



Align, Engage, Advance: A Strategic Plan to Transform Indiana's Workforce



Executive Summary



Indiana Career Council

June 2014

Align, Engage, Advance: A Strategic Plan to Transform Indiana's Workforce

Objective 1: Provide a seamless system of partners that provides worker-centric and student-centric services

Partners within the talent development system are working with limited resources as well as limited information about the services being provided by one another. Agencies have similar goals and complementary services, yet programs often operate in silos. A more seamless system of partners will offer a system that provides services based on the worker's or student's needs, leading toward better outcomes and more efficient use of resources.

Further, greater efficiencies must be found within the governance of Indiana's education, job skills training, and career development. Streamlining governance structures will increase the coordination and focus of all partners throughout the system.

Strategy 1.1

Streamline governance structures of the State's education, job skills training, and career development system

Strategy 1.2

Ensure all partners in the Indiana's education, job skills training, and career development system share the common goal and mission of increasing the skill levels of Hoosiers and providing pathways to self-sufficient careers, and measure success utilizing the same performance metrics

Strategy 1.3

Increase connectivity and service integration among partner agencies within the talent development system

The System Approach



Indicators of Success:

Creation of common service delivery maps for system partners

Full implementation of inter-agency policies by July 1, 2015

Increased amount of funding dedicated within system to performance-based education and training

Improvements in outcomes included in system dashboard

A systems approach aligns resources to maximize their impact and fundamentally transform the ways in which workers and students engage with and are served by the system. Agencies and organizations work together, integrating resources and services, sharing goals, strategies, and successes, and ensuring that students and workers are provided with opportunities to improve their education, knowledge, and skill levels.

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Objective 2: Link career pathways to Indiana high wage, high demand careers for students and workers across the K-12, post-secondary and adult systems

In order to increase Hoosiers' education and skills in alignment with employer needs, students must have access to a continuum of development that provides opportunities to develop foundational and career/technical skills needed for success as well as the information and counseling necessary to make informed education and career decisions. The Career Council believes that a greater understanding of connections between education and training and career opportunities will allow students to make informed decisions on entering pathways that reflect their interests and aptitudes and lead to rewarding career choices.

Strategy 2.1

Improve the foundational and career/technical skills of Indiana's students and workforce

Strategy 2.2

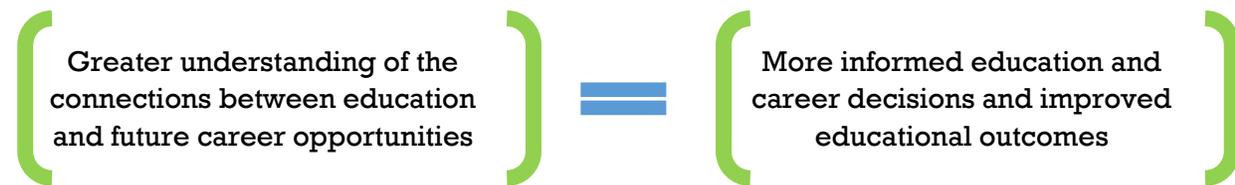
Expand career education component across all grades K-12 to assure a system that provides intentional ways for all students to have opportunities for career exploration, career preparation, and skills development

Strategy 2.3

Ensure that students and workers at all levels throughout Indiana are provided with meaningful career counseling and career preparation

Strategy 2.4

Provide incentives for all partners to participate in a system to provide meaningful career education at all levels for all students



Indicators of Success

Increased high school graduation rate

Improved NAEP 4th and 8th grade reading and mathematics scores

Reduction in remediation needed by high school graduates that transition to post-secondary studies

Increased career counseling and guidance available through the K-12, post-secondary, adult education, workforce development, and social services systems

Increased percentage of students and workers that pursue and complete post-secondary studies in priority sectors

Reduction in the work time that counselors spend on non-counseling duties

Number of employers engaged in career counseling and/or mentoring throughout Indiana's education, job skills training, and career development system

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Objective 3: Increase the number of students and adults who attain post-secondary skill certifications and degrees

The increasing skill needs of Indiana's employers, the completion challenges, and the rising amount of debt incurred by students has created an urgency for Indiana to increase the number of students who attain post-secondary skills certifications and degrees in an expedited manner. This will begin by ensuring that all students and adults have the opportunity to pursue what has traditionally been defined as "post-secondary" skills at the earliest opportunity.

Strategy 3.1

Request that the General Assembly provide financial incentives in the form of a graduation grant for Hoosiers attending Indiana's post-secondary institutions to earn degrees or quality workforce credentials tied to the priority sectors

Strategy 3.2

Capitalize on the previous investments made by students and the State by encouraging Hoosiers with some college but no degree to return and complete

Strategy 3.3

Ensure all Indiana high school students are provided with opportunities to earn high quality, transferrable post-secondary credit and/or quality workforce credentials while enrolled in high school

Strategy 3.4

Ensure that Indiana's two year colleges implement and scale best practices that increase the persistence, on-time completion rates, and labor market outcomes of their students

Strategy 3.5

Increase the availability and usage of prior learning assessments and competency-based education models for returning adult students

Indicators of Success:

Increased numbers of graduates with quality workforce credentials and/or associate degrees,

Increased percentage of graduates in fields of study directly related to Indiana's priority industry sectors

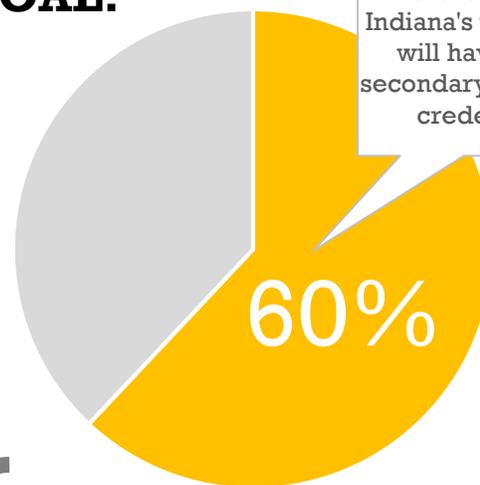
Increased on-time completion rates within Indiana's two year and four year college systems

Reduction in student loan debt among students

Increase in the number of high school students that receive dual credit and/or quality workforce credentials

Increased job placement and retention in priority industry sectors

GOAL:



Indiana needs:

- More traditional students enrolling in post-secondary education;
- More students completing post-secondary education on-time; and
- More adult workers returning for post-secondary education.

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Objective 4: Elevate the importance of work-and-learn models

Connecting students to work-and-learn opportunities will provide new perspectives on careers, help to develop their workplace skills, and link them directly with Indiana employers that may provide future job opportunities. Work-and-learn opportunities are broadly defined as experiences that allow students and workers to acquire, refine, and/or strengthen knowledge and skills through hands-on, "real life" experiences in a work place. Work-and-learn opportunities include experiences such as internships, externships, work experience, cooperative education, and apprenticeships.

The Career Council recognizes there are many current initiatives within Indiana aimed at increasing work-and-learn opportunities, some publicly funded and others supported through private resources. The aim within the strategies outlined below is to leverage the Council's statewide position to elevate the importance of work-and-learn opportunities so students, adults, parents, counselors, and, perhaps most importantly, employers understand their respective roles in making connections through work-based learning.

Strategy 4.1

Incentivize the business community to provide more work-and-learn opportunities to Hoosier students and adults

Strategy 4.2

Task the Indiana Network of Knowledge with identifying a method of tracking work-and-learn experiences that are completed throughout the state

Indicators of Success:

Work-and-learn incentive program offered throughout Indiana by Fall 2015

Number of employers participating in work-and-learn incentive program

Number of Indiana students completing work-and-learn experiences

Percentage of individuals with at least one work-based learning experience who enter into careers within three months of completing a credential/degree program

2X

According to the recent Gallup-Purdue University Index Report, an individual's odds of being engaged in work are two times greater if he or she had an internship or job during education or training which allowed him or her to apply what was being taught in the classroom.

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Objective 5: Adopt a data-driven, sector-based approach that directly aligns education and training with the needs of Indiana's regional economies

Increasing employment opportunities for Hoosiers will require diving deeply into how the State and partners can best support growth in key economic sectors. But a "one-size fits all" approach will not work. Indiana must invest time and resources in strategies that fit individual industry sector needs, particularly the high-growth sectors of the economy. Industry sectors at the regional level, however, are nuanced and oftentimes require different strategies from one to another. Therefore, regionally-based sector partnerships will provide a mechanism for deploying sector strategies throughout Indiana. Further, due in part to the limited public resources available for education, training, and career development, it is

important the State ensure that the resources it makes available are directly tied to those industry sectors that are key drivers of the state's existing and emerging economy.



Strategy 5.1

Directly link public investments for education, training, and career development to the priority industry sectors within Indiana's economy

Strategy 5.2

Launch/Expand regional sector partnerships that complement the State's priority industry sectors to provide a mechanism for Indiana's education, job skills training, and career development system to collect information and respond to sector needs

“Sector strategies are among the few workforce interventions that statistical evidence shows to improve employment opportunities for work and to increase their wages once on the job.”

-National Governor's Association

Indicators of Success:

- Fully-functional sector partnership entities in every region throughout the State by 2016

- Number of employers that participate in sector partnership entities

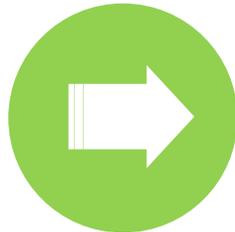
- Increased number of Hoosiers that obtain post-secondary credentials (occupational certifications, associate degrees, bachelor's degrees, etc.) in priority-sector fields of study

- Percentage of individuals that obtain post-secondary credentials and enter into careers within priority sectors

ALIGN, ENGAGE, ADVANCE:

A Strategic Plan to Transform Indiana's Workforce

PILLARS OF TRANSFORMATION



PILLAR 1: SYSTEM ALIGNMENT

To fundamentally transform the ways in which workers and students engage with the talent development system, greater focus must be given to a true systems approach. The Indiana Career Council's strategic plan *Align, Engage, Advance: A Strategic Plan to Transform Indiana's Workforce* identifies ways for state agencies and partners to share information, align missions, and integrate strategies along the entire career development continuum. Within such an approach, agencies and organizations work together, integrating resources and services, sharing goals, strategies, and successes, and ensuring that students and workers are provided with opportunities to improve their education, knowledge, and skill levels.



PILLAR 2: WORKER- AND STUDENT- CENTRIC SERVICES

The Indiana Career Council aims to provide a client-centric approach to services delivered throughout Indiana in which system partners and programs coordinate in a way that each individual student or client has a pathway to improving his or her education, knowledge, and skills and entering into a fulfilling and rewarding career, with partner and program resources designed to complement the individual's pathway. Leadership at all levels within the education, job skills training, and career development system must ensure the talent development system focuses on the individual student's or worker's aspirations and needs and provides all students and workers with access to pathways for improving employment prospects.



PILLAR 3: DEMAND-DRIVEN PROGRAMS AND INVESTMENTS

The Council believes that investments and resources made available through public funding should be closely aligned with the primary sectors in Indiana's economy that provide the greatest number of career opportunities and provide the opportunity for high earnings potential. Partners within Indiana's education, job skills training, and career development system must enhance their ability to engage meaningfully with these sectors and ensure programming addresses the emerging and existing education, knowledge, and skill needs. Concurrently, the State and its partners must ensure that there are effective and meaningful forums for employers to collaborate and work with the system's partners.