



# *Reaching Higher in a State of Change*

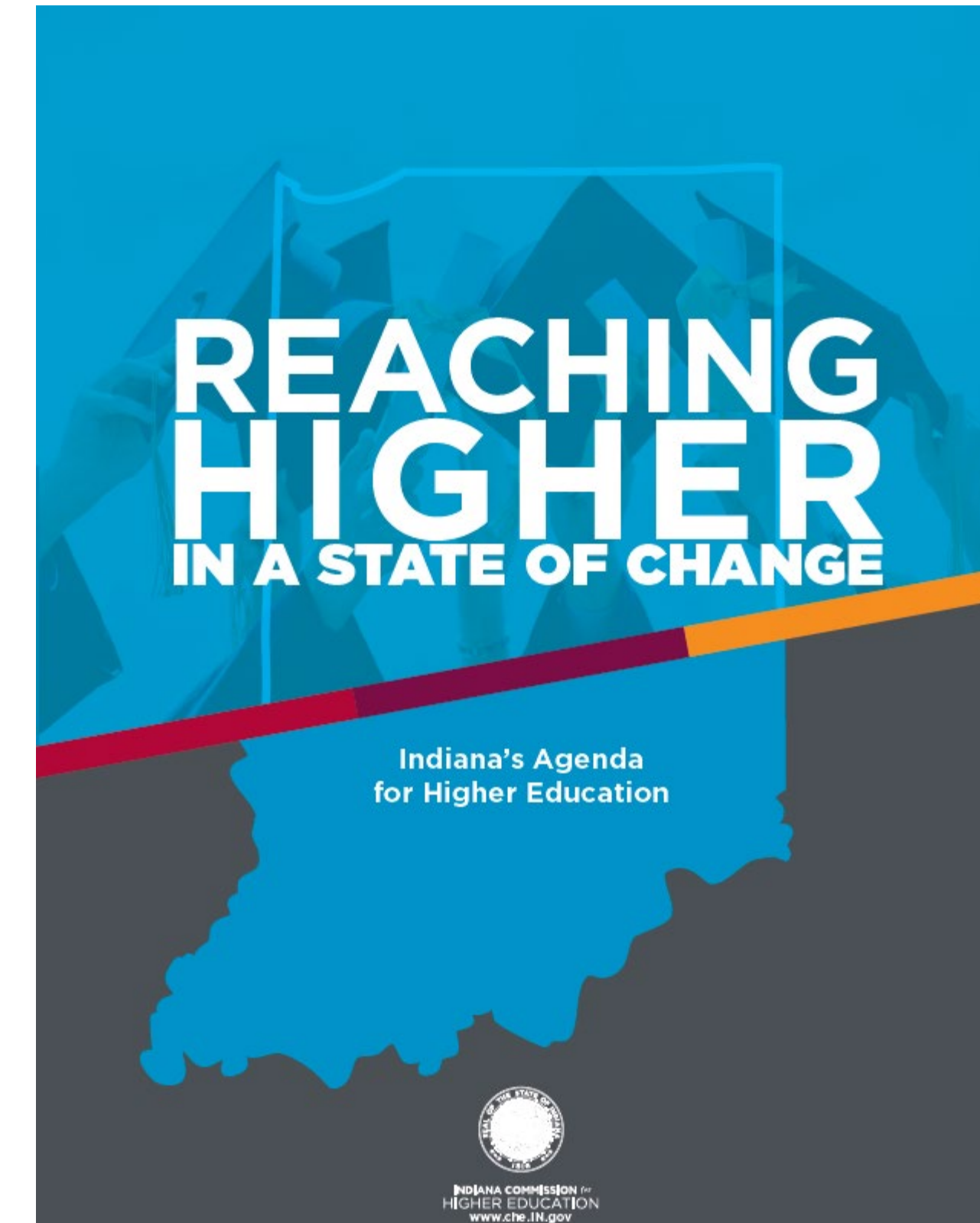
## **Annual Implementation Summary**

Liz Walker, Assistant Commissioner & Chief Strategy Officer

Thursday, December 9, 2021

# OVERVIEW

- ▶ *Reaching Higher in a State of Change* Review
- ▶ Report Card Components & Early Results
  - ▶ Key Metrics
  - ▶ Blueprint Action Items
  - ▶ Success Stories
- ▶ The Commission's Responsibilities



# INDIANA'S GUIDING PRINCIPLES

- ▶ **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.

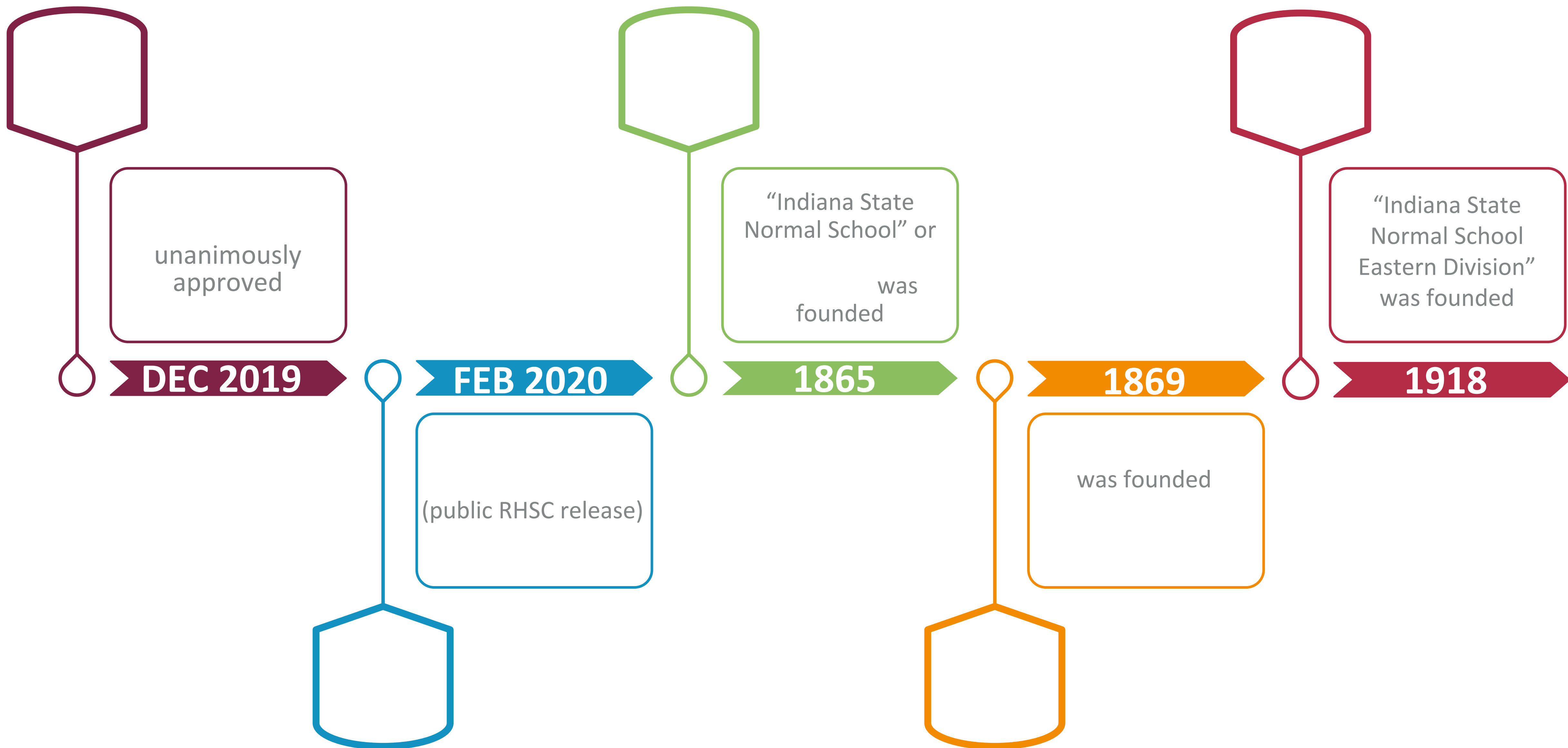
# INDIANA'S BLUEPRINT FOR CHANGE

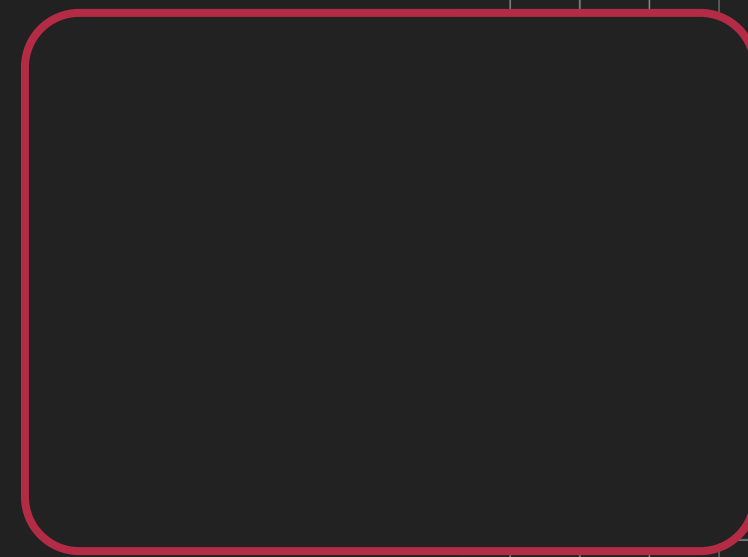
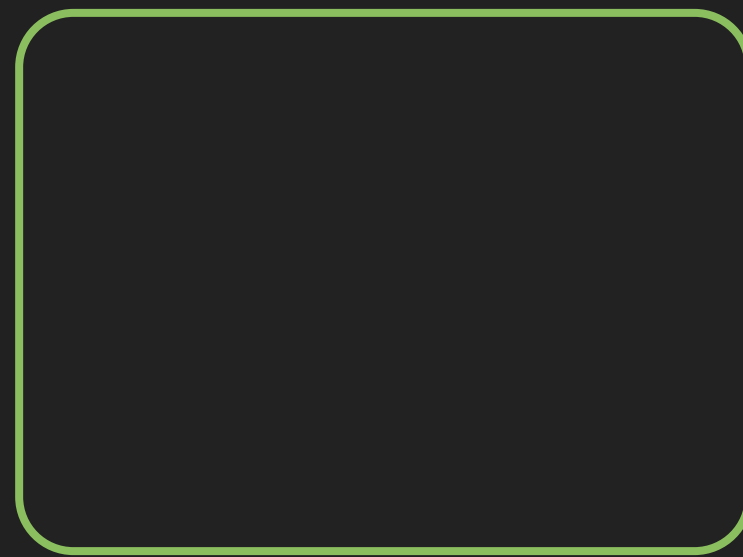
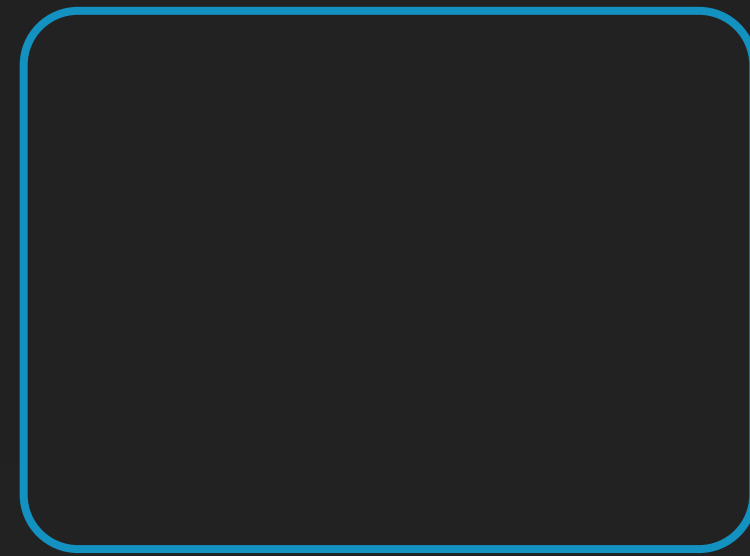
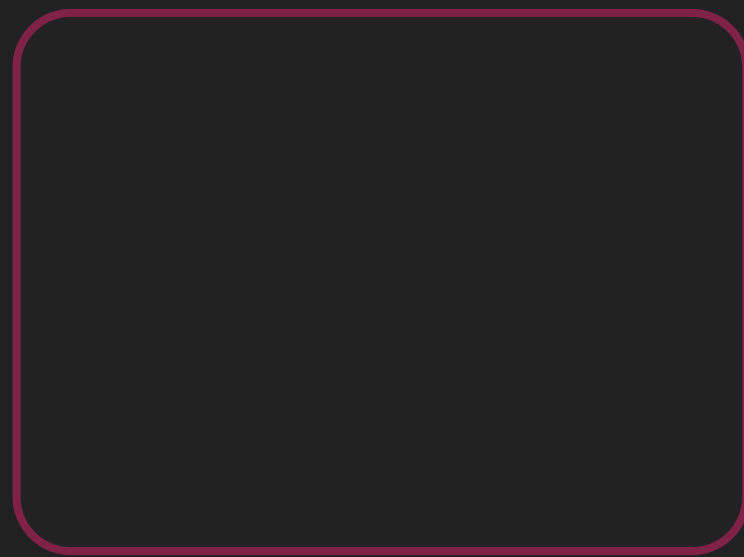
- ▶ **Pathways and Transitions** - Ensuring the right fit for every learner.
- ▶ **Affordability** - Decrease the cost of college and reduce reliance on debt to increase completion and promote lifelong success.
- ▶ **Community Engagement** - Foster a culture that values lifelong learning and develop partnerships that improve the economic health and vitality of communities.
- ▶ **The Educator Pipeline** - Focus on strengthening and supporting Indiana's classroom teachers, counselors and school leaders.
- ▶ **Quality** - Emphasize excellence to ensure lifelong learner success and meet employer, economic and civic needs.



# TIMELINE

- ▶ **December 2019:** *Reaching Higher in a State of Change* approved
- ▶ **February 2020:** State of Higher Education Address (Public Release)
- ▶ **August 2021:** Release of 2021 Report Card (for 2020)
- ▶ **Today:** 2021 Implementation Summary
- ▶ **February 2022:** 2022 Implementation Plan
- ▶ **By April 2022:** Release of 2022 Report Card (for 2021)







# BACKGROUND & OVERVIEW

- ▶ **2020:** 21 Action Items vs. **2021:** 15 Action Items
- ▶ Many of the **Blueprint** items included in the 2020 action plan are ongoing.
- ▶ This leaves 19 action items in the strategic plan blueprint, which will be our focus items for 2022.
- ▶ Proposed refresh of full plan during 2022, adjusting narrative and adding new action items to the blueprint for 2023.
- ▶ The blueprint action items presented for 2021 Implementation are “as written” in 2019, and plenty has changed.

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# KEY METRICS










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## KEY METRICS

- ▶ **Educational Attainment** - Measured by progress toward at least 60% of Hoosiers having a quality credential beyond a high school diploma.
- ▶ **Career Relevance & Preparation** - Measured by progress toward 100% of postsecondary programs requiring an internship, work-based learning, research project or other student engagement experience that has career relevance.
- ▶ **Economic Impact** - Measured by progress toward Indiana becoming a leading Midwest state for median household income.

## REACHING HIGHER IN A STATE OF CHANGE

<u>Educational Attainment</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
<b>Progress toward at least 60% of Hoosiers having a quality credential beyond a high school diploma</b>	<b>43.4%</b>	<b>48.5%</b>	<b>48.3%</b> 
<i>Postsecondary Certificates</i>	5%	5%	5%
<i>Industry Certifications</i>	-	4.9%	4.9%
<i>Associate</i>	9.9%	9.9%	9.8% 
<i>Baccalaureate</i>	19.2%	19.2%	19.3% 
<i>Graduate</i>	9.3%	9.5%	9.3% 
College-Going Rate	63%	61%	59% 
On-time College Completion Rate	40.6%	42.3%	44.4% 
Extended (6 Year) College Completion Rate	61.8%	62.0%	63.6% 
<i>Disaggregated by race/ethnicity in report card when possible</i>			

<u>Career Relevance &amp; Preparation</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Progress toward 100% of postsecondary programs requiring a career relevant experience	-	90% include 78% require*	TBD

- ▶ **2021 Employer/Educator Career Relevance Convening (November 2):** over 160 educators and employers convened to discuss tactics to ensure every Hoosier graduate has some experience with embedded career relevance while in college
- ▶ **2021 Student Advocates Conference (December 15-16):** will emphasize the importance of integrated work experiences that help students apply their learning, connect with employers and develop marketable skills
- ▶ **New Degree Programs Approvals:** Added requirement for institutions to describe student engagement experiences with career relevance (based on the steering committee definition) to the **new degree proposal form**

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Career Relevance & Preparation	2019	2020	2021
Progress toward Indiana becoming a leading Midwest state for median household income	10 out of 13 (\$62,078)	10 out of 13 (\$XX,XXX)	TBD

- ▶ Goals to be above average by 2025 and within the top five by 2030
- ▶





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# BLUEPRINT





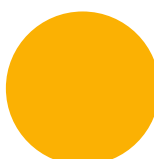




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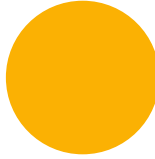



# STATUS “KEY”

- ▶ **Complete** – All or majority of the planned initiatives under this action item are **complete**.
- ▶ **Ongoing** – All or majority of the planned initiatives under this action item are **complete**, but **ongoing work** needs to be done to maintain and increase our efforts/results.
- ▶ **On Track** – Many initiatives under this action item are **well underway** or **on track** to be completed soon.
- ▶ **Incomplete** – Some items of the planned initiatives under this action item are underway, but **not enough progress** has been made.

## PATHWAYS & TRANSITIONS


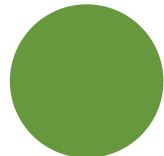


Action Item	Status	Notes
Increase the number of high school students who earn a high-value technical certificate or <a href="#">STGEC</a> before graduating.		<ul style="list-style-type: none"> <li>Next Level Programs of Study, redesign of CTE pathways, growth and rebrand of College Ready Core (STGEC)</li> </ul>
Increase the number of <a href="#">adult learners</a> enrolling/re-enrolling in postsecondary programs by targeting populations who have exited the postsecondary pipeline or have never entered it.		<ul style="list-style-type: none"> <li>Workforce Ready Grant</li> <li>Rapid Recovery</li> <li>Extended YCGB in statute</li> <li>Career coaching and navigation</li> </ul>
Encourage use of <a href="#">predictive analytics</a> to identify student needs and tailor individualized support to ensure student success.		<ul style="list-style-type: none"> <li>Georgia State University public square</li> <li>COVID paused predictive analytics pilot</li> </ul>
Create a model “ <a href="#">Learner-Ready</a> ” <a href="#">rubric</a> to help campuses assess their readiness to accommodate the needs of their unique learner populations.		<ul style="list-style-type: none"> <li>Content research began in the fall</li> <li>Working group to be formed</li> <li>Release anticipated for summer 2021</li> </ul>
Develop a digital, easily-sharable <a href="#">student-owned record</a> , like a passport, that collects information about the skills and knowledge learners earn over the course of their education and careers.		<ul style="list-style-type: none"> <li>Lumina Foundation project involving all public institutions; 5 institutions have or will develop model CLRs</li> </ul>
Develop web-based tools, built on common standards and linked, open data, to help learners easily navigate career and learning opportunities and to promote <a href="#">credential transparency</a> .		<ul style="list-style-type: none"> <li>Indiana Credential Registry progress (public/nonpublic; ETPL and licenses in progress)</li> </ul>
Require 100 percent of postsecondary programs to have an internship, work-based learning, research project or other student engagement <a href="#">experience that has career relevance</a> .		<ul style="list-style-type: none"> <li>Definition developed by steering team</li> <li>Survey collection complete of 1000+ associate and Bachelor’s degrees</li> </ul>

## AFFORDABILITY

Action Item	Status	Notes
Reduce the number of students who leave college without completing by providing <b>proactive advising</b> that redirects students to other postsecondary options.		<ul style="list-style-type: none"><li>• You Can. Go Back. outreach efforts referring exiting students to the WRG</li><li>• COVID paused predictive analytics pilot</li></ul>
Require all high school seniors to complete a <b>FAFSA</b> (Free Application for Federal Student Aid) on time, with an opt-out provision included.		<ul style="list-style-type: none"><li>• ESG/Joyce Partnership</li><li>• FAFSA requirement did not pass in 2020 legislative session</li></ul>
Create <b>better alignment between state agencies</b> to leverage opportunities and identify key populations, such as incarcerated adults and those on state public assistance.		<ul style="list-style-type: none"><li>• Governor's Workforce Cabinet</li><li>• DWD and IDOE</li><li>• Strategic Plan Alignment</li></ul>
Use <b>proactive outreach</b> to increase the number of learners from priority populations taking advantage of <b>existing financial aid programs</b> created to support them.		<ul style="list-style-type: none"><li>• Rapid Recovery</li><li>• Padres Estrellas</li><li>• Equity Report</li></ul>
Encourage the use of <b>Open Educational Resources</b> wherever possible (such as online access to classroom materials) to reduce cost for learners.		<ul style="list-style-type: none"><li>• MHEC OER initiative</li><li>• Cengage/ITCC Partnership</li></ul>


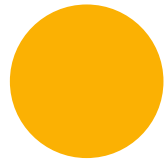


# COMMUNITY ENGAGEMENT

Action Item	Status	Notes
Align state agency and stakeholder messaging and communications resources around the <a href="#">value of education and lifelong learning</a> .		<ul style="list-style-type: none"><li>• Rapid Recovery</li><li>• Your Next Step</li><li>• GWC/IDOE alignment</li></ul>
<a href="#">Improve the usability of the Commission’s annual reports</a> and data tools to help communities, parents, students, educators, institutions, lawmakers and employers use them to drive decision making and postsecondary completion.		<ul style="list-style-type: none"><li>• Transitioning to new report models aligned to RHSC</li><li>• Combined ROI &amp; Gallup-Indiana survey into the College Value Report</li></ul>
Leverage opportunities for communities, institutions and employers to <a href="#">work together for people of color</a> as well as rural, veteran and low-income populations.		<ul style="list-style-type: none"><li>• Local/Regional Initiatives</li><li>• Padres Estrellas, Ambassadors Model</li><li>• Rapid Recovery</li><li>• CHE Outreach Team</li></ul>
<a href="#">Share data, tools, best practices and community partnerships</a> that increase postsecondary completion and career mentorship.		<ul style="list-style-type: none"><li>• Rapid Recovery, Your Next Step</li><li>• Career Connections and Talent</li><li>• 2020-2021 Educator Guide</li></ul>



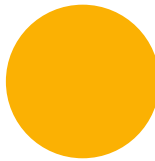


# THE EDUCATOR PIPELINE

Action Item	Status	Notes
Ensure <b>early college credit</b> opportunities are available in all schools by helping more educators get the training they need to teach these courses.		<ul style="list-style-type: none"><li>• HLC deadline extended</li><li>• STEM Teach Initiative</li><li>• \$3M INvestEd Grant for Teach Dual Credit Indiana</li></ul>
Encourage more people of color to utilize state scholarship funding to <b>increase diversity in the teaching profession</b> .		<ul style="list-style-type: none"><li>• More attention to gaps in Equity Report</li><li>• ScholarTrack application upgrades</li><li>• Excess rollover Next Gen funds for Minority Teacher Scholarship</li></ul>





QUALITY

Action Item	Status	Notes
Develop a more comprehensive view of completion and include a wider range of credential types in data collection—including short-term and non-credit credentials.		<ul style="list-style-type: none"><li>Lumina added industry credentials to education attainment calculation</li><li>CHE Certificates Report</li><li>GWC/DWD collaboration</li></ul>
Monitor early college credit and career technical education pathways in high school to routinely assess the status of opportunity and completion gaps among low-income, rural and minority populations.		<ul style="list-style-type: none"><li>Early College Credit, Equity Reports</li><li>GWC collaboration to incorporate data about CTE Next Level Programs of Study</li></ul>
Demonstrate and advocate for the quality, value and benefit of dual credit courses offered to high school students.		<ul style="list-style-type: none"><li>2020-2021 Educator Guide</li><li>STGEC Rebrand to College Ready Core</li><li>GWC's CTE/Work-Based Learning Guide</li><li>Next Level Programs of Study pilots</li></ul>



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# SUCCESS STORIES



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**Peggy Bulanda** was able to finish her Practical Nursing degree (LPN) with the Next Level Jobs **Workforce Ready Grant**



**21st Century Scholars** alumni **Andrew Adeniyi** is using his Kelley School of Business (IUB) degree as an Area Manager for Kroger

IMPLEMENTATION & ACCOUNTABILITY

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# THE COMMISSION'S ROLE

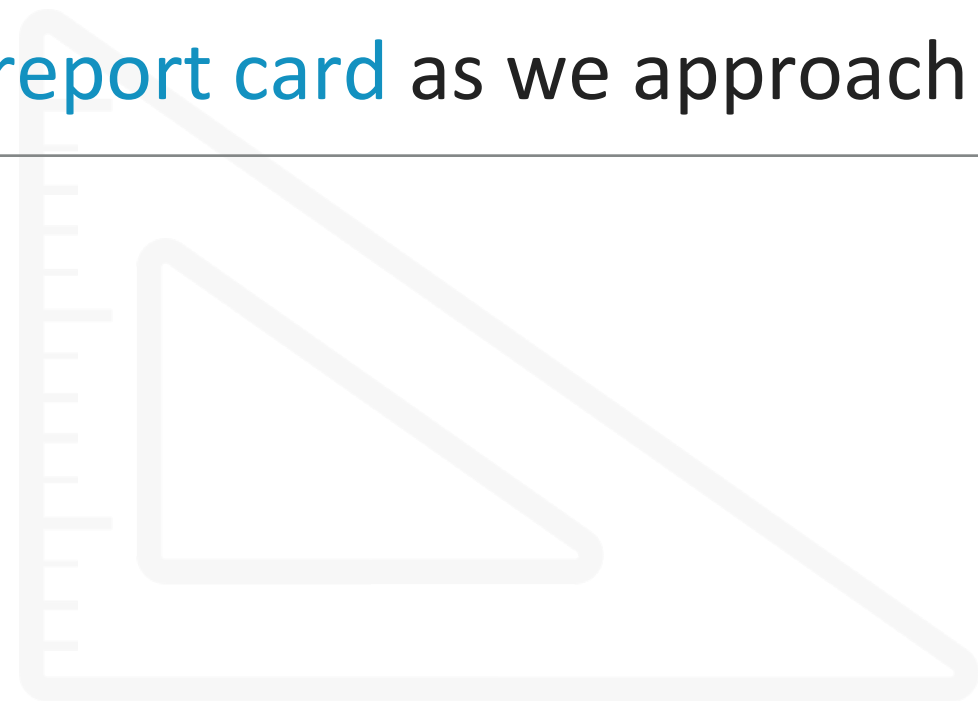


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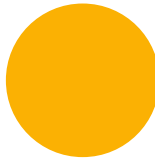
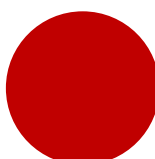
## THE COMMISSION'S ROLES & RESPONSIBILITIES

<u>Action Item</u>	<u>Status</u>	<u>Notes</u>
The Commission will continue to position itself as an <b>active and vocal advocate for lifelong learning</b> beyond high school, even as we call for transformative change to ensure the enduring quality, affordability, and return on investment of our higher education system.	●	<ul style="list-style-type: none"><li>• Rapid Recovery for a Better Future</li><li>• Your Next Step</li><li>• Indiana Attainment Academy</li><li>• Governor's Workforce Cabinet Engagement</li></ul>
The Commission will develop <b>year-by-year internal operations plans</b> to guide the work outlined in the strategic plan.	●	<ul style="list-style-type: none"><li>• Developed in February and utilized throughout 2020 to assist with implementation</li></ul>
The Commission will develop an <b>annual communications plan</b> and a toolkit to support advocacy and constituent outreach and service.	●	<ul style="list-style-type: none"><li>• The 2020-2021 Educator Guide targets middle and high school educators and counselors</li><li>• The content will be used with other audiences to support the strategic plan</li></ul>
The Commission will issue an annual <i>Reaching Higher in a State of Change</i> <b>report card</b> as we approach the 2025 goal.	●	<ul style="list-style-type: none"><li>• Annual RHSC report card will be released during the first quarter of the following year</li></ul>



# MISSION DIFFERENTIATION

- ▶ Ensuring clear **mission differentiation** among Indiana’s public institutions is a core responsibility of the Commission.
- ▶ As new and emerging forces put pressure on institutions to change or expand their missions, the Commission encourages **innovation** and **collaboration**.

Action Item	Status	Notes
The Commission will <b>evaluate and offer recommendations</b> to alter and/or solidify the missions of the institutions that comprise the state’s higher education system		<ul style="list-style-type: none"><li>• Dr. Sauer presented on the history of CHE’s approach to mission differentiation over the years</li><li>• Academic Affairs led conversations with the Commission as well as institutions’ academic officers</li></ul>
The Commission will partner with higher education institutions to project <b>enrollment and completion targets</b>		<ul style="list-style-type: none"><li>• Not addressed in 2020 due to COVID-19 pandemic</li></ul>



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# NEXT STEPS



## NEXT STEPS

- ▶ Finalize 2020 data collection and analysis for the report card.
- ▶ Distribute the [2020-2021 Educator Guide](#) “toolkit” to middle and high school educators and counselors during winter break.
- ▶ Present the 2021 implementation plan at the February meeting.
- ▶ Issue the annual *Reaching Higher in a State of Change* [report card](#) by the end of the first quarter in 2021.



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