



Governor's Health Workforce Council Meeting

June 3rd, 2016

WELCOME AND INTRODUCTIONS

MICHAEL BARNES

COUNCIL CHAIR

**ASSOCIATE CHIEF OPERATING OFFICER,
INDIANA WORKFORCE DEVELOPMENT**



AGENDA

- **Approval of Minutes from Meeting on February 29, 2016**
- **Task Force Reports**
 - Education, Pipeline, and Training
 - Mental and Behavioral Health Workforce
- **Update on Data Coordination**
- **Prioritize Issues**
 - Develop Plan Moving Forward
- **Closing**



APPROVAL OF MINUTES



TASK FORCE REPORTS: EDUCATION, PIPELINE, AND TRAINING

Marie Mackintosh

Associate Chief Operating Officer for Education & Training,
Indiana Workforce Development



MEETING DATES

Previous Meetings:

- **Monday April 25th, 10:00am-12:00pm**
- **Wednesday May 25th, 9:00am-11:00am**

Next Meeting:

- **TBD**



TASK FORCE MEMBERSHIP

Michael Barnes, Co-Chair

*Associate Chief Operating Officer for
Employer Engagement
Indiana Workforce Development*

Marie Mackintosh, Co-Chair

*Associate Chief Operating Officer for
Education & Training
Indiana Workforce Development*

Jim Ballard

*Executive Director
Indiana Area Health Education Centers*

Deborah Frye

*Executive Director
Professional Licensing Agency*

Jennifer Gappa

*Senior Vice President of Human Resources
Miller's Health Systems*

Kim Harper

*Executive Director
Indiana Center for Nursing*

Sue Henry

*Program Leader for Health Science,
Health and Wellness, and Physical
Education
Indiana Department of Education*

Andrea Pfeifle

*Assistant Dean for Interprofessional Health
Education and Practice; Director, Center
for Interprofessional Health Education and
Practice; Associate Professor of Family
Medicine
Indiana University Interprofessional
Education Center*

Mike Rinebold

*Director of Government Relations
Indiana State Medical Association*

Ken Sauer

*Senior Associate Commissioner and Chief
Academic Officer
Indiana Commission for Higher Education*

Yonda Snyder

*Director
Family and Social Services Administration
Division of Aging*

Kiara Bembry

*Community Health Worker Program
Coordinator
Affiliated Service Providers of Indiana*

Calvin Thomas

*Vice President of the Health Division
Ivy Tech*

Terry Whitson

*Representative of the Health Care Quality and
Regulatory Commission
Indiana State Department of Health*



EDUCATION, PIPELINE, AND TRAINING

Health Workforce Pipeline:

- **Programming/initiatives/pathways which prepare individuals for roles within the health workforce**



EDUCATION, PIPELINE, AND TRAINING TASK FORCE

Key Issues:

- **Middle Skills Occupations**
- **Graduate Medical Education**



MIDDLE SKILLS OCCUPATIONS

EDUCATION, PIPELINE, AND TRAINING: MIDDLE SKILLS

Defining “middle skills”:

“Middle-skills jobs—those that require more education and training than a high school diploma but less than a four-year college degree.”¹

- Harvard Business Journal

1. Accenture, Burning Glass. "Harvard Business School.(2014)." *Bridge the Gap: Rebuilding America's Middle Skills.*



EDUCATION, PIPELINE, AND TRAINING: MIDDLE SKILLS

Task Force Identified Priorities:

1. Developing a “Value Matrix”:

- Demand
- Training programs (cost & length)
- Income
- Market Entry
- Supply of students

2. Long Term Care Workforce: training and retention

3. Support the Commission for Higher Education's efforts in the multi-state military credit work



VALUE MATRIX: EVALUATING DEMAND

Federal projections:

- **Limitation: do not take into account:**
 - Emerging models for delivery
 - State environment: scope of practice, reimbursement, etc.

Employer perspective:

- **Limitation: No current employer surveys to report**
- **Turnover rates for Long Term Care Nursing Facilities identified**



VALUE MATRIX: EVALUATING DEMAND

Federal projections example¹:

SOC Code	SOC Title	2012 Base Employment	2022 Projection Employment	Numeric Change	% Change	Total Openings	Annual Total Openings	Education Value	Work Experience Value	Job Training Value	2015 Median Salary	2015 Median Hourly
21-1094	Community Health Workers	1048	1243	195	18.61	469	47	High school diploma or equivalent	None	Short-term on-the-job training	\$36,440	\$17.52

Common titles associated with this SOC:

Abuse Counselor
 Access Worker
 Adult Case Manager
 Case Coordinator
 Care Coordinator
 Certified Recovery Specialist
 Community Coordinator
 Community Counselor
 Community Health Educator
 Community Health Representative
 Community Liaison
 Community Organizer
 Community Outreach Manager
 Community Outreach Worker
 Community Social Worker
 Discharge Planner
 Enrollment Specialist

Family Advocate
 Family Education Coordinator
 Family Support Worker
 Financial Counselor
 Health Advisor
 Health Advocate
 Health Agent
 Health Assistant
 Health Coach
 Health Educator
 Health Insurance Counselor
 HIV Peer Advocate
 HIV Prevention Coordinator
 Home Care Worker
 Home Visitor
 Intake Specialist
 Lay Health Worker

Maternal and Child Health Representative
 Medical Representative
 Mental Health Worker
 Outreach Advocate
 Outreach Case Manager
 Outreach Coordinator
 Outreach Educator
 Outreach Worker
 Parent Aide
 Parent Liaison
 Peer Advocate
 Promotor(a) de Salud
 Roving Listener
 Street Outreach Worker
 Youth Development Specialist
 Youth Worker



1. Data Source: Department of Workforce Development

VALUE MATRIX: EVALUATING DEMAND

- No employer surveys
- Can use turnover rates

**Long Term Care Workforce:
Comprised mostly of CNAs and LPN/RNs**

Turnover¹:

**Certified Nursing
Assistant (CNA)**

91.6%

**Licensed Practical Nurse (LPN)/
Registered Nurse (RN)**

59.2%



VALUE MATRIX: SUPPLY/TRAINING PROGRAMS

- **Supply (See document of Licensure and Certification)**
- **Program Planning: Linking DWD Data and Education & Training Data (Commission on Higher Education)**
 - Standard Occupation Code (SOC) linked to Classification of Instructional Programs (CIP)
 - Linking projected growth to pipeline data (public institutions only)

Example: Licensed Practical Nurses

SOC Code	CIP 2010	SOC Title	2012 Base Employment	2022 Projection Employment	Annual Total Openings	Degrees in 2015 from Public Institutions
29-2061	51.3901	Licensed Practical and Licensed Vocational Nurses	19,055	23,268	886	1,520



MIDDLE SKILLS

**Support Commission for Higher Education's Efforts in the
Multi-state Collaborate on Military Credit (See Handout)**



GRADUATE MEDICAL EDUCATION (GME)

ECONOMIC & WORKFORCE IMPLICATIONS OF GME EXPANSION



Indiana Economic Growth Regions
Regional Market Analysts

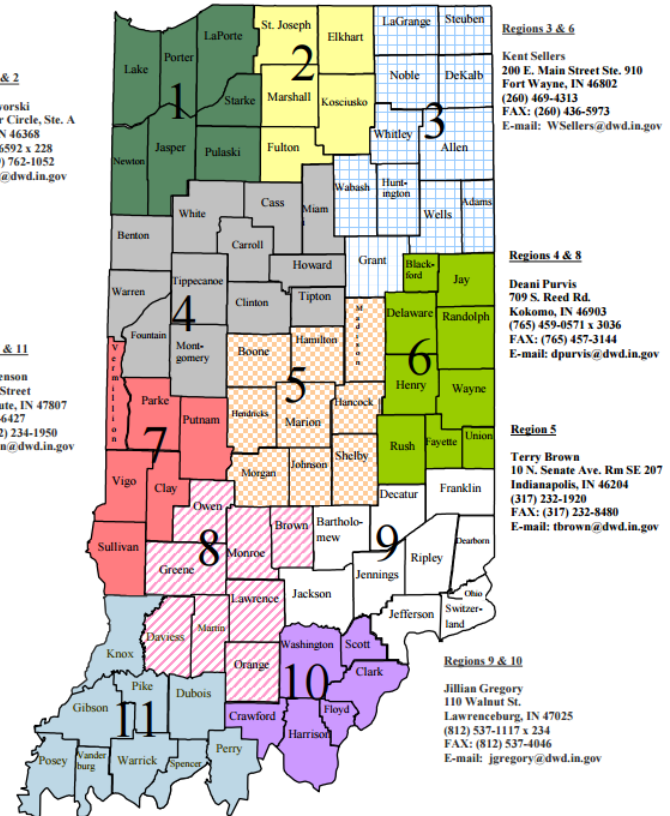
Economic Growth Region	Count of Unique SOC Codes (Occupations) Working Within the Industry Code Associated with Physician Offices
Economic Growth Region 1	45
Economic Growth Region 10	17
Economic Growth Region 11	31
Economic Growth Region 2	41
Economic Growth Region 3	37
Economic Growth Region 4	26
Economic Growth Region 5	78
Economic Growth Region 6	18
Economic Growth Region 7	11
Economic Growth Region 8	17
Economic Growth Region 9	17

Regions 1 & 2

Kathy Jaworski
1575 Adler Circle, Ste. A
Portage, IN 46368
(219) 762-6592 x 228
FAX: (219) 762-1052
kjaworski@dwd.in.gov

Regions 7 & 11

Kim Stevenson
30 N. 8th Street
Terre Haute, IN 47807
(812) 242-6427
FAX: (812) 234-1950
kstevenson@dwd.in.gov



NEXT STEPS

- **Identify Priorities**
- **Develop Work Plan**
- **Produce Recommendations to the Council**



QUESTIONS



TASK FORCE REPORTS: MENTAL AND BEHAVIORAL HEALTH WORKFORCE

Joe Moser
Director
Indiana Medicaid
Indiana Family and Social Services Administration



MEETING DATES

Previous Meeting:

- **Thursday May 12th, 10:00am-12:00pm**
- **IUPUI Campus Center Room 409**
- **420 University Blvd., Indianapolis, IN 46202**

Next Meeting:

- **Monday July 18th, 10:00am-12:00pm**
- **IUPUI Campus Center Room 305**
- **420 University Blvd., Indianapolis, IN 46202**



TASK FORCE MEMBERSHIP

Joe Moser, Co-Chair

Director of Medicaid
Indiana Family and Social Services
Administration

Kevin Moore, Co-Chair

*Director of Division of Mental Health and
Addiction*
Indiana Family and Social Services
Administration

Dennis Anderson

Core Faculty Member
Community Health Network Psychiatry
Residency Program

Matt Brooks

Chief Executive Officer
Indiana Council of Community Mental
Health Centers, Inc.

Kathy Cook

Director
Affiliated Service Providers of Indiana, Inc.

Stanley DeKemper

Executive Director
Indiana Counselors Association on Alcohol
and Drug Abuse

Deena Dodd

Network Development Officer
Indiana Rural Health Association

Anne Gilbert

Board Member
Mental Health and Addiction Services
Development Program Board

Spencer Grover

Vice President
Indiana Hospital Association

Brian Hart

*Area Chief Medical Director of Inpatient
Psychiatric Services*
Eskenazi Health

Stephen McCaffrey

President and Chief Executive Officer
Mental Health America of Indiana

Phil Morphew

Chief Executive Officer
Indiana Primary Health Care Association

Barbara Moser

Director of Policy and Outreach
National Alliance on Mental Illness

Ukamaka Oruche

*Assistant Professor of Psychiatric-Mental
Health Nursing*
Indiana University School of Nursing

Don Osborn

*Director and Professor of Graduate
Addictions Counseling*
Indiana Wesleyan University

Michael Patchner

Dean and Professor
Indiana University School of Social Work

Kimble Richardson

*Co-Chair of Behavioral Health and Human
Services Board*
Indiana Professional Licensing Agency

Calvin Thomas

Vice President of the Health Division
Ivy Tech Community College



MENTAL AND BEHAVIORAL HEALTH: DEFINING THE WORKFORCE

Licensed

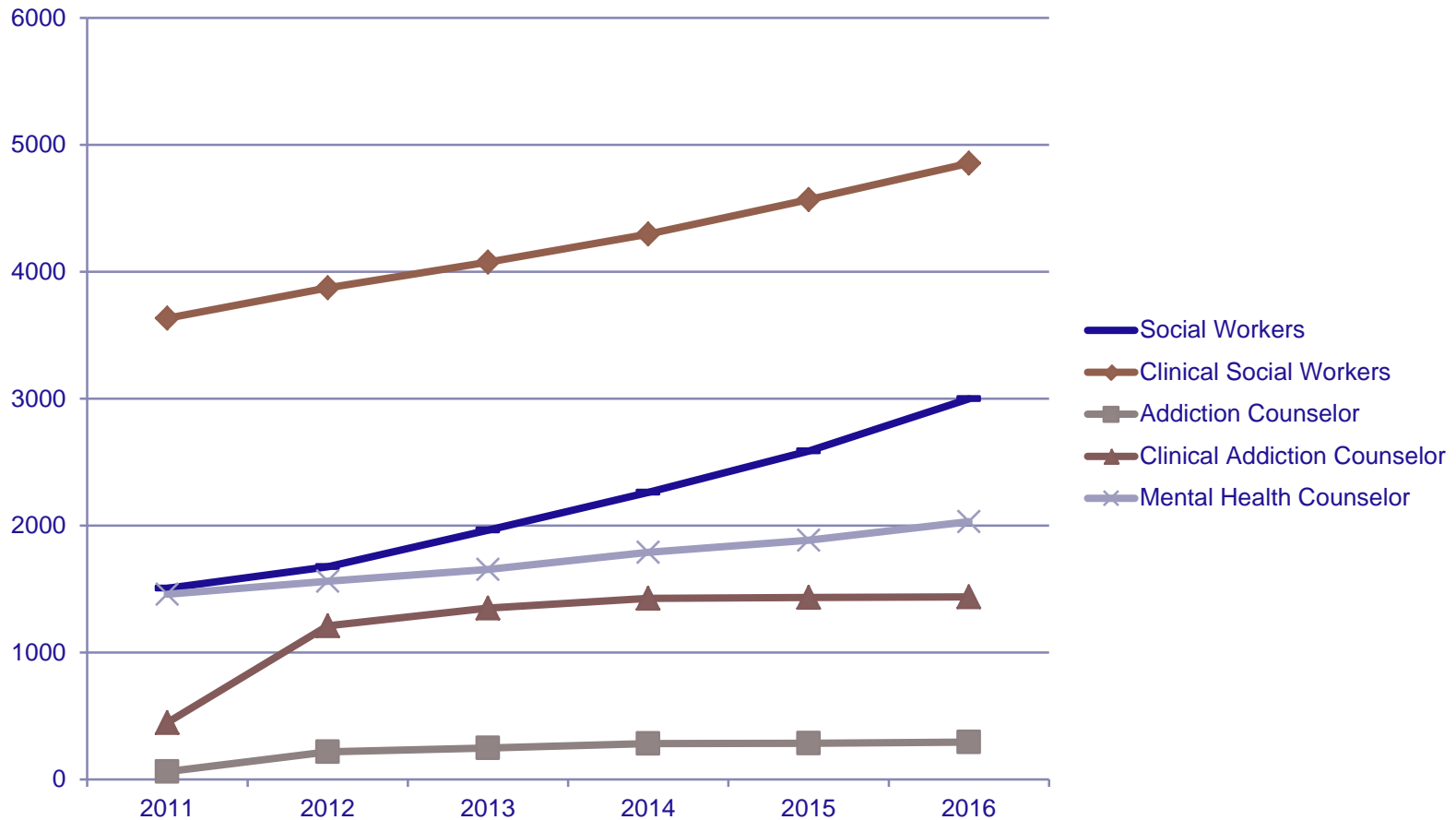
- **Psychologists**
- **Psychiatrists**
- **Advance Practice Psychiatric Nurses**
- **Social workers**
- **Marriage and Family Therapists**
- **Mental Health Counselors**
- **Addiction Counselors**

Non-licensed

- **Community Health Worker**
- **Certified Recovery Specialist**
- **Psychiatric Technicians**
- **Psychiatric Aides**



TRENDS IN SUPPLY OF LICENSED MENTAL HEALTH OCCUPATIONS

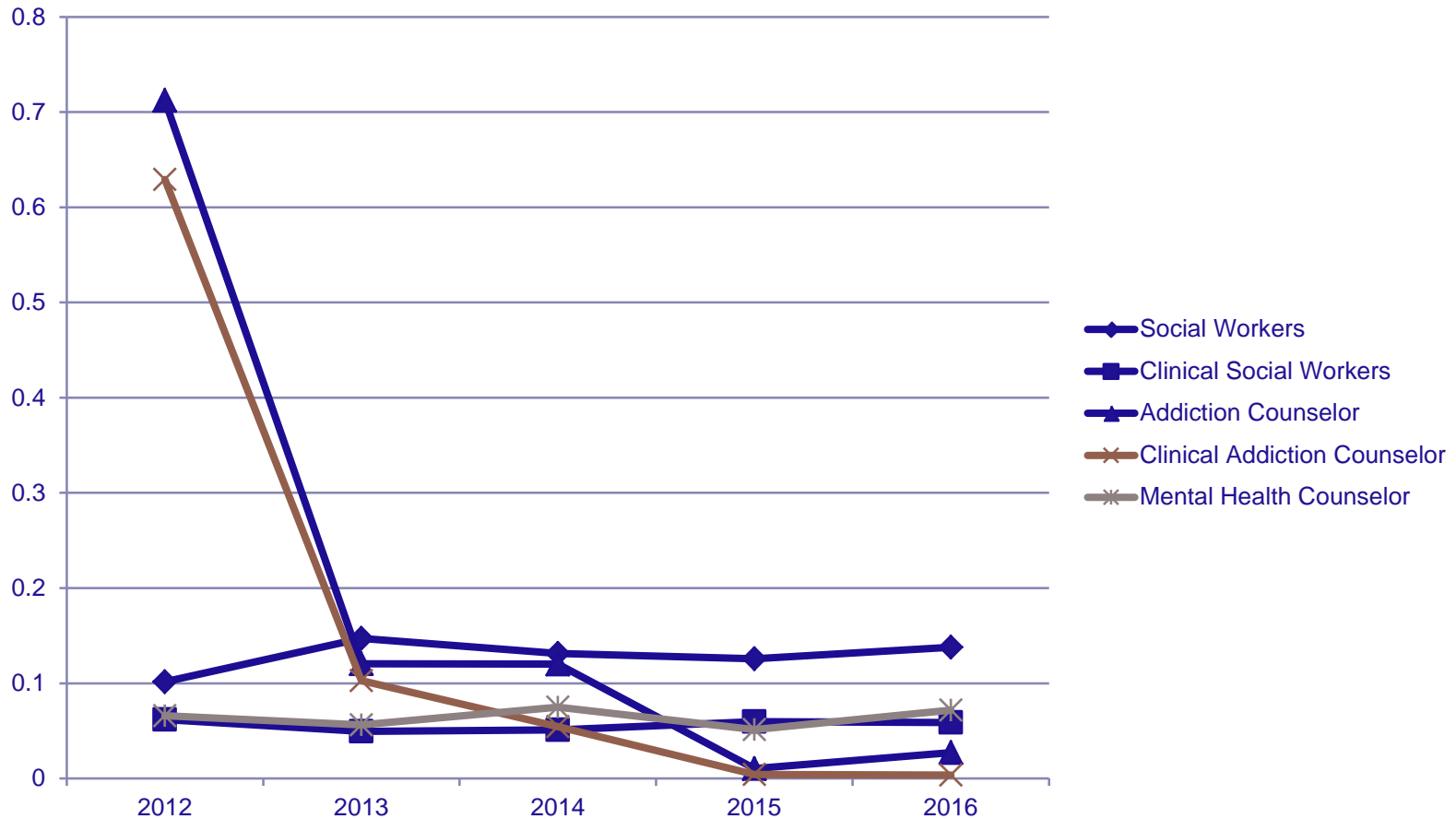


Source: Indiana Professional Licensing Agency

Governor's Health Workforce Council



GROWTH TRENDS IN LICENSED MENTAL HEALTH OCCUPATIONS



Source: Indiana Professional Licensing Agency

Governor's Health Workforce Council



REVIEW PREVIOUS EFFORTS

INDIANA DIVISION OF MENTAL HEALTH
AND ADDICTION TRANSFORMATION
WORK GROUP



2/8/2010

Workforce Development Task Force Final Report



TRANSFORMATION WORKGROUP

Who?

Purpose?

- To examine behavioral health workforce issues and how they affect consumers and their families

When?

- 2009

What were the key recommendations?

- **Recruitment and Retention**
- **Licensure, Certification and Clinical Supervision**
- **Culturally Competent and Culturally Diverse Workforce**
- **Behavioral Health Workforce Undergraduate and Graduate Training in Core Disciplines**



PRIORITIES IDENTIFIED IN TASK FORCE DISCUSSION

Licensing

- Reciprocity
- Scope of Practice
- Supervision
- Length of training

Access

- Telemedicine
- Integration/Interprofessional Collaborative Practice
- Cross training in mental health/addictions
- Supply/Pipeline
- Loan repayment

Reimbursements



MENTAL AND BEHAVIORAL HEALTH
WORKFORCE DATA

PSYCHIATRIST SUPPLY¹

Psychiatrists: 403 actively practicing in Indiana

- **Psychiatrists – General: 358**
- **Child Psychiatrists: 45**

Top 3 Practice Settings:

- **Office/Clinic: 176**
- **Hospital – Inpatient: 81**
- **Federal/State/Community Health Center(s): 41**

1. Source: Indiana Physician Re-Licensure Survey, 2015
i. Pages 29 & 31 of the Physician Data Report



PSYCHIATRIST TRAINING¹

- **28.3% of psychiatrists completed medical school in another country (20.0% of the overall physician workforce)**
- **33.5% of psychiatrists completed medical school in Indiana (35.6% overall)**
- **34.1% of psychiatrists completed residency in Indiana (39.3% overall)**

1. Data source: Indiana Physician Re-Licensure Survey, 2015
i. Pages 12 & 33 of the Physician Data Report



PSYCHIATRISTS: SAFETY NET PROVIDERS

	Self-reported: Offering sliding fee scale¹	Self-reported: Accepts Indiana Medicaid¹	Active Medicaid Provider²
Psychiatry – General	51.3%	79.8%	61.4%
Child Psychiatry	61.9%	95.2%	76.2%
Other Physicians	40.5%	91.4%	--

1. Includes only those that responded to the survey. Source: Indiana Physician Re-Licensure Survey, 2015.

i. Pages 12 & 33 of Physician Data Report

2. Defined as a provider who completed the licensure survey and filed 1+ Medicaid claims in FY 2015



PSYCHIATRISTS: SUPPLY

403 Psychiatrists¹

1 Psychiatrist



6.6 million Indiana residents²

16,426 Indiana Residents

**HRSA definition for
sufficient capacity³:**

1 Psychiatrist

30,000 Population



1. Data source: Indiana Physician Re-Licensure Survey, 2015.
 - i. (Page 29 of Physician Data Report)
2. Data source: population estimate from United States Census for July 1, 2015; <https://www.census.gov/quickfacts/table/PST045215/18>
3. Health Resources and Services Administration. Guidelines for Mental Health HPSA Designation. Retrieved from: <http://bhpr.hrsa.gov/shortage/hpsas/designationcriteria/mentalhealthhpsaguidelines.html>



PSYCHIATRISTS: SAFETY NET PROVIDERS

**22.0 FTE Active Medicaid-
Population Provider
Psychiatrists¹**

**1.46 million Medicaid-
enrolled Indiana residents²**

=

**1 FTE Active Medicaid-
Population Provider
Psychiatrist**

**66,393 Medicaid-enrolled
Indiana residents**

**HRSA definition for
sufficient capacity³ :**

1 Psychiatrist

30,000 Population



1. Defined as those providers who 1. responded to the licensure survey and 2. had 1 or more Medicaid claims in FY 2015. FTE is calculate at 4,000 Medicaid claims:1 FTE, by HRSA's definition of Medicaid provider

i. Health Resources and Services Administration. (2016). Shortage Designation Management System (SDMS): Manual for Policies and Procedures.

2. Reported as 1,464,935 Total Medicaid and CHIP Enrollment on <https://www.medicaid.gov/medicaid-chip-program-information/by-state/indiana.html>

3. Health Resources and Services Administration. Guidelines for Mental Health HPSA Designation. Retrieved from: <http://bhpr.hrsa.gov/shortage/hpsas/designationcriteria/mentalhealthhpsaguidelines.html>



ADVANCED PRACTICE NURSES (APNS)

- **220 APNs reported Psychiatric/Mental Health/Substance Abuse as their specialty¹**
 - Of these,
 - 87 are Certified Nurse Specialists
 - 133 are Nurse Practitioners

1. Data source: Registered Nurse Re-Licensure Survey, 2015



FUTURE DATA

- **Examining occupations working in mental/behavioral health settings**
 - Standard Occupation Codes associated with Industry code, examined by economic growth region
 - Data include:
 - Unique professions within a work setting
 - Skill mix
 - Incomes



NEXT STEPS

- **Identify Priorities**
- **Develop Work Plan**
- **Produce Recommendations to the Council**



QUESTIONS



UPDATES ON DATA COORDINATION

Hannah Maxey

Assistant Professor and Director
Bowen Center for Health Workforce Research and Policy



BOWEN CENTER FOR HEALTH WORKFORCE RESEARCH AND POLICY: WHO WE ARE

Mission: *To improve population health by contributing to informed health workforce policy through **data management, community engagement, and original research.***

Vision: *To be an internationally recognized Health Workforce Center engaged in policy, research, and advocacy leading global health system transformation through community collaborations.*

Values

- **Community**
- **Excellence**
- **Integrity**
- **Collaboration**
- **Equity**



Bowen Center for
Health Workforce
— Research & Policy —
Indiana University School of Medicine



INDIANA STATE PARTNERSHIP

3 Major Activities

1. Support Governor's Health Workforce Council
2. Provide Technical Expertise and Assistance
3. Health Workforce Data Management



ACTIVITY 1: SUPPORT FOR COUNCIL DELIVERABLES

Deliverables

- Support for council proceedings
 - Coordination, minutes, evaluations
- Document development
 - Drafting strategic plan, annual report and other documents as needed/requested



ACTIVITY 1: UPDATES

- **Governor's Health Workforce Council Meetings: one held February 29th, 2016**
- **Education, Pipeline, and Training Task Force Meetings:**
 - Two meetings held: 4/25 and 5/25
 - Two additional meetings to be held before next Council meeting
- **Mental and Behavioral Health Workforce Task Force Meetings:**
 - One meeting held: 5/12
 - Two additional meetings to be held before next Council meeting



ACTIVITY 2: TECHNICAL EXPERTISE AND ASSISTANCE DELIVERABLES

Deliverables

- Develop documents
 - Data reports
 - Policy reports
 - Special reports/documents as needed requested
- Presentations
 - Prepare and deliver presentations on health workforce related issues as requested
- Research
 - Research health workforce related topics as requested



ACTIVITY 2: DELIVERABLES

2016

Data Reports

- Physicians*
- Registered Nurse**
- Oral Health**

Policy Reports

- Physicians
- Registered Nurses

Advisory Groups

- Physician
- Registered Nurse
- Oral Health

Annual Impact Report

Indiana Health Workforce Summit

*Report completed

**Reports to be finalized by June 29th, 2016

2017

Data Reports

- Physician Assistants
- Pharmacists
- Mental Health

Policy Reports

- Oral Health
- Physician Assistants
- Pharmacists
- Mental Health

Advisory Groups

- Physician Assistants
- Pharmacists
- Mental Health

Annual Impact Report

Indiana Health Workforce Summit



ACTIVITY 3: INFORMATION MANAGEMENT AND REPORTING DELIVERABLES

Data Collection

- Develop and maintain survey tools to be administered during license renewal periods

Data Management

- Develop and oversee health workforce database system

Data Reporting

- Develop health workforce data access and dissemination strategies



ACTIVITY 3: DATA COLLECTION UPDATE

Profession	Renewal Close Period
Speech Pathologists & Audiologists	12/31/2015
Physicians	1/31/2016
Registered Nurses	1/31/2016
Podiatrists	1/31/2016
Dentists	3/1/2016
Dental Hygienists	3/1/2016
Mental Health Professions*	4/1/2016
Optometrists	4/1/2016
Physician Assistants	6/30/2016
Pharmacists	6/30/2016
Physical Therapists	6/30/2016
Chiropractor	7/1/2016
Psychologists	8/31/2016
Licensed Practical Nurses	10/31/2016
Occupational Therapists	12/31/2016
Respiratory Care Practitioner	12/31/2016
Dieticians	12/31/2016
Massage Therapists	5/15/2017

- **Standardizing Data Collection Across Professions**
- **Implemented minimum dataset survey tools (when available)**
- **Developed or refined 13 survey instruments**

*including Social Workers, Clinical Social Workers, Marriage & Family Therapists, Marriage & Family Associates, Mental Health Counselor, Mental Health Associate, Addiction Counselor, Clinical Addiction Counselor



ACTIVITY 3: DATA MANAGEMENT UPDATE

Data Management

- Developing relational database to warehouse license and survey data in partnership with the Indiana CTSI and Informatics Principals in the Department of Biostatistics
- This will support:
 - Linkage of other secondary data on the health workforce
 - Assessment of trends over time
 - Data visualization and dissemination strategies



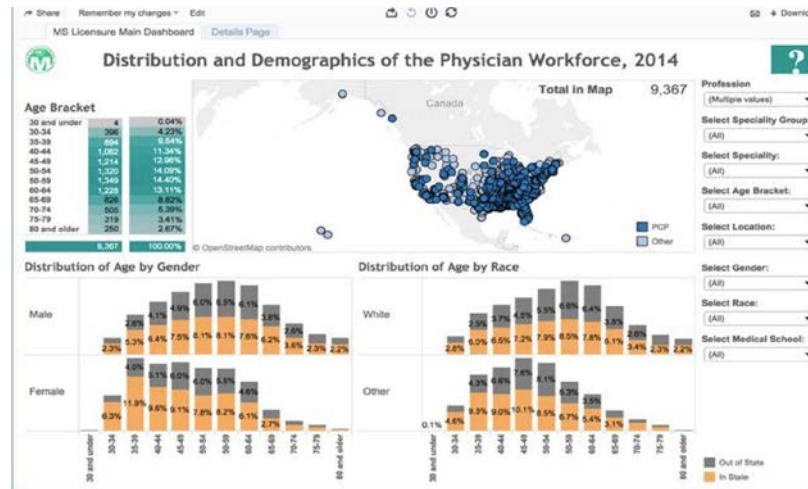
ACTIVITY 3: DATA REPORTING

Polis Center

- Data Visualization Collaboration



Online Dashboard



DISSEMINATION STRATEGIES HIGHLIGHTS

Online Repository

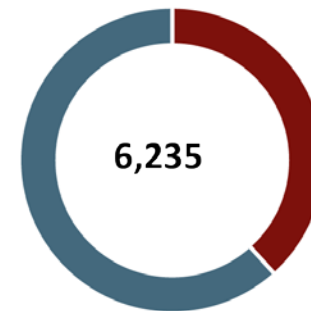
- IUPUI ScholarWorks

Mass Email

- Subscriber Lists

Biannual Newsletter

Total Hits on Bowen Deliverables Since Implementation in November 2015

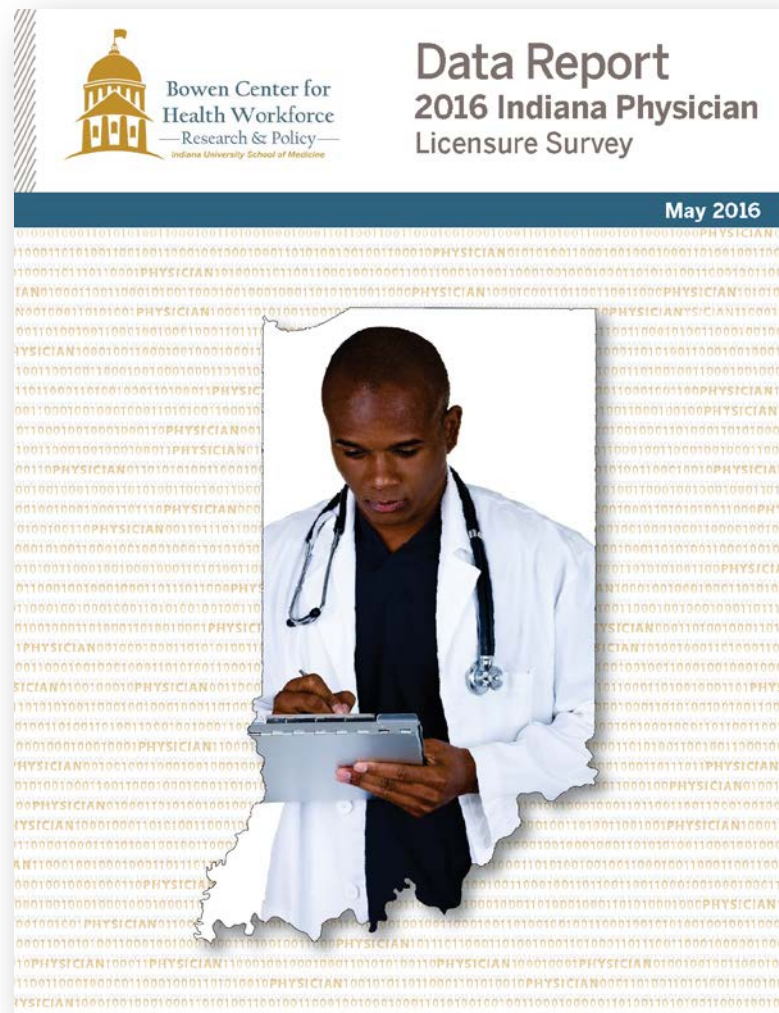
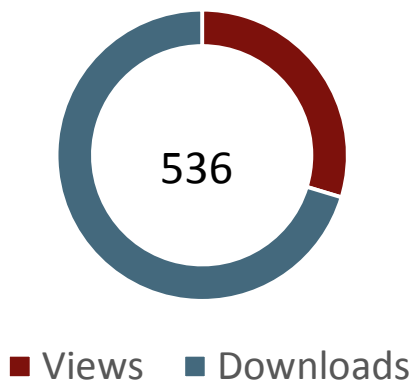


■ Views ■ Downloads



DISSEMINATION: DATA REPORTS

Total Hits on 2013 Physician Data Report



INDIANA HEALTH WORKFORCE SUMMIT

Indiana Health Workforce Summit Conference

WEDNESDAY, JUNE 29, 2016



Join us on Wednesday, June 29th from 8:00 AM – 4:00 PM for the **Indiana Health Workforce Summit**. The health workforce forms the intersection of science and health care delivery. The health workforce is a crucial element in efforts to improve care

quality and control health care spending— delivery system reforms cannot succeed without attention to the workforce that will carry them out on the ground. Because health workforce planning serves many purposes, many different public and private entities carry out related functions within their own silos. Join us in The Indiana Health Workforce Summit will serve as a platform for these important policy discussions while focusing on the current research and best practices for obtaining an accessible, well-trained, and flexible health workforce.

Additionally, attendees will receive continuing education at the event.

For additional information and registration visit: goo.gl/KAGDq1

Parking available at the Tower Garage (located under the Hine Hall Building)

Course Objectives

At the conclusion of this program, participants should be able to:

- Discuss and assess the latest research on physician workforce supply and demand
- Describe workforce implications of new health care delivery models such as the medical home and team based care
- Integrate new research methods for measuring workforce supply and demand

Accreditation Statement

The Indiana University School of Medicine is accredited by the Accreditation Council for Continuing Medical Education to provide continuing medical education for physicians.

Designation Statement

The Indiana University School of Medicine designates this live activity for a maximum of 5 AMA PRA Category 1 Credits™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

Faculty Disclosure Statement

In accordance with the Accreditation Council for Continuing Medical Education (ACCME) Standards for Commercial Support, educational programs sponsored by the Indiana University School of Medicine (IUSM) must demonstrate balance, independence, objectivity, and scientific rigor. All faculty, authors, editors, and planning committee members participating in an IUSM-sponsored activity are required to disclose any relevant financial interest or other relationship with the manufacturer(s) of any commercial product(s) and/or provider(s) of commercial services that are discussed in an educational activity.

Note: While it offers CME credits, this activity is not intended to provide extensive training or certification in the field.

INDIANA HEALTH WORKFORCE SUMMIT CONFERENCE

Wednesday, June 29th, 2016

8:00 AM – 4:00 PM

University Tower (Near Hine Hall)

875 W North St.

Tower Ballroom, 1st Floor

Keynote Speaker

TBD

TBD

TBD

Event hosted by the
Bowen Center for Health
Workforce Research & Policy

Lunch sponsored by the
Indiana Area Health
Education Centers Network



INDIANA UNIVERSITY
SCHOOL OF MEDICINE



Bowen Center for
Health Workforce
—Research & Policy
www.indiana.edu/health

Indiana University Department of Family Medicine
Tel: 317.278.4218 Fax: 317.278.4844
bowenctr@iu.edu 1110 W. Michigan Street, LO200
Indianapolis, Indiana 46202
family.medicine.iu.edu/hwrc

Policy Forum for Health Workforce Policy

Continuing Medical Education

Keynote Speaker

- Director of National Center for Health Workforce Analysis

Stakeholder involvement in data visualization strategies



Governor's Health Workforce Council

PRIORITIZE ISSUES AND DEVELOP PLAN MOVING FORWARD

MICHAEL BARNES

COUNCIL CHAIR

**ASSOCIATE CHIEF OPERATING OFFICER,
INDIANA WORKFORCE DEVELOPMENT**



REVIEWING THE CHARGE

“The purpose of the Council is to coordinate health workforce related policies, programs, data, and initiatives within Indiana in order to reduce cost, improve access, and enhance quality within Indiana’s health system.”



SUMMARY OF DELIVERABLES

- Prior to making a recommendation it must be presented to the council for a vote. All recommendations must receive approval by a simple majority of the council.
- The council shall submit a report on their progress by December 31, 2016 to the Governor.
- The council shall submit a first draft of a strategic plan for Indiana's health workforce with recommendations by December 31, 2016 to the Governor.
- The Council shall revise and develop the draft strategic plan throughout the duration of the Council.



CREATING A STRATEGIC PLAN

1. Define

2. Identify

3. Recommend



VOTING

“Prior to making a recommendation it must be presented to the council for a vote. All recommendations must receive approval by a simple majority of the council.”



SUBSEQUENT MEETINGS

Thursday, September 1st, 2016

10:00am-12:00pm

Location: Government Center South, Conference Room A

Monday, December 5th, 2016

1:00pm-3:00pm

Location: Government Center South, Conference Rooms 1 & 2



CONTACT INFORMATION

**Any questions and/or comments can be directed to Bowen
Center staff at**

bowenctr@iu.edu

