Reaching Higher in a State of Change

Strategic Planning Process

Teresa Lubbers, Indiana Commissioner for Higher Education

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INDIANA COMMISSION FOR HIGHER EDUCATION

- Created in 1971, the Commission is comprised of 14 Governor-appointed members to:
  - Define the educational missions of public colleges and universities
  - Plan and coordinate Indiana's state-supported system of higher education
  - Approve or disapprove capital projects, new branches, extensions, new degree programs, colleges or schools
  - Make budget recommendations to governing boards, the Governor and the General Assembly
  - Distribute student financial aid from state aid programs
  - Develop reports and implement policies and programs that require state coordination
- Guided by four *Reaching Higher* evolving strategic plans since 2008

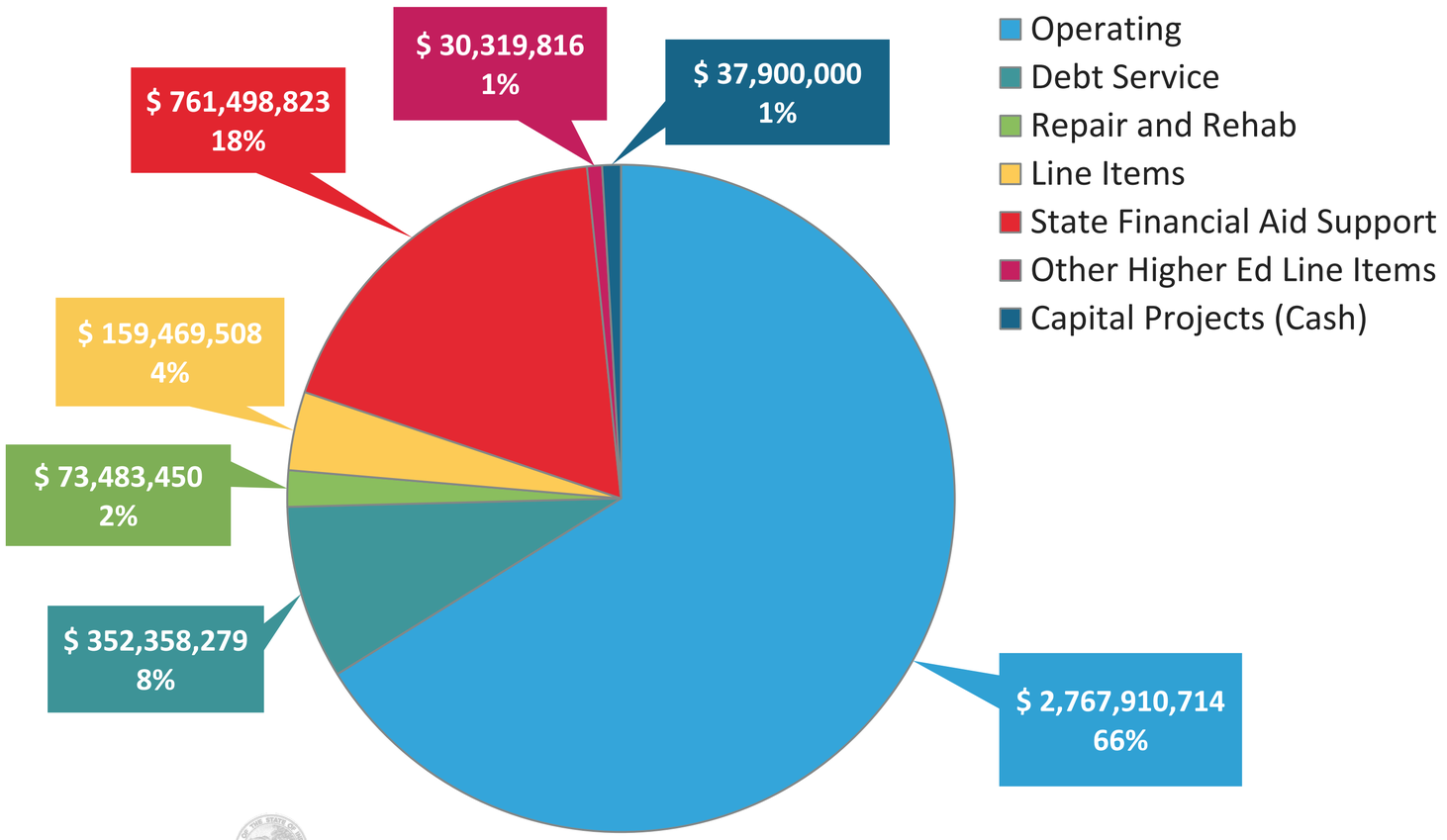
HIGHER EDUCATION IN INDIANA

- **One unified community college system**
- **Two two-year universities**
- **Five four-year public colleges and universities**
- **30 private institutions**
- **27 proprietary schools** with a physical presence in Indiana
- **Financial aid:** First in the Midwest, fourth in the nation for need-based financial aid: about $350 million annually distributed, $390 million overall
- **21st Century Scholarship:** Indiana's early college promise program

HOW WE FUND HIGHER EDUCATION

- Current FY 2021 appropriation: **$2.1 billion**
- Paying for what we value through 15-year history of performance funding for student success metrics
  - Performance funding makes up roughly 7% of Indiana's operating budget (about $87.9 million)

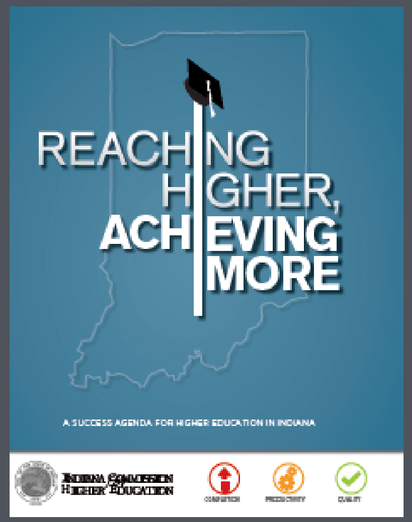
Indiana Higher Education Budget FY 2020 & 2021

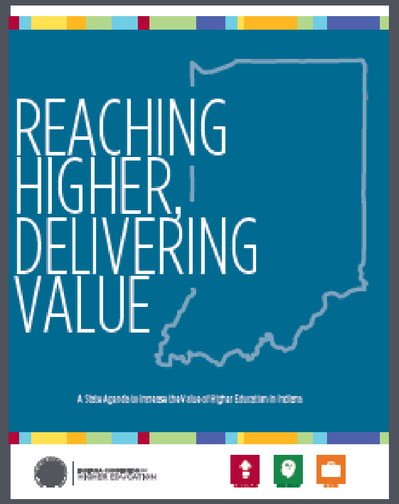


REACHING HIGHER IN A STATE OF CHANGE

REACHING HIGHER SERIES

INDIANA COMMISSION *for*
HIGHER EDUCATION





2008 – 2011

FOCUS
Shifted from access to completion

GOALS
Access
Affordability
Student success
College preparation
Contributions to economy

2012 – 2015

FOCUS
Adopted the big 60 percent completion goal

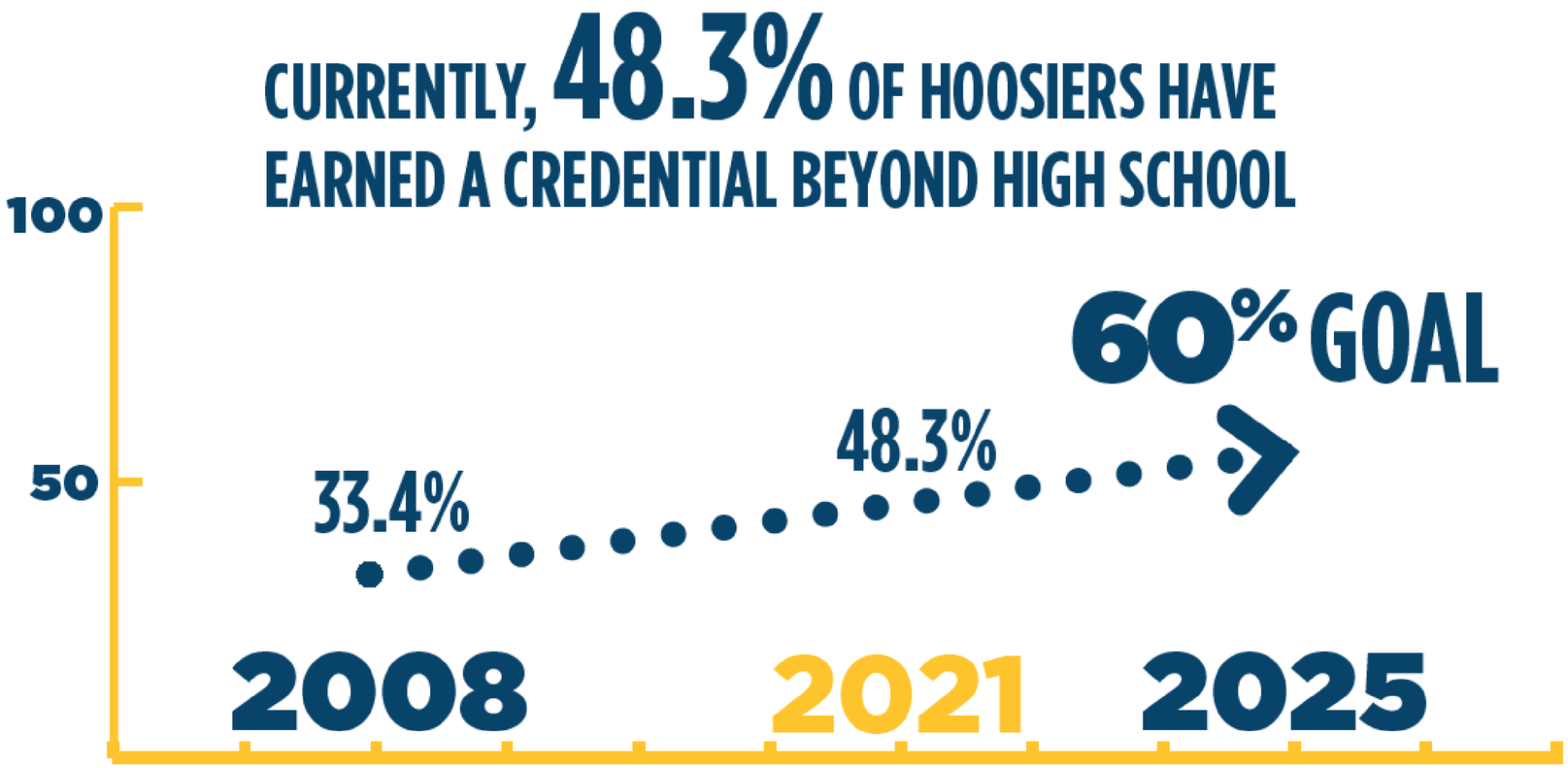
GOALS
Completion
Productivity
Quality

2016 – 2019

FOCUS
Made the case for higher education's value

GOALS
Completion
Competency
Career

EDUCATIONAL ATTAINMENT GOAL



ATTAINMENT GAPS

- **Challenges:**
  - Closing equity gaps: Need adult learners, students of color, low-income students and rural students to attain a quality credential to help us reach our big goal
  - College-going decline: 59 percent in 2019, compared to 61 percent in 2018 and 63 percent in 2017
  - Skepticism about the value of higher education, especially in rural areas
- **Opportunities:**
  - Supporting adult learners through access to flexible and affordable higher education options
  - Strong legislative and gubernatorial support for higher education and financial aid
  - Business and industry involvement through the Governor's Workforce Cabinet

REACHING HIGHER IN A STATE OF CHANGE

PLANNING PROCESS

INDIANA COMMISSION for
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TIMELINE

Q1: Audit, Outline & Information Gathering (January – March)

- Complete audit of *Reaching Higher, Delivering Value* (2016-2019), present findings to staff and Commission members
- Gather feedback through internal and external engagement

Q2: Framework, Rough Draft & Initial Vetting (April – June)

- Finalize outline with key sections and components
- **Strategic Planning Retreat** with Commission members and executive staff
  - Facilitated by external consulting firm

TIMELINE

Q3: Communication and Feedback with Key Stakeholders (July – September)

- Travel to colleges and universities to present draft and gain feedback
- Share draft with relevant state and agency leaders, revise along the way

Q4: Polish and Finalize (October – December)

Official Release: February 11, 2020: *State of Higher Education Address*

- Press packet for public release
- Social/digital plan
- **Annually:** Determine implementation plan and produce public report card

REACHING HIGHER IN A STATE OF CHANGE

2020 STRATEGIC PLAN HIGHLIGHTS

INDIANA COMMISSION for
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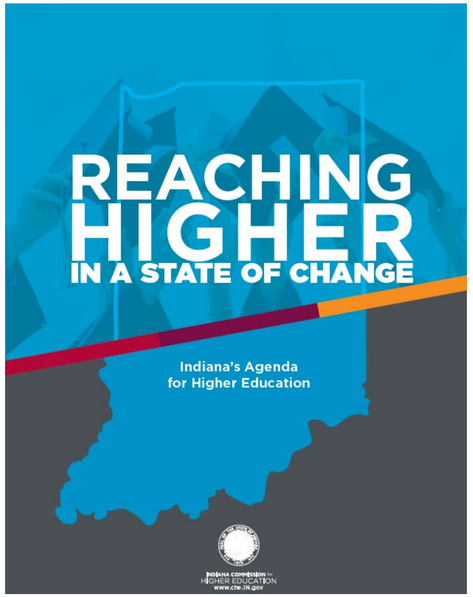
INDIANA'S FOURTH STRATEGIC PLAN

We continue to measure our success with an ambitious goal for at least 60 percent of Hoosiers to have education and training beyond a high school diploma by 2025—a goal directly aligned to our state's future workforce needs.

- *Reaching Higher in a State of Change* is our blueprint as Indiana approaches the 2025 deadline
- New and growing pressures are emerging, driving our system of higher learning to respond and adapt to meet the needs of today's learners, Indiana's citizens and employers, and our expanding and diversifying economy



GUIDING PRINCIPLES

As higher education adapts, so too must the principles that guide our work.

- **Learner-Centered** - Recognizing the changing demographics in our system and emphasizing that the needs of individual learners should drive the delivery system
- **Talent-Driven** - Recognizing the full scope of higher learning opportunities, emphasizing the individual as well as the employer community, and calling for increased collaboration among institutions, employers and communities to meet economic need
- **Future-Focused** - Recognizing that changing workforce needs will require continuous education for a growing number of Hoosiers and increased innovation by our postsecondary institutions to meet the needs of an uncertain future economy

PRIORITIES TO DRIVE CHANGE

Completion

Completion has remained a foundational goal for the Indiana Commission for Higher Education for the past decade.

Equity

Educational equity means that life circumstances or obstacles should not dictate opportunity to succeed.

Talent

Learners need the skills and competencies to be successful on the job today and tomorrow.

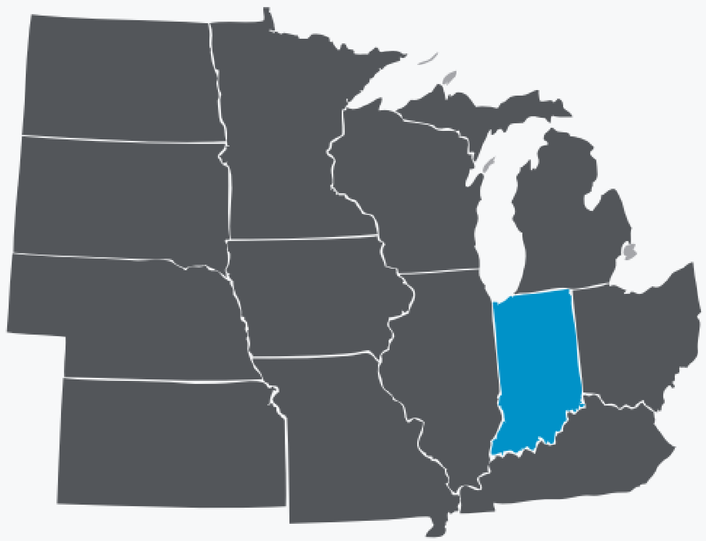
KEY METRICS AND ANNUAL REPORT CARD

- The Commission will issue an annual *Reaching Higher in a State of Change* report card, highlighting progress in these areas:
  - Educational Attainment
    - At least 60% of Hoosiers having a quality credential beyond a high school diploma
  - Career Relevance and Preparation
    - 100% of postsecondary programs requiring career relevance
  - Economic Impact
    - Indiana being above the average of peer states for median household income

MIDWEST ECONOMIC IMPACT

EDUCATIONAL ATTAINMENT RANKING (AS OF 2019):

1. Minnesota
2. Kansas
3. Illinois
4. Wisconsin
5. North Dakota
6. Iowa
7. Nebraska
8. Kentucky
9. Michigan
10. Ohio
11. Indiana
12. South Dakota
13. Missouri



MEDIAN HOUSEHOLD INCOME (ADJUSTED FOR COST OF LIVING; AS OF 2019):

1. Minnesota: $72,118
2. North Dakota: $70,851
3. Iowa: $66,765
4. Nebraska: $66,480
5. Illinois: $66,020
6. Wisconsin: $65,772
7. Kansas: $64,687
8. South Dakota: $63,803
9. Ohio: $63,117
10. Indiana: $62,078
11. Michigan: $60,965
12. Missouri: $60,869
13. Kentucky: $57,164

Average: $64,668

REACHING HIGHER IN A STATE OF CHANGE

GOVERNOR'S WORKFORCE CABINET

INDIANA COMMISSION for
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GOVERNOR'S WORKFORCE CABINET

- Created in 2018 with the mission of:
  - Addressing current and future education and employment needs for individuals and employers
  - Strengthening Indiana's economy by integrating and aligning state and federal resources
  - Ensuring a talent-driven education and workforce system
- Employer-led membership includes higher education, lawmakers, K-12 education and state economic development and workforce development areas
- Adopted 60% educational attainment goal in alignment with our efforts

A BETTER FUTURE FOR EVERY HOOSIER

- The Governor's Workforce Cabinet released Indiana's Strategic Workforce Plan, *A Better Future for Every Hoosier*, in March 2020
- Shifts the conversation around talent development from programs to people

A VISION FOR CHANGE

GOALS

1. Afford all Hoosiers equitable opportunities for lifelong learning;
2. Increase personal economic mobility; and
3. Provide employers the talent to grow and diversify their workforce.

PRIORITIES

In addition to these goals, the Governor's Workforce Cabinet has identified five priorities that provide a framework for how Indiana will meet these goals with short- and long-term strategies.

1. **Focus on meeting the individual needs of Hoosiers.**
2. **Integrate state systems to facilitate greater access to information, resources, and services for constituents, businesses, state personnel, career coaches or navigators, and case managers.**
3. **Align programs toward creating a healthy, engaged, and talented citizen.**
4. **Maximize state and federal resources through impact-driven programs for Hoosiers.**
5. **Foster impactful relationships between businesses, community partners, and government agencies.**

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STRATEGIES FOR SUCCESS

The Governor's Workforce Cabinet will use these comprehensive strategies to ensure return on investment for Hoosiers as we work to improve an individual's experience with Indiana's talent development system. These strategies will assist the Cabinet in improving the outcomes for all target populations and provide employers the talent needed to grow and diversify the workforce.

- **DATA SHARING**
  Allowing for better understanding of who the state serves, where they are being served, and how the state serves them.
- **CO-ENROLLMENT**
  Packaging services that work together to meet Hoosiers' unique needs.
- **CO-LOCATION**
  Improving customer service by strategically locating staff to help break down barriers for individuals when they access state services.
- **CROSS-TRAINING**
  Increasing state, local, and front-line staff knowledge across Indiana's talent development system to better serve Hoosiers.
- **EMPLOYER ENGAGEMENT**
  Sharing information with Hoosier businesses about the benefits of Indiana's talent development system and encouraging them to engage with key populations.

INDIANA'S PLAN STRATEGICALLY TARGETS KEY POPULATIONS, INCLUDING THE FOLLOWING:

VETERANS
ADULTS
RURAL COMMUNITIES
LOW-INCOME
PEOPLE WITH DISABILITIES
YOUTH
ALL RACES/ETHNICITIES
INCARCERATED HOOSIERS & EX-OFFENDERS

Governor's WORKFORCE CABINET

MEASURING PROGRESS

Tracking the Plan's progress is a crucial step toward aligning Indiana's talent development system and increasing outcomes across target populations. The Governor's Workforce Cabinet will measure how it is meeting its goals through:

1 ECONOMIC IMPACT

a. Measured by progress toward Indiana becoming a leading Midwest state for median household income (adjusted for cost of living)
   i. Short-term goal: by 2025, Indiana will be above average of peer states
   ii. Longer-term goal: by 2030, Indiana will be in the top five of peer states

2 EMPLOYMENT METRICS

a. Job placement
b. Labor force participation rate
c. Employee retention
d. Median earnings

3 EDUCATIONAL ATTAINMENT THROUGH PROGRESS TOWARD THE 60% POSTSECONDARY ATTAINMENT GOAL

a. Postsecondary-going rate
b. On-time postsecondary completion rate
c. 6-year postsecondary completion rate
d. Adult postsecondary completion rates

4 STUDENT ENGAGEMENT & CAREER PREPARATION

a. Student performance in CTE programs of study
b. High school students who earn a credential
c. Progress toward 100% of postsecondary education programs including an experience with career relevance

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MEASURING PROGRESS

- Economic Impact
- Employment Metrics
- Educational Attainment
- Student Engagement and Career Preparation
- **Aligned with our metrics to ensure collaboration with education and workforce development**

Education beyond high school remains one of the surest paths to economic mobility and personal prosperity and provides Indiana with the talented workforce needed to keep pace with an evolving economy.

2021 College Readiness Report

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