



INDIANA COMMISSION *for* HIGHER EDUCATION

October 31, 2018

Mr. Jason Dudich
Director
State Budget Agency
Room 212, State House
Indianapolis, Indiana 46204

Re: Agency Overview for 2020-21 Biennial Budget Process

Dear Director Dudich:

As part of the 2020-21 biennial budget submission process, the Commission for Higher Education (“Commission”) is pleased to submit our agency overview in addition to other materials as requested via the budget instructions memo. Included with this letter is the Commission’s organizational chart and fund narrative for all funds operating under the oversight of the Commission. When viewing our agency submission, it is important to remember that we received TANF funding of \$170,000,000 in FY 2017 and \$80,000,000 in FY 2018, which allowed us to revert \$250,000,000 to the General Fund in FY 2018, causing our spending to look inconsistent.

The mission of the Commission for Higher Education as established by law (IC 21-18-6) is to plan and coordinate Indiana’s system of postsecondary education, review appropriation requests of the state education institutions, make recommendations to the Governor, Budget Agency and the General Assembly concerning postsecondary education, administer financial aid programs, staff the Board for Proprietary Education, and perform other functions assigned by the Governor or the General Assembly. These statutory obligations are supplemented by the Commission’s Strategic Plan *Reaching Higher, Delivering Value* which outlines a vision to provide every Hoosier with clearer and more direct paths to timely college completion, quality competency-based credentials that deliver the learning outcomes students need and employers expect, and purposeful career preparation that equips graduates for fulfilling employment and lifelong learning. Through these activities, the Commission brings a comprehensive and long range view to the state’s involvement in and support of postsecondary educational opportunities. For more information about the Commission’s third strategic plan, please visit the “Strategic Plan” tab on the Commission’s website (www.in.gov/che).

In the upcoming biennium, the Commission plans to continue with the following objectives:

- Continue our commitment to performance funding through the outcomes-based model.
- Further expansion of the Workforce Ready Grant under Governor Holcomb’s *Next Level Jobs* initiative aimed at filling the over 1 million job openings projected by 2025. With this grant recently expanding to include all high school graduates, the Commission is reaching out to Hoosiers high school students and connecting them with programs which prepare them for Indiana’s in-demand jobs.
- Expand our reporting of outcome and quality indicators through our Return on Investment, College Readiness, College Completion and Equity reports and dashboards to present a transparent, multi-faceted view of each institution to students and families.



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- Maintain Indiana's commitment to a need-based, earned benefit model of state financial aid which is proven to increase personal income, lower unemployment claims and utilization of social welfare programs, increase workforce participation and address the state's workforce shortage.
- Implement the Commission's third strategic plan, *Reaching Higher, Delivering Value*. With clear goals and aligned metrics reflecting past progress and new realities, this strategic plan charts a bold course toward Indiana's goals of closing the college completion achievement gap and increasing the number of Hoosiers with quality education and training beyond high school to 60 percent of the state's population by 2025.
- Improve our data collection software to ensure accuracy, reduce the amount of staff time collecting and reviewing data and allow for more timely reporting to the Governor's office, legislature and our external partners.

Compared to many other states, Indiana's higher education coordinating board is small but effective. Indiana is consistently recognized as a state that is doing much to move the needle on completion rates and other key performance metrics. Our engaged board of gubernatorial appointees, which actively manages our activities with a constant eye toward efficiency, is also to be credited with our lean administrative costs. It is also important to note that nearly all of the funds appropriated to the Commission (in excess of 98%) are distributed directly to students to improve college access and success through state financial aid. These facts taken together mean that we are limited in the ways we can further reduce costs without negatively impacting Indiana's students and families.

I am happy to discuss the role of the Commission and our operating budget with you further at any time and look forward to working with you during the upcoming budget session.

Sincerely,

Teresa Lubbers
Commissioner

Enclosures (Agency Organization Chart; *Reaching Higher, Delivering Value*; and Fund Narratives)

