



INDIANA COMMISSION *for* HIGHER EDUCATION

October 17, 2022

Mr. Zachary Jackson
Budget Director
State Budget Agency
Room 212, State House
Indianapolis, Indiana 46204

Re: Agency Overview for 2023-25 Biennial Budget Process

Dear Director Jackson:

As part of the FY 2023-2025 biennial budget submission process, the Commission for Higher Education ("Commission") is pleased to submit our agency overview and other supporting documents as requested via the Budget Instructions Memo. Included with this letter are the Commission's organizational chart and fund narratives for all programs administered and overseen by the Commission.

The mission of the Commission for Higher Education as established by IC 21-18-6 is to plan and coordinate Indiana's system of postsecondary education, review appropriation requests of the state educational institutions, make recommendations to the Governor, State Budget Agency and the Indiana 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 key areas of focus: going rate or high school seniors, adult completion, graduate retention, and addressing the value proposition through affordability, quality, and career relevance. With this focus in mind, the Commission underwent a reorganization that prioritized K-12 and Adult Strategy through the hiring of two new key leaders, refocused Communications and Marketing, and expanded analytical capabilities through Business Intelligence and Economics. This renewed focus has been accomplished through existing resources; however, additional targeted resources will enable the Commission to supercharge its ability to implement changes for the betterment of Hoosiers.

In the upcoming biennium, the Commission plans to focus on the following objectives:

- Continue our commitment to performance funding through a modernized outcomes-based model that relies on new state support in lieu of reallocating existing resources while focusing on system goals around college completion and institutional goals related to the college going-rate, adult attainment, and graduate retention.
- Auto-enroll financially eligible 8th-grade students into the extremely successful 21st Century Scholars Program which has a proven track record of outpacing statewide college going-rate while largely eliminating the income-derived on-time completion rate.
- Remain committed to programs that enable Hoosiers to skill up and/or go back to school. This is especially important considering Indiana's declining college-going rate (53% in 2020, down from 65% in 2016 – including everything from a short-term credential up through a four-year college degree).



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- Expand our reporting of outcome and quality indicators through annual analysis of college readiness, completion and equity, and dashboards to present a transparent, multi-faceted view of each institution to students and families, community leaders, business partners and policymakers.
- 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 assistance programs, increase workforce participation and address the state's workforce shortage.
- Begin developing the Commission's fifth strategic plan on the heels of its most recent plan, *Reaching Higher in a State of Change*.

Finance

Biggest Programs and Functions

- **Budget Development, Performance Funding & Capital Project Reviews:**
 - Every odd fiscal year, the Commission prepares and presents its biennial budget recommendation to the Budget Committee and to the General Assembly during the legislative session. The recommendation covers funding for the functions of the Commission and state funding to the seven public higher education institutions. This is a several months-long process that requires researching within and outside of the state, looking at historical trends and determining the Commission's priorities. A key component of the budget development process for the Commission is the outcomes-based funding formula, which determines operating funding for the seven public higher education institutions through an outcomes-based model.
 - The Commission is responsible for vetting and reviewing capital project requests submitted by the public universities throughout the biennium. The process provides for review by the Commission's Budget and Productivity Committee, which is staffed by the Finance Department, prior to review and approval by the full Commission. The review includes capital projects that have been supported by the General Assembly as well as those supported through institutional or philanthropic funding.

Greatest Accomplishments:

- Following significant feedback from the General Assembly and institutional partners, the Commissioner, directed staff to directly collaborate with universities and legislators to:
 - Increase transparency in the review and development of the legacy outcomes-based funding model. Commission staff publicly shared model outcomes in the spring of 2022 compared with the traditional timeline of sharing that information in the fall.
 - Develop a prospective funding model for the 2023-2025 biennium which allows institutions to be compared with their own prior performance, minimizes the data lag and incentivizes growth not currently incentivized in the legacy model.
 - Implement an agency reorganization aimed to address the college-going rate, adult attainment, graduate retention, and the value proposition of post-secondary education.

Enterprise Solutions (IT)

Biggest Programs and Functions

- The Commission's Enterprise Solutions (ES) team maintains the agency's student financial aid disbursement system (ScholarTrack), the agency's Data Submission System (CHEDSS) and fields internal



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issues as they arise. The team also manages various technology products and services and coordinates multiple projects (with IOT and vendors) to upgrade/implement new systems. Until recently the Information Technology team reported to the CFO. Under new leadership, the team was renamed, their mission has been made more strategic and now reports directly to the agency head.

Greatest Accomplishments:

- The ES team has maintained applications in steady-state form while developing a new version of CHEDSS. A new case management system was designed and implemented for the Student Financial Aid team. Other systems have been upgraded including devices for staff. A recent effort underway is the upgrade from an on-premises version of a development tracking system to a cloud flavor, thereby modernizing systems used by the Commission.

Greatest Challenges:

- The Commission prides itself on attracting top talent. In the 12 months since June 2021, with an extremely tight labor market in the technology sector, 5 of 7 ES staff left for higher-paying roles. These transitions have caused the Commission to unexpectedly pivot to an outsourced arrangement for application development. The Commission must now determine its future ES resource strategy.

Marketing and Communications

Biggest Programs and Functions

- **Student engagement through outreach, marketing and communications:**
 - **21st Century Scholars and state financial aid programs:** The Commission engages with students, families and educators across Indiana through marketing, communications and outreach efforts to promote the 21st Century Scholars program, state financial aid and the value of higher education. The Commission has 12 outreach team members (including eight regionally based coordinators throughout the state) who work with local schools, communities and families with 21st Century Scholars enrollment and other critical financial aid functions. Support for the 21st Century Scholars program includes about 20 members of the Indiana ScholarCorps, which places student advisors on campuses to help 21st Century Scholars while in college. Communications, marketing and public relations efforts enhance all this work by promoting these programs through press releases and opinion pieces, advertising campaigns, interviews with local and statewide media, blog posts and program awareness through social media and other outlets.
 - **Learn More Indiana:** Learn More Indiana is the Commission's platform to engage students and families and to provide educators with relevant and critical resources around college and career exploration for K-12 and college students. This is mission critical for the agency, with the goal of improving Indiana's college-going culture and increasing the number of students going to college and completing a postsecondary credential. Targeted email campaigns remind and direct students to complete important financial aid requirements, social media efforts build trust for students and families, and direct communication with Indiana's K-12 educators ensure that created resources are useful for classroom instruction.



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- **Commission meetings, events, communications and marketing:**
 - As written in state statute, the 14-member gubernatorial-appointed Commission meets regularly in person to discuss state and national higher education issues and develop and strengthen Indiana's alignment of postsecondary education for students and the state.
 - The Commission publicizes its strategic priorities, policies and initiatives through local, state and national media pitching, via regular press releases and opinion pieces, through interviews and other external communications, and through digital and traditional advertising and marketing campaigns.

Greatest Accomplishments:

- During the COVID-19 pandemic, the Commission's communications team produced and marketed an online tool designed to connect Hoosiers to Indiana's myriad postsecondary education and training resources. The YourNextStepIN.org site and accompanying campaign were a successful example of state and philanthropic support coming together to provide a straightforward resource for Hoosiers to help them get back on their feet. The accompanying advertising campaign (November 2020 through May 2021) was recently awarded a Pinnacle Award by the Indiana chapter of the Public Relations Society of America (PRSA); the award denotes excellence in public relations, communications and advertising.
- Another accomplishment is the Commission's continued leading of marketing and communications to strengthen awareness and participation in Governor Eric J. Holcomb's Next Level Jobs Workforce Ready Grant before, during and after the COVID-19 pandemic. The Commission grew and oversaw digital and traditional marketing and advertising campaigns, the redesign of the Next Level Jobs website and the production of new testimonial videos from Hoosiers who took advantage of the Workforce Ready Grant, resulting in continued enrollment into and completion of the Workforce Ready Grant. Since 2017, there have been over 65,000 enrollments into the Workforce Ready Grant program and nearly 40,000 completions that have led to an average growth in wages of \$6,800
- Headlining the Commission's work in 2021 and 2022 has been the development of new and unique market research into the attitudes around postsecondary education in Indiana. This "Education Value" research has provided a wealth of knowledge and insights into the language and messaging around communicating the value of higher education to students, families, educators, community groups and the public. It included qualitative and quantitative data collected and analyzed by VOX Global, including narrative and behavioral analyses, focus groups and surveys. The Commission's communications team was selected in August 2022 to present at a national higher education conference about the research and ensuing strategies put into place because of the research and has since been contacted by eight states and three national organizations in follow-up or requests to present additional information to other states. The research and strategies have also garnered national media attention in industry and mainstream media publications, such as *The Hechinger Report* and *NBC News*.
- In partnership with the Indiana Department of Education (DOE), Ivy Tech Community College and Vincennes University, the Commission led the development of the Crossing the Finish Line initiative in spring 2021 and has been integral to the program's continued success in 2022. To date, over 5,000 students through Ivy Tech Community College alone were able to take part in the program (with several hundred others participating through Vincennes University), saving students and families almost \$5 million and conferring more than 2,000 postsecondary credentials or degrees which directly impacts Indiana's educational attainment rate.



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Greatest Challenges:

- One of the Commission's greatest challenges is the negative narrative around higher education, due to the real and the perceived cost of college, and a concern about the value of higher education. These narratives overshadow the clear financial and health benefits of postsecondary education both for individuals and the state. Overcoming this narrative and increasing Indiana's college-going rate for K-12 and adult Hoosiers is one of the Commission's main focuses and will require additional staff and financial resources in communications and marketing to support the Commission's strategies (based on thorough market research and analysis). Changing the conversation around education and training beyond high school requires meeting audiences where they are through marketing and advertising campaigns (digital and traditional); through communications, PR, media placements, websites, etc. to emphasize the new, more effective language strategy; and grassroots outreach and resource distribution to trusted messengers directly connecting with the target audiences of students, parents and adult learners. Additionally, an important focus on closing educational equity gaps will continue to move Indiana closer to its education attainment goals and this requires special consideration for harder-to-reach demographics, including men, Black and Hispanic/Latino Hoosiers, low-income Hoosiers and learners from rural areas of the state.

Business Intelligence and Economics

Biggest Programs and Functions

- Formally named "Research and Policy," the BI team has been refocused toward actional business intelligence that will inform the Commission's strategy in implementing evidence-based best practices, with special attention paid to quantifiable economic and social impact and return-on-investment analysis.
- The BI team oversees analyses and research projects to support and measure the goals, strategies, and decision-making of the Commission (including helping set and monitor KPIs).
- The BI team is playing a growing role in helping to align the postsecondary space with workforce needs and with economic development.
- The BI team facilitates continuous improvement by helping develop and promote evidence-based policies.
- The team creates public-facing resources and information for partners to help build coalitions around CHE's goals.
- The team also fulfills several statutory reporting requirements throughout the year.

Greatest Accomplishments:

- The publication of a new report on college-going rates has helped galvanize support around improving college access.
- Nationally groundbreaking efforts in measuring the economic impact of education thanks to partnerships with DWD, MPH, the State of Kentucky, the US Census Bureau, and others.
- The BI department has been working with entities like IEDC and the Indiana Chamber of Commerce to provide prospective businesses with information to relocate to or grow in Indiana.
- The BI team regularly fulfills data requests and develops analyses. This past quarter's partners have included: Indiana Youth Institute; Richard M. Fairbanks Foundation; LSA; DOE; IEDC; various high schools and community partners.



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Greatest Challenges:

- CHE's responsibilities have grown significantly over the last several years, and as data-driven decision making has been adopted, the BI team has become overstretched trying to fulfill the demand for data. Moreover, BI staff retention is at risk as these skills are highly sought after in the private sector. BI staff are costly to hire and train; it can take months before a new hire is able to learn how to adequately use CHE's data system.
- CHE's main data system (CHEDSS) is antiquated, cumbersome and breaks often. CHE has pulled together resources over several years to develop a new system (CHEDSS 2) but has yet to complete this project thanks in part to staffing turnover and other IT resource demands. A failure in CHEDSS would be a significant problem for CHE and MPH, and other agencies (e.g., IEDC) that seek information on college students.

Academic Affairs

Biggest Programs and Functions

- **Instructional Programs:**
 - Per statutory responsibilities, the Academic Affairs department authorizes and selectively reviews all certificate and degree programs offered by public two-and four-year institutions, and all programs offered by institutions overseen by the Board of Proprietary Education (BPE).
 - The department develops institutional mission statements and policies and partners with institutions to promote career-relevant learning experiences in all undergraduate degree programs.
- **Student Mobility Pathways:**
 - Staff of the department implement, maintain and enhance legislatively mandated transfer of credit opportunities at the course, certificate and degree level. This includes opportunities for veterans and transfer equivalencies for AP, IB and CLEP exams.
 - The Academic Affairs department coordinates Indiana's extensive dual credit initiative, which includes working with the Governor's Workforce Cabinet on CTE Next Level Programs of Study.
 - The staff of the department oversee Indiana's participation in the State Authorization Reciprocity Agreement and bilateral and Midwestern Higher Education Compact (MHEC) reciprocity agreements.
- **Data, Digital Credentials and Transparency:**
 - The Academic Affairs department is responsible for administering the statutory Indiana e-Transcript Program and maintaining the Academic Program Inventory (API). The API consists of information on all certificates and degree programs offered by all public, private non-profit and private for-profit institutions. This system is integral to CHE data collection systems and links Commission data to other state-level data, including the Department of Workforce Development's unemployment insurance data used to produce ROI reports.
 - The department leads inter-agency efforts to populate the Credential Registry with linked, open data that is useful to prospective students, stakeholders, and policymakers.

Greatest Accomplishments:

- Expanding the number of high schools that meet CHE criteria for serving as delivery sites for the Indiana College Core to 140, an almost 70 percent increase over last year



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- Revamping the School Finder tool to take full advantage of the much better data in the Indiana Credential Registry to help students make more informed choices about what certificates and degrees to pursue
- Providing leadership across multiple state agencies for Indiana to be accepted into a National Governors Association Community of Practice focusing on skill-based hiring using interoperable, electronic Learning and Employment Records (LERs)
- Partnering with the Center of Excellence in Leadership of Learning (CELL) at the University of Indianapolis to successfully implement Teach Dual Credit Indiana to fully qualify dual credit teachers in non-STEM fields, an initiative made possible through funding from INvestEd.
- Putting in place an ongoing capacity for obtaining third-party accounting and financial expertise to assist the Board for Proprietary Education (BPE) in monitoring the financial viability and health of institutions authorized by BPE

Greatest Challenges:

- Overcoming the many technical challenges associated with having 100% of high school transcripts sent as data files, fully implementing college-to-college exchange of transcripts as XML data files, and developing application program interfaces between institutional and CHE databases to publish additional and maintain current data on the Indiana Credential Registry
- Meeting the many challenges associated with moving from 140 to all 500+ high schools to meet the CHE criteria for being designated as delivery sites for the Indiana College Core.

Legislation and Program Implementation

Biggest Programs and Functions

- **Administration of State Financial Aid**
 - **ScholarTrack** – Since its launch in 2017, the Commission’s financial aid portal, ScholarTrack, has changed the delivery of state financial aid in Indiana. Students, parents, counselors, school administrators and community partners now have real-time access to information about student financial aid eligibility and awards. Without ScholarTrack functioning effectively and efficiently, the administration of state financial aid is not possible.
 - **21st Century Scholars** – The Commission awards the 21st Century Scholarship to over 17,000 Hoosier students each year. Indiana’s 21st Century Scholars continue to show improved college performance with on-time graduation rate by 16 percentage points in the last five years with Scholars having a higher graduation rate than the general population at five campuses. The Commission recently launched a College Scholar Success Program to further increase the return on Indiana’s investment in the 21st Century Scholarship program. To administer the 21st Century Scholars program, the Commission must process hundreds of thousands of FAFSA applications, collect credit completion and GPA information, and provide significant support and advice.
 - **Frank O’Bannon Grant** – The Commission awards nearly 40,000 Hoosier students a Frank O’Bannon Grant annually. Without this assistance, thousands of Hoosiers would not be able to attend postsecondary education. Like the 21st Century Scholarship, the Frank O’Bannon Grant requires the Commission to process FAFSA applications, collect credit completion and GPA information, and provide significant support and advice.



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- **Workforce Ready Grant** – The expansion of the Workforce Ready Grant to recent high school graduates helped thousands of Hoosiers obtain the education and training needed to succeed in today's economy. Over 38,000 Hoosiers have earned a high-value certificate with these students seeing an average annual wage increase of \$6,800.
- **Veteran and Public Safety Tuition and Fee Remissions** – Almost 6,000 students annually attend Indiana's public institutions tuition- and fee-free through these programs. The children and spouses of deceased or disabled veterans and public safety officers can qualify for this program. The Commission has streamlined the application by creating a one-time application process that removed the bureaucratic hurdle of annual recertification.
- **Adult Student Grant** – The Adult Student Grant serves over 3,400 students each year, with demand significantly increasing since its low point of fewer than 500 students in 2016. The Adult Student Grant fund also helps cover the cost of the credit-bearing Workforce Ready Grant Program.
- **Next Generation Hoosier Educators Scholarship** – The sixth cohort of Next Generation Hoosier Educators Scholarship recipients enrolled this fall. Since its launch in fall 2017, over 1,000 high-achieving students are pursuing careers in education with the assistance of this scholarship. Of the inaugural cohort, over 90 percent of the recipients are currently teaching or pursuing graduate-level studies.
- **William A. Crawford Minority Teacher Scholarship** – The William A. Crawford Minority Teacher Scholarship has helped thousands of Black and Latino students pursue a career in education over the last 30 years. Nearly 200 students receive a scholarship each year, with the demand for the scholarship outpacing the appropriation.
- **Earline S. Rogers Teaching Scholarship for Minorities and the Student Teaching Scholarship for High-Need Fields** – Like the William A. Crawford Minority Teacher Scholarship, the demand for the student teaching scholarships – formerly stipends – are outpacing the appropriation.
- **National Guard Supplemental Grant** – The National Guard Supplemental Grant serves over 500 Indiana National Guard members each year with demand remaining steady and slightly below the appropriation level.
- **Mitch Daniels Early Graduation Scholarship** – In FY20, the Commission streamlined the process for accessing the Mitch Daniels Early Graduation Scholarship resulting in 33% more students being able to benefit from the scholarship.
- **Primary Care Scholarship** – The Primary Care Scholarship is available to students attending the Marian College of Osteopathic Medicine with over 150 students annually benefiting from the program.
- **Graduate Medical Education Board** – The Indiana Graduate Medical Education (GME) Board is tasked with addressing the need for additional resident physician training positions as Indiana needs to train and retain at least 350 more physicians by 2024. Through the GMEB fund, Indiana has increased the number of resident physicians by 102, created 337 new residency training positions, and provided funding to support the startup of seven new residency programs across the state.
- **STEM Teacher Recruitment Grant** – The STEM Teacher Recruitment Fund Grant awarded some \$10 million to 16 Indiana colleges and non-profit organizations to continue the recruitment and retention of STEM teachers. Over 2,000 educators in school corporations across Indiana are



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being supported with grant funding. Grant funds were awarded to entities that recruit and place STEM teachers in underserved areas or areas that are encountering a shortage of qualified teachers such as urban, suburban, and rural schools across the state.

- **Teacher Residency Grant** – Created in 2019, the Commission awarded the first round of Teacher Residency Pilot Grants totaling nearly \$1M for the two-year grant cycle. Modeled after medical residency and apprenticeship programs, teacher residency programs are full-year, paid teaching experiences for student educators. Students teach alongside an experienced mentor teacher, preparing them for the classroom after graduation. Two types of grants are supported through the program: residency grants and planning grants.

Greatest Accomplishments

- Restructuring and expanding the Workforce Ready Grant with CARES Act funding has helped more than 24,000 Hoosiers earn a high-value credential since the start of the pandemic. Hoosiers who earn the Workforce Ready Grant earn an additional \$6,800 annual salary on average.
- Launching the EARN Indiana high school pilot which helps place secondary students in work-based learning opportunities that will ultimately grow the retention of Hoosier talent.
- Graduating the first cohort of Next Generation Hoosier Educators Scholarship recipients with more than 90% entering the classroom or pursuing graduate studies.
- Continuing to handle over 30,000 annual student interactions despite significant turnover within our support center.

Requested Funding Support

Education Value Campaign - \$5,000,000/year

- CHE is requesting funds to implement a multi-year initiative to drive postsecondary enrollment and completion. CHE worked with VOX Global over the last two years to research Hoosier perceptions of postsecondary education including focus groups and surveys which have informed the Commission's efforts to revise marketing materials and all external communications. The research results, when combined with our state's staggering decline in the college going-rate (53%) and nearly 2 million adults without a post-secondary credential have made clear that a full-court press is necessary to inform the public of the value of postsecondary education.

Staffing - \$400,000/year

- **Adult Strategy: \$200,000/year**
 - CHE is requesting funds to facilitate the hiring of two positions to support the newly created Associate Commissioner (AC) for Adult Strategy. The AC for Adult Strategy was created as part of the 2022 agency reorganization which provides a new focus on both Adult and K-12 Strategy to improve postsecondary attainment in our state. The AC position was funded through the reallocation of existing resources; however, additional resources are needed to expedite the state's progress at improving enrollment and completion of adults, of which there are nearly 2 million without a credential beyond a high school diploma in Indiana currently.
- **Marketing and Communications: \$100,000/year**
 - CHE is requesting funds to facilitate the hiring of an additional marketing and communications professional to assist the agency in the necessary expansion into the digital space. To fully utilize



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the lessons learned through research completed in partnership with VOX Global, this position will maximize the ability to disseminate the state's message to Hoosiers regarding the power and affordability of postsecondary education.

- Business Intelligence: \$100,000/year
 - CHE is requesting funds to facilitate the hiring of an additional position in the business intelligence division to meet the growth in research demand. This position will assist in the collection, cleaning, and analysis of university and agency data which will enhance the ability of CHE to adjust programs quickly and effectively, inform policymakers and aid institutions in their own data collection.

Program Support - \$7,036,567

- Adult Student Grant: \$3,036,567/year
 - CHE is requesting funds to maintain anticipated FY2023 levels of spending. CHE dramatically expanded funding for the credit-bearing Workforce Ready Grant following the pandemic using federal pandemic funding. With the expiration of these funds, heightened demand and provider capacity for these programs remain. CHE expects to fully utilize its \$3M carryforward in FY2023.
- Workforce Ready Grant: \$2,000,000/year
 - CHE is requesting funds to maintain anticipated FY2023 levels of spending. CHE dramatically expanded funding for non-credit bearing Workforce Ready Grant following the pandemic using federal pandemic funding. Following the expiration of these federal funds, CHE dramatically reduced allocations to our university partners in the spring of 2022. Thanks to SBA support, CHE will provide \$3M in support for these grants in the current fiscal year and this request will maintain that support.
- EARN (Work Study Program): \$2,000,000/year
 - CHE is requesting funds to maintain anticipated FY2023 levels of spending. CHE worked closely with the Indiana Chamber of Commerce during the pandemic to expand the EARN program to high school students using federal pandemic funding; however, the expansion was not ready for launch until the fall of 2022, after the expiration of the federal funds. Thanks to SBA support, CHE will provide an additional \$2M in support for these grants in the current fiscal year and this request will maintain that support.

Administrative Support - \$656,156

- CHE is requesting funds to restore 2021 budget reductions to the agency's three primary administrative funds. These funds will allow the agency to reduce payroll and administrative cost pressures on programmatic and grant funds. Additionally, these funds will ease mounting cost pressures across all administrative areas including material costs, compensation pressures, professional services, and technology.

In addition to the above requests for funding support, the Commission requests future financial support for the auto-enrolling of financially eligible 8th-grade students into the 21st Century Scholars program. 21st Century Scholars currently have an 81% college-going rate, which is higher than even their higher-income peers (60%) and well above the statewide average of 53%. Additionally, 21st Century Scholars graduate on-time 17 percentage points higher than their low-income peers. Finally, research conducted by the BI & E team has



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identified an economic impact ten times the cost of the program including a near breakeven between program costs and increased state and local tax revenue. Due to the delayed financial impact of auto-enrolling eligible 8th-grade students, as those students will not incur costs until they matriculate to college in FY 2028, CHE will not require additional financial support until that time, with the full cost of nearly \$165M not being needed until FY 2031. According to the most recent INPRS report, the Pre-'96 Teachers' Retirement Fund is expected to be fully funded by FY30, which will free up nearly \$1B in state revenue each year, a portion of which could be smartly invested into the futures of Indiana students.

Compared to other states, Indiana's higher education coordinating board is small but effective. Our engaged board of gubernatorial appointees, which actively manages our activities with a constant eye toward efficiency, is also to be credited with our administrative efficiency. Additionally, it is important to note that nearly all the funds appropriated to the Commission are distributed directly to students to improve college access and success through state financial aid. With the additional support requested in this letter, CHE will be better suited to support students, our institutional partners and the state in improving our postsecondary attainment and furthering the economic success of its citizens.

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,

Chris R. Lowery
Indiana Commissioner for Higher Education

Enclosures (Agency Organization Chart; *Reaching Higher in a State of Change*; and Fund Narratives)