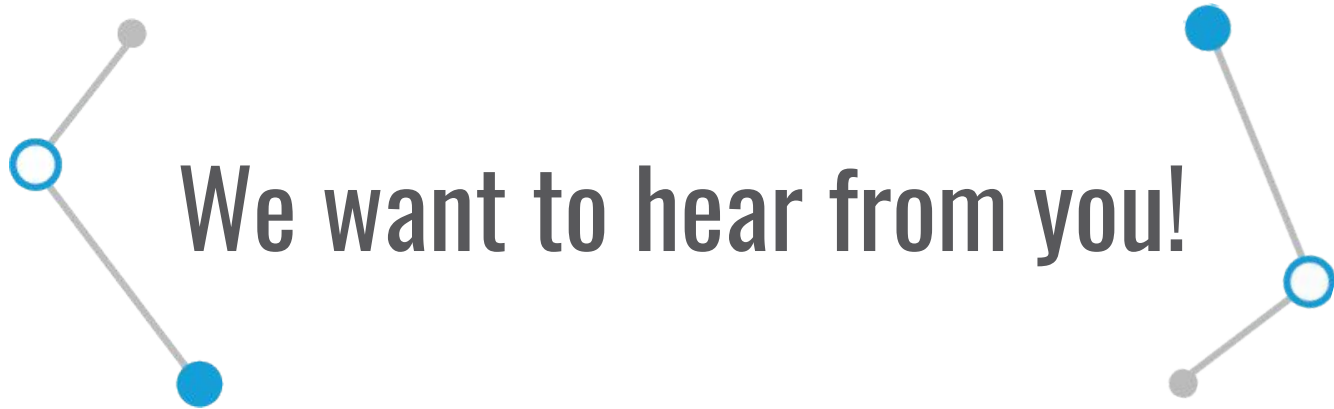
[www.oaiinc.org](http://www.oaiinc.org)





Q & A





**We want to hear from you!**

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# Thank You!

