

# Indy Achieves

## STRATEGIC PLAN

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Prepared for

Employ<sup>+</sup>Indy

Prepared by

 Ascend




# STRATEGIC PLAN



## Purpose

This report outlines the strategic plan for EmployIndy’s Indy Achieves initiative through 2023. **The strategic plan includes a program overview, vision and mission, current state overview, priority areas, goals and associated strategies, and conclusion.** The plan details the short-term operational plan and the longer-term system changes needed to achieve the vision of attainment and economic prosperity.

## Indy Achieves Overview



Indy Achieves, an initiative of Mayor Joe Hogsett launched in 2018, is designed to close current postsecondary attainment gaps to meet the education and skills requirements of the city’s rapidly evolving employment market. The market is shifting to high-skill, high-wage jobs, leading to an increased demand for employees with postsecondary credentials. By 2025, 60% of Indiana jobs will require some form of postsecondary credentials, yet currently just 40% of Marion County residents hold credentials beyond high school.<sup>1</sup>

While some high paying jobs remain available to those without postsecondary degrees, the trends are clear that the vast majority of good and promising jobs available in Marion County require education beyond high school.<sup>2</sup> Moreover, the wages of individuals with postsecondary credentials have drastically surpassed those of high school graduates. Today, a Marion County resident’s surest pathway to employment and the middle class now runs through postsecondary completion.<sup>3</sup>

<sup>1</sup> “A Stronger Nation: Indiana,” Lumina Foundation, 2020, <https://www.luminafoundation.org/stronger-nation/report/2020/#state/IN>

<sup>2</sup> These trends are based on internal tracking of Burning Glass data.

<sup>3</sup> Percent of Good and Promising Jobs that require an Associate, Bachelor’s or Advanced degree 1st Half of 2020: Advanced degree 9.5%; Associate’s degree 34.7%; Bachelor’s degree 46.7%; Grand Total 90.9%.

<sup>3</sup> Data pulled from the Indy Achieves Policy Paper, “Recommendations of the Indianapolis Promise Task Force for Mayor Joe Hogsett,” May 2018.

Identifying opportunities to increase postsecondary completion is critical for Marion County’s economic growth and building inclusive opportunities for all residents. Marion County has consistently ranked among the lowest in respect to large counties nationally on measures of economic mobility and has stark attainment and wealth gaps across race.<sup>4</sup> This unfortunate reality fuels Indy Achieves’ overall goals to: **increase the proportion of Marion County adults with high-quality postsecondary credentials to 65% by 2027** and **eliminate the attainment gaps that currently exist for low-income residents, including those historically underserved and underrepresented.**

Indy Achieves’ efforts to ensure that every Marion County resident can pursue and obtain a postsecondary credential are twofold: **1) increase the number of K-12 students who pursue and complete postsecondary credentials** and **2) increase the educational attainment level of the existing adult population.** The following strategic plan outlines critical goals and strategies for building upon Indy Achieves’ current successes.

## **Vision**

Indy Achieves’ vision statement is the aspirational description of what they would like to accomplish in the ideal future state. It sets the foundation for the initiative’s priorities and guides its goals and strategies.

**Indy Achieves will make postsecondary education attainment a reality for all Marion County residents to enable economic mobility and future prosperity to create a more equitable community.**

## **Mission**


Indy Achieves’ mission statement is a declaration of their core purpose and outlines how they will reach their vision.

**Indy Achieves will evaluate and scale proven practices to close attainment gaps for low-income residents, including those who are historically underserved and underrepresented, such as Black and Latinx, through student engagement and advocacy, financial assistance, wrap-around supports, and career connections.**

<sup>4</sup> Marion County placed 95th in one study of the 100 largest U.S. counties. Data pulled from the Indy Achieves Policy Paper, “Recommendations of the Indianapolis Promise Task Force for Mayor Joe Hogsett,” May 2018.

## THEORY OF CHANGE

Theory of change is a comprehensive description of how a desired change is expected to occur. The theory of change defines the role Indy Achieves will play alongside key stakeholders and outlines the systems-level change the initiative seeks to achieve alongside stakeholders, institutions, and organizations.



**Across the Marion County education landscape, it will take coordinated efforts across a multitude of stakeholders to move the needle on credential attainment. Indy Achieves seeks to be the thread connecting institutions, organizations, and stakeholders, providing targeted interventions at inflection points across the pipeline, piloting new ideas and high-impact practices where gaps are identified, and empowering key stakeholders to build systems and capacity to enable ownership in the long-term.**

## PRIORITY AREAS

Priority areas represent key components of the strategic plan and create segmentation between work streams. The Indy Achieves priority areas are **Access**, **Completion**, **Career Connection**, **Adult Learners**, and **Governance, Communications, and Budget**.

These priority areas were informed by the following factors: too few Marion County high school students directly matriculating to postsecondary institutions, too few postsecondary students completing their credentials and degrees, and too few adults skilling up and completing industry-recognized certifications or traditional degrees. Each factor has expanded the gap between supply and demand in the local employment market. Moreover, the gap is further driven by the lack of communication and available resources connecting individuals, higher education, and employers.

It is recognized that increasing access to postsecondary education and on-time completion begins early in Marion County's K-12 schools. There are critical inflection points for students that begin in middle school and continue through postsecondary until the student reaches employment. These inflection points, and the lack of connectivity across each, guide Indy Achieves' framework for engagement and the initiative's priority areas.

## CURRENT STATE

Indy Achieves is in year two of operations and has already seen success towards its goals. Outlined below are specific Indy Achieves highlights from the pilot year across the priority areas.

**Access** consists of goals and strategies towards increasing direct matriculation into postsecondary. In this space, Indy Achieves is engaged in Marion County middle schools, supporting increased enrollment in the Indiana Commission for Higher Education’s 21st Century Scholars program, and in high schools, identifying strategies to increase FAFSA completion rates. The following represent highlights from Indy Achieves across Access:

- Processed 652 21st Century Scholars applications for local middle school students, influencing 19.6% of total Marion County enrollment for the 2024 cohort
- Identified key Marion County middle schools for strategic engagement around 21st Century Scholars enrollment
- Partnered with INvestEd to bring FAFSA support programming and resources to Marion County high schools

**Completion** consists of goals and strategies towards increasing postsecondary completion and credential or degree attainment. Indy Achieves is partnered with Ivy Tech Community College Indianapolis (Ivy Tech) and Indiana University Purdue University Indianapolis (IUPUI), and the Indy Achieves’ Promise Scholarship program drives much of its postsecondary engagement. The Promise Scholarship is similar to many of its national peers, providing “last dollar” funds to close remaining gaps in tuition costs for local eligible students. The Promise Scholarship is available to eligible Marion County high school seniors, including 21st Century Scholars and Frank O’Bannon grant recipients, enrolling at Ivy Tech or IUPUI. As a complement to Promise Scholarships, Indy Achieves also provides Completion Grants to eligible students at Ivy Tech and IUPUI to remove financial barriers and encourage completion for those close to graduation. In addition, Indy Achieves also dedicates its efforts to

developing strong relationships with campus offices to develop systems and practices that help students succeed. The following represent highlights from Indy Achieves across Completion:

- Hired and trained three Student Success Coaches; one at Ivy Tech and two at IUPUI
- Awarded 802 Indy Achieves Promise Scholarships in the first year
- Assigned 470 Ivy Tech and IUPUI Promise Scholars a Student Success Coach
- Indy Achieves Promise Scholars outperformed all classmates in terms of retention in Spring 2020 by 8% at Ivy Tech and 5% at IUPUI
- Awarded 455 Completion Grants to postsecondary students; 258 at Ivy Tech and 197 at IUPUI

**Career Connection** consists of goals and strategies around career readiness and connecting Marion County postsecondary graduates to promising jobs relating to their programs of study. Indy Achieves has established partnerships with key stakeholders at Ivy Tech and IUPUI to develop strategies and meet its Career Connection goals as the Promise Scholars cohorts progress towards graduation. Indy Achieves will also leverage the Ascend Network for connections to Indiana employers.

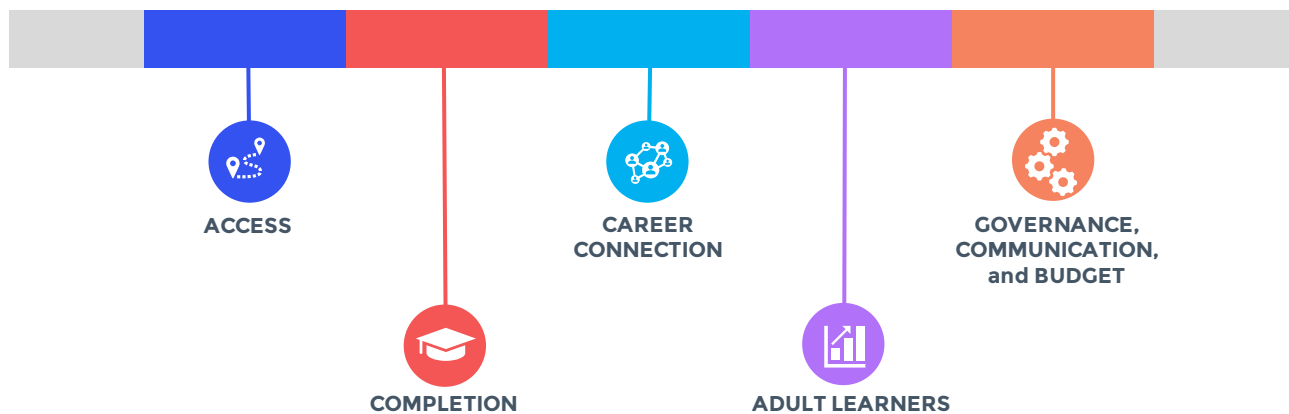
The successes, lessons learned, and vision for expansion prompted the team to step back and consider their plan for the initiative's future. In addition to building and strengthening its strategies in Marion County middle schools and postsecondary institutions, Indy Achieves plans to develop its engagement in high schools as well as expand to strategies and programming to support adult learners. The following strategic plan outlines this vision.

## Indy Achieves Strategic Plan Overview

In April 2020, EmployIndy, with the support of Ascend Indiana, began a process to develop a strategic plan to operationally scale Indy Achieves to serve K-12, postsecondary, and adult learners. The strategic plan aims to capture current efforts and lessons learned while charting the path for future progress. The plan was developed with input from core members of the

EmployIndy team, Indianapolis Public School (IPS) leaders and counselors, Ivy Tech and IUPUI leaders across student advising, career coaching, and financial aid, and leaders from statewide initiatives around postsecondary financial aid services.

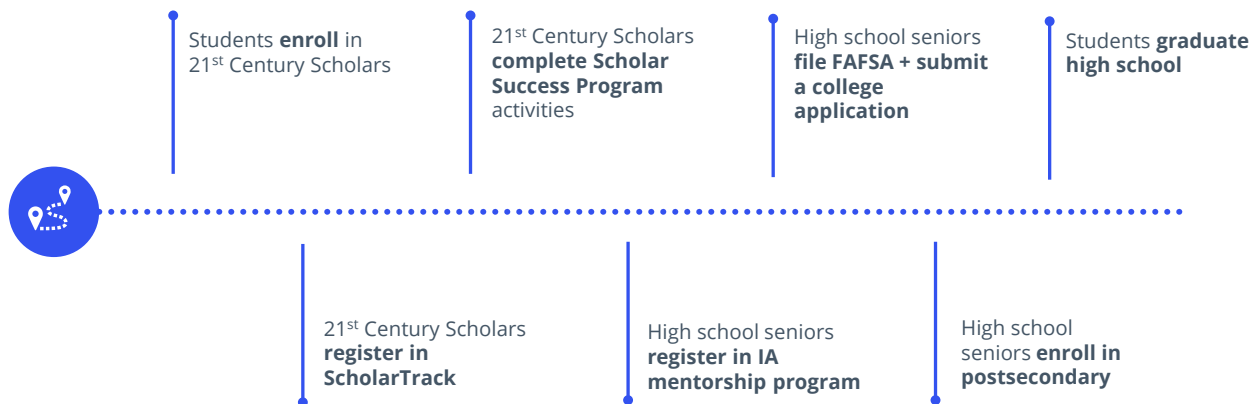
Outlined below is an overview of the priority areas for Indy Achieves:



**Access**, **Completion**, and **Career Connection** are the priority areas across K-12 and postsecondary that are critical for Indy Achieves to reach scale and require daily action by the EmployIndy team and key stakeholders to ensure success. The **Adult Learners** priority area will undergo a pilot year, as Indy Achieves determines audience, programming, and resources. Ultimately, the pilot year will inform how Adult Learner strategies fit within Access, Completion, and Career Connection going forward. **Governance, Communication, and Budget** represent the components which enable the strategies and activities across the priority areas and lead to the sustainability of Indy Achieves.

# ACCESS

The Access priority area consists of goals and strategies towards increasing direct matriculation into postsecondary. The Access timeline spans 7<sup>th</sup> grade through 12<sup>th</sup> grade, and in this space, Indy Achieves is engaged in Marion County middle schools and high schools. Across the Access timeline, key inflection points for students include enrolling in 21st Century Scholars, registering in ScholarTrack (the tracking system for 21st Century Scholars' Scholar Success Program) completing Scholar Success Program activities, enrolling in postsecondary, and graduating high school. These inflection points guide Indy Achieves' strategies and engagement in Marion County K-12 schools.



In middle schools, goals and strategies focus on increasing 21st Century Scholars enrollment. 21st Century Scholars, an early commitment college promise scholarship and Indiana's most generous aid program, is Indy Achieves' primary mechanism for supporting underserved and underrepresented students towards postsecondary access. The program's existing infrastructure, financial aid resources, and focus on critical milestones towards postsecondary access make it a strong partner for Indy Achieves towards its goals. The 21st Century Scholars program has areas of opportunity







where Indy Achieves can support and strengthen; for the 2020 cohort, only 49% of eligible Marion County 8<sup>th</sup> graders enrolled.<sup>5</sup> Missing the 8<sup>th</sup> grade deadline for enrollment excludes students from valuable financial aid that could directly impact their decision whether or not to attend college. In the following year, Indy Achieves will offer baseline support to all Marion County middle schools towards meeting their 21st Century Scholar enrollment goals and

provide specific, intensive interventions to three school districts to build systems and their capacity.

In high schools, goals and strategies center around critical milestones for high school students progressing towards postsecondary enrollment. The 21st Century Scholars program has outlined these milestones in their Scholar Success Program (SSP). Indy Achieves' engagement will focus on improving the completion rate for SSP activities, particularly filing FAFSA and submitting college applications. In 2019 the FAFSA completion rate for Marion County high school seniors was just 54%.<sup>6</sup> FAFSA completion is linked to higher rates of direct matriculation to postsecondary, and research has shown that additional grant aid increases postsecondary persistence.<sup>7</sup> Going forward, Indy Achieves will support school leaders and counselors in identifying best practices and building systems. Indy Achieves will also connect school stakeholders with existing statewide initiatives that provide FAFSA support to leverage their expertise and broaden capacity.

Finally, in high schools Indy Achieves also seeks to spread awareness of the

<sup>5</sup> "% of Income-Eligible Students Enrolled, 2020 Cohort, Marion County, Scholar Progress Reports." Learn More Indiana. <https://learnmoreindiana.org/scholars/resources/scholars-data/>

<sup>6</sup> For 2020, the overall FAFSA completion rate for Marion County high school seniors was 49.5%; for Marion County 21st Century Scholars, the rate was 65%. "2020 FAFSA Completion," Commission of Higher Education. Updated April 27, 2020. <https://public.tableau.com/profile/che.staff#!/vizho2019FAFSACompletion/Statewide>

<sup>7</sup> "Why Invest in FAFSA?" National College Attainment Network. <https://www.ncan.org/page/WhyInvestFAFSA>

Promise Scholarship to every eligible student, connecting them to critical financial aid and proactive mentorship to increase access.

**THEORY OF CHANGE**

Today, Indy Achieves is integrally involved in supporting 21st Century Scholar enrollment efforts; moving forward, Indy Achieves will focus on empowering and supporting key stakeholders to lead and own this strategy to success in the long-term. Towards this goal, Indy Achieves will help Marion County middle schools set their enrollment goals, provide targeted supports to key school districts, leverage Community-Based Organizations to expand and strengthen capacity towards 21st Century Scholars enrollment, spread awareness of the 21st Century Scholars program to Marion County families, and recognize schools meeting enrollment goals.

In Marion County high schools, Indy Achieves will also support key schools to build systems and capacity to positively impact its long-term goal of increasing direct matriculation to postsecondary institutions. Indy Achieves will provide support by identifying best practices around SSP activity completion, partnering with schools to develop systems, and leveraging existing statewide initiatives that provide FAFSA support.

The following represent the short-term and long-term goals for Indy Achieves within the Access priority area.

Goals	Short-Term	Long-Term
<b>Middle School</b>		
% of eligible Marion County middle school students enrolling in 21st Century Scholars	55%	70%
# of middle schools meeting the 21st Century Scholars enrollment benchmark	33 schools	60 schools
<b>High School</b>		
% of 21st Century Scholars registering in ScholarTrack	80%	95%
% of 21st Century Scholars meeting Scholar Success Program requirements	65%	85%

Goals	Short-Term	Long-Term
% of 21st Century Scholars filing their FAFSA application	65%	85%
% of 21st Century Scholars enrolling in postsecondary institutions	87.5%	90%
% of all Marion County high school seniors enrolling in postsecondary	60%	70%
% of 21st Century Scholar graduates starting postsecondary education	<i>Will create a baseline from National Student Clearinghouse data</i>	90%

## ACCESS STRATEGIES

Strategies to be completed by the Indy Achieves team include:

### 1 **Develop a strategic engagement plan across Marion County middle schools to support 21st Century Scholars enrollment.**

***Develop a menu of services for Marion County middle schools based on identified level of engagement.***

Indy Achieves' engagement will vary based upon the level of support needed by schools. Middle schools categorized as low-engagement have demonstrated strong 21st Century Scholars enrollment outcomes amongst their peers. The following baseline services will be made available to these schools:

- Indy Achieves introductory video, to be emailed to school point of contact
- 21st Century Scholars enrollment resources toolkit, available online via the Indy Achieves website; includes suggested calendar for engagement and messaging materials, pre-drafted emails, social media posts, videos for parents, and DocuSign support
- Targeted training opportunities (e.g. video series, webinars, guest speakers, and conferences) for best practices in enrollment strategies, to be emailed quarterly via Indy Achieves middle school newsletter
- Available mailers with enrollment information to be sent by the school to students

Medium-level engagement schools are those with areas of opportunity towards 21st Century Scholars enrollment but have strong school leadership and counseling offices who have the capacity to utilize and execute the resources shared by Indy Achieves. These schools will receive the baseline services above as well as the following additional supports:

- A start-of-year meeting with school points of contact to assess current state, areas of opportunity, and barriers
- Ongoing support throughout the school year to determine the strategies, systems, and ownership around data-sharing tools for tracking enrollment

High-level engagement schools have shown the greatest opportunity for enrollment outcomes. These schools will receive the baseline and medium-level services in addition to the following targeted interventions.

- A follow-up meeting with the school counselor team to develop and map the school's new engagement strategy; this strategy will include building a comprehensive calendar of events as well as identifying resources and owners
- A school-specific toolkit for school leadership and counselors; this toolkit will consist of additional resources for school faculty and staff as well as parents, including videos and online components that can be shared with families virtually

A key piece of bolstering 21st Century Scholar enrollment is the efficient and accurate identification and tracking of eligible students. Schools and districts need to establish mechanisms to share data around their students with each other and with the Indy Achieves team. IPS has developed a system to identify eligible students and track their enrollment. Leveraging their system and mechanism, Indy Achieves will support schools to build the data-sharing tools needed to effectively monitor enrollment. Moreover, new data-sharing agreements and mechanisms should include both Indy Achieves and Talent Bound, easing the data-sharing complexity for other EmployIndy initiatives.

**Analyze Marion County middle schools to identify level of engagement.**

Schools will be assessed using the following criteria: number of eligible 21st Century Scholars, percent of eligible 21st Century Scholars enrolled (average over last 5 years), established relationships with Indy Achieves, and buy-in from principal and school counselor office. From that assessment, schools will be identified for high, medium, and low levels of engagement.

High-level engagement schools have already been identified as Franklin Central Junior High, Decatur Middle School, and MSD of Pike Township Middle Schools. In the following year, Indy Achieves will categorize the remaining public middle schools in Marion County for medium or low levels of engagement and identify points of contact to participate in ongoing communication.

**Being a Title 1 school, we strive to get almost all of our students signed up for 21st Century Scholars! This alone can be a daunting job, but especially when added to all of our other counseling duties. Having a partnership with Indy Achieves really helps us be able to get more accurate and detailed information out and to reach more of our families.**

**Amy Land | Guion Creek Middle School**  
**School Counselor**

**2 Leverage non-K-12 Access partners to expand reach of schools.**

Indy Achieves will also support and leverage Community-Based Organizations (CBOs) towards increased 21st Century Scholars enrollment. These organizations hold deep relationships with students and families and

are well-positioned to support this strategy. Given the goals for the scale of reach, it is critical these organizations are engaged. In partnership with the Marion County middle schools points of contact, the Indy Achieves team will determine the relevant CBOs for each school community. The Indy Achieves team will make an introduction via phone call or email to establish the appropriate point of contact at the CBO. From there, the Indy Achieves team will share resources with the CBO point of contact, including an enrollment toolkit, videos and flyers for parents, training for volunteers towards enrollment, mailers, and 21st Century Scholars applications.

In the following year, the Indy Achieves team will determine the follow-up procedures with CBOs to identify best practices, lessons learned, and opportunities for growth.

### **3 Build a system of school leaders and community organizations to own 21st Century Scholars enrollment.**

Throughout the following year, the Indy Achieves teams will refine the messaging, resources, and process for schools given lessons learned. The team will document best practices and areas of opportunity to consider for long-term systems change as well as update the toolkit to be available on the Indy Achieves website. This process will include collaboration with 21st Century Scholars leadership to review and build their **Best Practices List**, which is available to all school leaders and counselors across the state, and input from the Marion County Scholar Success Coalition (Coalition), which will be re-launched this year and led by Indy Achieves leadership.<sup>8</sup>

Ultimately, Indy Achieves aims to support school leaders and CBOs to invest in and own 21st Century Scholars enrollment for their students. This strategy begins with building relationships with superintendents, principals, and school leadership and discussing expectations and roles for the ideal future state. The following tactics support this strategy:

- Develop a stakeholder matrix for each middle school, identifying key stakeholders and their responsibilities

<sup>8</sup> The Coalition is composed of key partner organizations across the Marion County secondary and postsecondary education landscape and provides connection to the broader ecosystem. Partners include Ivy Tech Community College, the Indiana Commission for Higher Education, Ascend Indiana, Indiana Youth Institute, INvestEd, school partners, and Community-Based organizations

- Align around roles and responsibilities between Indy Achieves and school stakeholders
- Influence expectations for counselors around their role and metrics of success

## **4 Secure district-based data-sharing agreements.**

In the short-term, Indy Achieves will support schools in building the mechanism to track students around 21st Century Scholars enrollment. In the long-term, Indy Achieves will continue to develop district-specific data-sharing agreements. This effort will rely on leveraging lessons learned from executing a data-sharing agreement with IPS.

Ultimately, Indy Achieves is working to aggregate county-wide data to feed the data into existing structures, such as the 21st Century Scholars and Indy Achieves dashboards. By making both aggregated and disaggregated data available to education leaders and partners across the county, Indy Achieves seeks to deliver accurate and real-time information to allow for targeted interventions and ultimately improve enrollment outcomes. This work also aligns with Indianapolis' New Skills Ready Network five-year action plan.

## **5 Increase awareness of the 21st Century Scholars program across Marion County.**

Indy Achieves will also seek to increase 21st Century Scholars enrollment through increased awareness of the program across the county. Too few families and educators are aware of the program, contributing to the high number of eligible students missing the deadline. In the following year, the team will design an awareness campaign for middle school families. Specific tactics within this strategy include the creation of digital ads, features in local news, and partnering with civic leaders to spread awareness via social media and their additional stakeholder audiences. Indy Achieves will spreadhead recognition efforts for schools who achieve a specific threshold of enrollment, leveraging their website as well as partnerships with civic leaders. Additionally, Indy Achieves will explore the opportunity to send direct mailers to every 7<sup>th</sup> and 8<sup>th</sup> grade

household in Marion County, co-branding with schools when available, to share information about the 21st Century Scholars program, school specific efforts, and providing the Indy Achieves contact information.

## **6 Develop current state understanding of best practices and barriers for Scholar Success Program requirements.**

Scholar Success Program activities are a roadmap for 21st Century Scholars to follow throughout their high school years, encouraging key milestones for postsecondary access and success. For the 2021 cohort, just 69% of enrolled 21st Century Scholars high school freshmen registered for ScholarTrack, the system monitoring SSP activities.<sup>9</sup> SSP activity completion rates decline throughout high school; the 2020 data shows only 60% of 21st Century Scholars seniors completed all of their SSP activities, which includes filing FAFSA and submitting a college application.<sup>10</sup> Supporting these activities to increase completion rates represents a valuable sphere of influence for the Indy Achieves team.

Indy Achieves will survey the highest-performing high schools around SSP activities for their best practices and the lowest-performing schools for their barriers. The team will take those results, as well as those shared via the 21st Century Scholars **Best Practices List**, and start to build a toolkit. Special attention will be paid to practices and barriers around FAFSA completion and submitting college applications. Indy Achieves will also engage with the Indiana Commission for Higher Education (CHE) Outreach Coordinator and Marion County Scholar Success Coalition for current statewide initiatives, best practices, and barriers.

## **7 Promote increased FAFSA completion through existing state and national programming.**

Indy Achieves seeks to increase FAFSA completion rates throughout Marion County, not just amongst 21st Century Scholars. Indiana's primary FAFSA completion initiative, INvestEd, continues to present the best opportunity to reach Indy Achieves' goal to increase FAFSA completion.



***Leverage INvestEd expertise, capacity, and resources in Marion County high schools.***

INvestED is Indiana's leading FAFSA completion support initiative, providing schools and families support around the complexity of FAFSA filing. Indy Achieves will leverage INvestEd's expertise and resources to support schools around FAFSA. INvestEd will develop a draft calendar of engagement for high schools to encourage the ideal state level of partnership that leads to success. Indy Achieves will identify three high schools for high-level engagement, using the following criteria: percent of students categorized as Free & Reduced Lunch, current SSP activity data on FAFSA completion, and level of current partnership with INvestEd. Indy Achieves will strategically introduce INvestEd to schools where they do not currently have a relationship. INvestED will then share the sample calendar with interested schools to discuss their specific level of engagement and scheduling of events.

***Explore additional FAFSA completion partners at the national level to support change.***

Indy Achieves will also research and explore partnership with National College Attainment Network (NCAN) and the Form Your Future program for additional FAFSA support in Marion County. Both programs include valuable and proven methods towards increased FAFSA completion, including the FAFSA Completion Grant, a resource guide, and a social media campaign.

**Not often do you encounter a program and staff that always go above and beyond for the promotion of students, but with Indy Achieves you get nothing less than the best. I look forward to many more years of partnership.**

***Qiana Miller | Pike High School***  
***School Counselor***

## 8

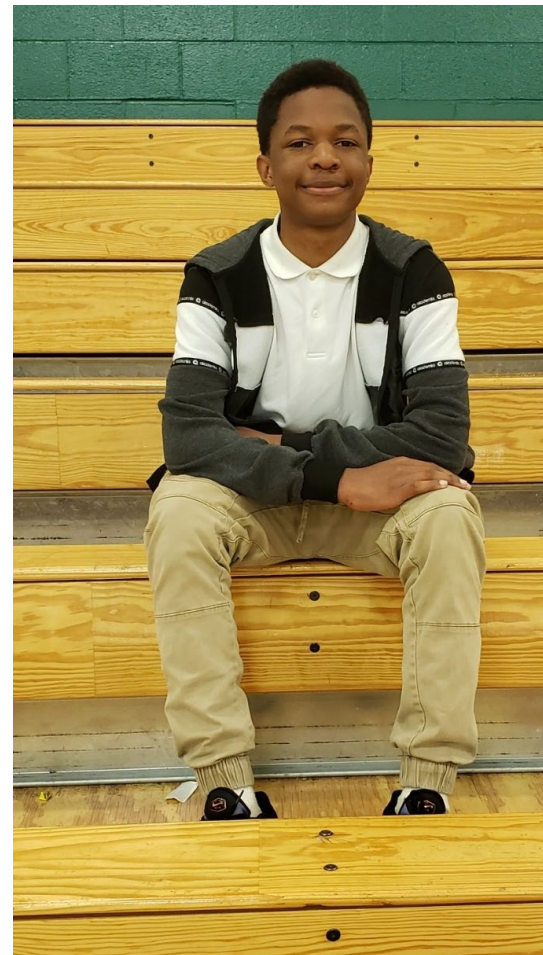
### **Influence education policy leaders around 21st Century Scholars enrollment and program requirements.**

#### ***Identify policies to increase 21st Century Scholars enrollment.***

Through 2023, the Indy Achieves team will work to identify policies that enable school districts to complete 21st Century Scholars enrollment at higher levels. Indy Achieves will partner with school leaders to evaluate the feasibility and gains of potential policies. In turn, Indy Achieves will advocate for consideration of these new policies based on completed analyses and will partner with the Indiana Department of Education and superintendents to prioritize, track, and acknowledge 21st Century Scholars enrollment.

#### ***Facilitate discussions to influence Scholar Success Programs requirements.***

The SSP activity with one of the lowest completion rates is the 12th grade activity, “Watch ‘College Success 101’”, a video created by the Indiana Commission for Higher Education. Completion of this activity appears an easy lift compared to the two other 12th grade activities—file FAFSA and submit a college application. While all SSP activities are in place due to their value towards postsecondary access, Indy Achieves will initiate conversations with school leaders, the 21st Century Scholars office, and other education partners to continually review and evaluate that the right SSP activities are in place to best serve and prepare students. For example, new virtual engagement strategies necessitated by the pandemic could provide an opportunity for lasting engagement through video conferencing to expand access and reach.

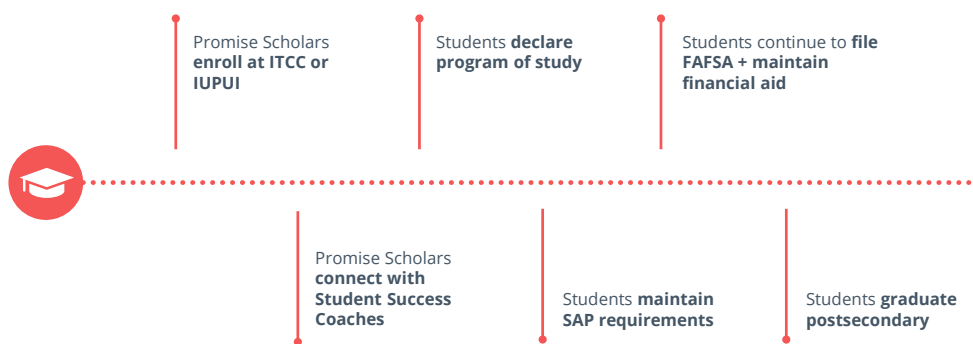




## COMPLETION

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The Completion priority area consists of goals and strategies towards increasing postsecondary completion and credential or degree attainment. In this space, Indy Achieves is partnered with local postsecondary institutions Ivy Tech and IUPUI through the Promise Scholarship program and Completion Grants. The Completion timeline spans postsecondary, beginning as soon as students enroll. Following enrollment, Student Success Coaches connect with Indy Achieves Promise Scholars, who then offer key supports as students navigate their years in postsecondary. Notable milestones for Promise Scholars include selecting or being accepted by their program of study, maintaining Satisfactory Academic Progress (SAP), and continuing to file their FAFSA to maintain financial aid. Completion concludes when students graduate postsecondary and attain their credential or degree. These milestones guide Indy Achieves' strategies and engagement in Marion County postsecondary institutions.



Promise Scholars receive proactive and individualized support from Indy Achieves Student Success Coaches in addition to financial aid.<sup>11</sup> The Student Success Coaches provide support with financial literacy, academic planning, accessing campus and community resources, and providing career opportunities. As a complement to Promise Scholarships, Indy Achieves also provides Completion Grants to eligible students at Ivy Tech and IUPUI to remove financial barriers and encourage completion for those close to graduation.

Through the Promise Scholars program, Indy Achieves pilots high-impact practices around academic support, financial aid, and proactive advising to support student success, retention, and completion. Over the past year, the program’s Student Success Coaches have built relationships with their respective cohorts at Ivy Tech and IUPUI as well as with campus offices. Student Success Coaches have also identified the unique needs of their students, best practices to support them, and existing resources they can leverage to increase postsecondary success. In the next year of strategic plan implementation, Indy Achieves will continue to build and refine the role of Student Success Coaches, develop partnerships with Ivy Tech and IUPUI key stakeholders for future collaboration, and track outcomes for Promise Scholars to demonstrate the effectiveness of the Indy Achieves high-impact practices. Indy Achieves will also continue to partner with Ivy Tech and IUPUI financial aid stakeholders to identify eligible students for Completion Grants as well as explore other funding mechanisms to support completion.

<sup>11</sup> Proactive and individualized coaching has shown to be a critical factor towards increased retention for low-income students. Roy Y. Chan. "How Does the 15 to Finish Initiative Affect Academic Outcomes Of Low-Income, First-Generation Students? Evidence from a College Promise Program in Indiana." Indiana University Bloomington, School of Education. March 2020.

## THEORY OF CHANGE

Indy Achieves aims to increase postsecondary retention and completion through identifying and deploying high-impact practices that lead to student success. Indy Achieves pilots high-impacts practices across academic support, financial aid, and student coaching with its Promise Scholar cohorts, tracking outcomes to identify successes. Indy Achieves’ goals are not limited to only supporting Promise Scholars; the initiative ultimately hopes for the adoption of these successful practices across Ivy Tech and IUPUI. In the long-term, Indy Achieves hopes to establish collaborative partnerships with Ivy Tech and IUPUI stakeholders to design, pilot, and evaluate practices that can serve all students and increase postsecondary completion.

This long-term change will be accomplished by identifying new data-driven ideas, training Student Success Coaches to implement these ideas, tracking outcomes and providing proof points for high-impact practices, and sharing successes with higher education partners to inform decision-making. As Indy Achieves models success and builds relationships, the focus will shift to supporting key Ivy Tech and IUPUI stakeholders in leading efforts to implement successful practices.

The following represent the short-term and long-term goals for Indy Achieves within the Completion priority area.

Goals	Short-Term	Long-Term
<b>Ivy Tech Promise Scholars</b>		
% of Promise Scholars completing gateway math and English courses in year 1	<i>Track for baseline in 2020-2021</i>	
% of Promise Scholars declaring a program of study/ major by end of year 1	60% Including General Studies	75% Not including General Studies
% of Promise Scholars in need of remediation or enrolled in corequisite courses	<i>Track for baseline in 2020-2021</i>	
% of first-year Promise Scholars on pace (maintaining minimum 30-credit hour requirement)	45% (Enrolled in Spring)	60% (Enrolled in Spring)

Goals	Short-Term	Long-Term
% of Promise Scholars maintaining 2.0+ GPA	50%	60%
Year 1-to-year 2 retention rate for Promise Scholars	65%	70%
% of Promise Scholars completing their FAFSA	90%	95%
# of Promise Scholars leveraging additional institutional aid	<i>Track for baseline in 2020-2021</i>	
# of Promise Scholars meeting with Student Success Coach once a semester	1st years: 81% 2nd years: 79%	85% for all students
% of Promise Scholars connected with campus mentorship + coaching services	100%	100%
% on-time completion	13.5%	40%
% completion in 6 years	36.8%	60%
Ivy Tech Completion Grant Recipients		
# of students identified for Completion Grants	<i>Track for baseline in 2020-2021</i>	1,000
# of Completion Grants awarded	300	250
% of Completion Grants accepted	<i>Track for baseline in 2020-2021</i>	
% of students obtaining credential following receipt of a completion grant + % re-enrolling in term following recipient term = % successful in recipient term	70%	80%

Goals	Short-Term	Long-Term
IUPUI Promise Scholars		
% of Promise Scholars completing gateway math and English courses in year 1	<i>Track for baseline in 2020-2021</i>	
% of Promise Scholars accepted by their degree granting school by end of year 1	65%	80%
% of Promise Scholars in need of remediation or enrolled in corequisite courses	<i>Track for baseline in 2020-2021</i>	
% of first-year Promise Scholars on pace (maintaining minimum 30-credit hour requirement)	75%	85%
% of Promise Scholars maintaining 2.0+ GPA	84%	90%
Year 1-to-year 2 retention rate for Promise Scholars	80%	85%
% of Promise Scholars completing their FAFSA	95%	95%
# of Promise Scholars leveraging additional institutional aid	<i>Track for baseline in 2020-2021</i>	

Goals	Short-Term	Long-Term
# of Promise Scholars meeting with a Student Success Coach once a semester	2020 Cohort: 72% 2019 Cohort: 87.6% Transfer Students: 46%	90% of 1st and 2nd years; 60% of transfers
% of Promise Scholars connected with campus mentorship + coaching services	100%	100%
% on-time completion	50%	65%
% completion in 6 years	65%	75%
IUPUI Completion Grant Recipients		
# of students identified for Completion Grants	276	325
# of Completion Grants awarded	197	150
% of Completion Grants accepted	71%	81%
% of students obtaining credential following receipt of a completion grant + % re-enrolling in term following recipient term = % successful in recipient term	88%	90%

## COMPLETION STRATEGIES

Strategies to be completed by the Indy Achieves team include:

### 1 Operate as an intermediary between students and existing services at Ivy Tech and IUPUI.

The Indy Achieves Promise Scholars program aims to support its students as they navigate postsecondary. This includes support through academic milestones proven to promote retention and completion, through financial aid and financial planning supports, and through proactive coaching by the program's Student Success Coaches. Indy Achieves' higher education partners, Ivy Tech and IUPUI, have numerous existing offices, programs, and services to help their students, and Indy Achieves' guiding strategy within Completion is to connect students to those resources.

**Map campus offices, programs, services, and tools for Student Success Coaches to leverage and to guide relationships building.**

Connection begins with mapping the campus support network that already exists for Ivy Tech and IUPUI students, including financial aid, bursar,

registrar, academic advising, and career services offices as well as other scholarship programs and entities of which Promise Scholars may be a part.<sup>12</sup> Indy Achieves will require input and support from Ivy Tech and IUPUI key stakeholders to navigate and accomplish this process.

The next step is to build relationships with these offices and campus services. In the following year, the Indy Achieves team and Student Success Coaches will identify the appropriate points of contact across campus offices and programs and make an introduction to the Indy Achieves initiative and Promise Scholars program. Ultimately, this strategy's goal is to integrate Indy Achieves' Student Success Coaches into a student's existing success network, operating as a 'general practitioner' that can connect students to the 'specialists' they need for targeted support, resources, and intervention.

***Understand Promise Scholars' unmet financial need and share analysis of outcomes with Ivy Tech and IUPUI.***

Unmet financial need remains a significant piece of the Completion puzzle and a key component of the Indy Achieves' strategies in this priority area. Promise Scholars are awarded Last Dollar scholarships that seek to bridge the gap between previously allocated financial aid and unmet financial need. This tactic requires a better understanding of the financial needs of Promise Scholars.

To gain understanding, Indy Achieves will distribute surveys to Promise Scholars to identify if they need additional financial support, where that support is most needed, and what amount of support. Once distributed and collected, the Indy Achieves team will need to evaluate responses and prepare takeaways to share with education partners at Ivy Tech, IUPUI, and the Indiana Commission for Higher Education to collaborate on solutions.

***Leverage pre-existing student technologies.***

Student Success Coaches at both Ivy Tech and IUPUI use Signal Vine to communicate with their Promise Scholars and continue to see success

<sup>12</sup> These programs and offices include 21st Century Scholars, Nina Brown Scholars, Halo, and IvyCares at Ivy Tech. At IUPUI these also include 21st Century Scholars, and Nina Brown Scholars, as well as SSS TRIO, DEAP, THRIVE, and the Jaguar Leadership Network.



via that mechanism. Ivy Tech Student Success Coaches will continue to leverage IvyLearn to post announcements, share resources, advertise events, and build connectivity amongst Promise Scholars. IUPUI Student Success Coaches will continue to leverage Canvas as well as their monthly newsletters for the same purposes.

## **2 Define ideal engagement roadmap for all student audiences.**

### ***Determine key touchpoints across academic years at Ivy Tech and IUPUI.***

Indy Achieves aims to identify the high-impact practices, critical milestones, and targeted interventions that contribute to postsecondary completion and credential or degree attainment. Throughout the next year, Indy Achieves will determine the key touchpoints across academic years at Ivy Tech and IUPUI and map a timeline for support and intervention from Student Success Coaches and campus offices.

For Ivy Tech students, this timeline will include the actions required through academic years one and two to prepare for next steps, such as transferring to another higher education institution or entering the workforce. For IUPUI students, this timeline will include critical touchpoints from the summer before first fall semester, such as Summer Bridge Week, through academic years one through four and up to graduation.

### ***Develop engagement calendar and messaging from Indy Achieves leadership and Student Success Coaches.***

The key touchpoints and timeline for intervention will inform Indy Achieves' engagement calendar, for both leadership and Student Success Coaches. This calendar will guide all communications with Promise Scholars, following the school calendar and noting critical deadlines and when messaging



needs to be shared. This includes key dates around financial aid, such as the spring FAFSA filing deadline.

This strategy will also include drafting the messaging—texts, emails, flyers, IvyLearn and Canvas posts—that should be distributed to students throughout the school year. This messaging should include the resources students have on campus and through their Student Success Coaches and highlight events and deadlines. Proactively mapping and drafting these resources will ease Student Success Coaches’ workload during the school year, provide visibility to the Indy Achieves team to help strengthen strategic intervention, and will result in materials that can be shared with higher education partners at Ivy Tech and IUPUI.

### **3 Track individual touchpoints and engagement across student tenure.**

To support the previous strategies, Indy Achieves leadership and the Student Success Coaches will need to determine the mechanism for tracking their engagement with students as well as monitoring their milestones across campus offices and services. Identifying and utilizing this mechanism will provide both Student Success Coaches and academic advisors, faculty advisors, career coaches, and others to have real-time visibility around engagement with students. Ivy Tech utilizes Ivy Advising to track meetings and touchpoints with students. Moving forward, Indy Achieves will seek to gain access to review student profiles as well as contribute their engagement with students.

### **4 Construct replication toolkit outlining engagement strategies and resources.**

Indy Achieves will build a replication toolkit outlining the engagement strategies and resources, particularly those used by the Student Success Coaches. This toolkit will outline the unique needs of the student populations at Ivy Tech and IUPUI as well as the best practices the Student Success Coaches have identified in supporting Promise Scholars. Moreover, the toolkit will include the engagement roadmap, an inventory of campus offices, programs, and services as well as their points of contact, best practices for



leveraging technologies and pre-existing student engagement platforms, as well as the engagement calendar and sample messaging. This toolkit will support the growth of the Student Success Coach team as well as further the Theory of Change to identify high-impact practices that help students succeed.

## **5 Build community and foster leadership opportunities among Promise Scholars.**

A sense of belonging is critical to successful completion; both Ivy Tech and IUPUI stakeholders have emphasized this point and shared that connection is the intangible but necessary piece towards completion. The Indy Achieves team and Student Success Coaches will identify the best means to build community for Ivy Tech and IUPUI Promise Scholars.

IUPUI students more often directly matriculate from high school and generally are based on campus. IUPUI Promise Scholars may benefit from introducing a cohort structure within each academic class; Promise Scholars could meet one another during a kickoff event during Summer Bridge Week and start to build community. Student Success Coaches could facilitate other events (game nights, sporting events, fundraiser, etc.) throughout the school year for these cohorts.

**Indy Achieves engages in innovative ways to promote quality education and research with a plan that creates new opportunities to ensure student success and degree completion.**

***Dr. Boyd Bradshaw | IUPUI***

***Associate Vice Chancellor for Enrollment Management and Chief Enrollment Officer***

Leadership opportunities could be built into these cohorts, which in turn will strengthen the community, deepen investment, and prepare Promise Scholars for professional opportunities. In future years of the Indy Achieves' initiative, these leadership roles could include peer mentorship, offering powerful volunteer experiences to Scholars as well as building capacity for the Scholars program and Student Success Coaches.

## **6 Evaluate the process for identifying eligible students for Completion Grants.**

Indy Achieves will continue to refine the identification process for current students to find those in need of financial support and to ensure that support is provided early enough to keep students enrolled. At Ivy Tech, this strategy encompasses the pursuit of targeted outreach with grantees to ensure successful outcomes for reenrollment or graduation. At IUPUI, this strategy involves building out a robust process for finding, processing, and supporting students seeking to return to complete their degree, especially those who could utilize a ReConnect Completion Grant to pay down past due balances.

## **7 Determine long-term engagement strategy for Completion Grant recipients.**

Going forward, Indy Achieves also aims to determine the long-term engagement strategy for Completion Grant recipients. Currently, Student Success Coaches only serve Promise Scholars due to capacity constraints and the overall structure of the program. Through evaluating existing supports at Ivy Tech and IUPUI as well as capacity with the Indy Achieves team, they will determine the level of engagement and support that can be offered to Completion Grant recipients outside of financial assistance.

## **8 Explore opportunities for additional funding mechanisms.**

The final strategy surrounding financial support is exploring opportunities for additional funding mechanisms and how Indy Achieves can increase financial support for Promise Scholars and Completion Grant recipients. In discussion

with Ivy Tech and IUPUI stakeholders, several ideas and opportunities have been considered and can be explored further. Some of these ideas include opportunities around housing and childcare financial support. In the following year, Indy Achieves will explore these options in partnership with Ivy Tech and IUPUI and assess the best path forward.

## 9

### **Consistently share outcomes, programming, and opportunities with postsecondary partners.**

Indy Achieves will continue to collect data around student milestones and outcomes as well as develop the mechanisms and processes to share this data with Ivy Tech and IUPUI stakeholders. This past year, Indy Achieves built a dashboard to display currently collected data points; this year, Indy Achieves will continue to build out this dashboard as evidence of its practices as well as execute the following tactics.

#### ***Leverage data dashboards to inform decision-making.***

The dashboards hold the critical milestones the Indy Achieves team has identified to track Promise Scholars throughout their postsecondary journey. These include the high-impact practices—such as participating in co-requisite remediation courses, taking 30 credit hours per academic year, selecting or being accepted to a program of study by end of year one, and maintaining a GPA of at least 2.0.

Indy Achieves will continue to build these dashboards as additional metrics are identified as well as monitor outcomes to determine areas of strength and weakness. The dashboard's visibility is enormously helpful to the Indy Achieves team, allowing for strategic decision-making around future planning and specific interventions where most needed.

#### ***Distribute semester newsletter and end-of-year summary with Ivy Tech and IUPUI stakeholders.***

Indy Achieves will regularly share outcomes, programming, and opportunities with its postsecondary partners through a newsletter each

semester. This newsletter will be distributed to key stakeholders across both Ivy Tech and IUPUI and include metrics and takeaways from the dashboards as well as student testimonials.

Indy Achieves will also prepare an end-of-year summary for the Promise Scholars cohort and Completion Grant recipients. This summary should be sent to all critical audiences. These open lines of communications are key to building relationships and demonstrating the effectiveness of Indy Achieves' specific strategies and supports.

## **10** **Build relationships with Ivy Tech and IUPUI stakeholders.**

### ***Host regular forums to convene stakeholders and gain feedback.***

Relationship building is key to establishing Indy Achieves as a collaborative partner for Ivy Tech and IUPUI. Regular forums present opportunities to convene all partners, hear feedback, and learn about new opportunities. Beginning spring 2021, Indy Achieves will convene semesterly forums with relevant stakeholders from Ivy Tech and IUPUI to discuss successes, key strategies, barriers, and areas of opportunity.

Additionally, once a school year Indy Achieves will hold a forum including both Ivy Tech and IUPUI stakeholders to open discussion and lines of communication across the institutions, allowing stakeholders to learn more about successful strategies and ongoing barriers at each other's institution.

### ***Pursue partnership opportunities with campus programs and departments.***

In addition to formal convenings, the Indy Achieves leadership will continue outreach to specific campus offices and services to identify opportunities for partnership. This strategy seeks to build a list of points of contact across Ivy Tech and IUPUI and present Indy Achieves as a pilot for new ideas and initiatives. This strategy will be accomplished by regular email communication and invitations for meetings.

***Engage in increased and regular participation in committees and task forces.***

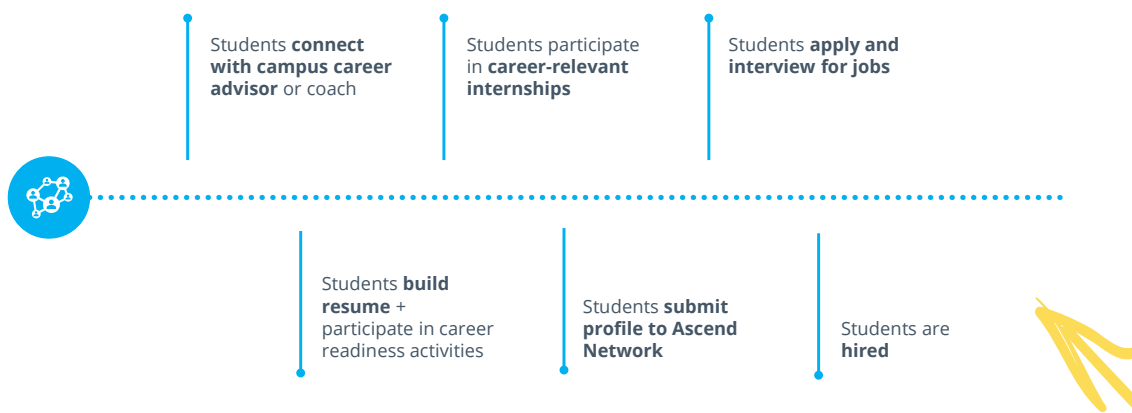
There are numerous committees, task forces, and events ongoing at both Ivy Tech and IUPUI to which Indy Achieves leadership can participate and engage. This participation will promote Indy Achieves' presence on campus as well as provide opportunities to learn about current and new programs. By taking a seat at these tables, Indy Achieves further integrates into campus infrastructures and success networks.

**I am incredibly impressed with the work of Indy Achieves focusing on postsecondary certificate and degree attainment of Marion County residents. I look forward to seeing great success in Indy Achieves for years to come.**

***Dr. John Cowles | Ivy Tech Indianapolis***  
***Vice Chancellor for Student Success***

# CAREER CONNECTION

The Career Connection priority area consists of the goals and strategies to support Promise Scholars and Completion Grant recipients around career readiness and towards connection to good and promising jobs. The Career Connection priority area runs alongside Completion in postsecondary, and in this space Indy Achieves is engaged with career services offices at Ivy Tech and IUPUI as well as with the Ascend Network. The Career Connection timeline begins when students connect with their academic or career advisor, identify career pathways for their program of study, and start to build a resume. Additional critical milestones include participating in career-relevant internships or work-based learning experiences, submitting a profile to the Ascend Network, and applying and interviewing for jobs. The timeline concludes when a student is hired. These inflection points guide Indy Achieves' strategies and engagement around Career Connection.



In the strategic planning process, Indy Achieves identified critical milestones that indicate successful outcomes for students as they navigate the job market. Indy Achieves engaged with Ivy Tech's Office of Career Coaching and Employee Connections (CCEC) and IUPUI's Center for Transfer and Adult Students (CTAS) to scope existing career readiness systems and services. In the next year of the plan's implementation, Indy Achieves Student Success Coaches will incorporate awareness and resources around career readiness into their messaging as well



as monitor student milestones. Indy Achieves leadership will continue to engage with Ivy Tech CCEC and IUPUI CTAS stakeholders to develop strong support structures around career services and prepare students for career connection.

To connect students to good and promising jobs, Indy Achieves will partner with Ascend Indiana's Network. The Ascend Network provides a special job board for Marion County graduates early in their careers looking for a good job in Indiana. The Network is a natural partner for Indy Achieves towards connecting its students to careers in Indiana. Moreover, the Network is working in partnership with the Ivy Tech CCEC, and in the long-term will be integrated into career connection strategies for all Ivy Tech students. Promise Scholars, in particular, will be encouraged to submit a profile to the Ascend Network and leverage the unique connectivity the Network provides to Indiana employers and promising jobs.

## **THEORY OF CHANGE**

The ultimate goal of Indy Achieves' vision is to connect Marion County residents to good and promising jobs that enable economic prosperity and mobility. The Career Connection priority area is the final set of strategies towards that goal. Indy Achieves has identified critical milestones that indicate successful outcomes for students towards career connection and will continue to partner with Ivy Tech, IUPUI, and Ascend key stakeholders to strengthen the systems, processes, and resources available to students as they prepare for the job market. Similar to the Theory of Change for the Completion priority area, Indy Achieves hopes to establish collaborative partnerships with Ivy Tech and IUPUI stakeholders and support these postsecondary career services offices to pilot and own practices to serve all students.

Indy Achieves' initial conversations and work with Ivy Tech CCEC and IUPUI CTAS stakeholders are the first steps towards this long-term change. Going forward, Indy Achieves will continue to map existing resources, explore best practices, and determine roles and responsibilities between Student Success Coaches and campus career coaches around career connection milestones and preparing students to connect with the Ascend Network.

The following represent the short-term and long-term goals for Indy Achieves within the Career Connection priority area.

Goals	Short-Term	Long-Term
<b>IA Promise Scholars</b>		
% of Promise Scholars recipients sharing post-graduate plans with a Student Success Coach	75%	90%
% of Promise Scholars participating in aligned WBL experiences	<i>Year 1: Explore mechanisms to track and measure these outcomes</i>	
% of Promise Scholars + Completion Grant recipients signing up for the Ascend Network profile	<i>Year 1: Explore mechanisms to track and measure these outcomes</i>	
% of Promise Scholars + Completion Grant recipients attending 1-1 meetings with the Ascend Network	<i>Baseline to be determined in Year 1</i>	<i>Long-term goal to be developed based on baseline identified</i>
% of Promise Scholars + Completion Grant recipients publishing profiles on the Ascend Network		
% of Promise Scholars + Completion Grant recipients submitting applications on the Ascend Network		
% of Promise Scholars + Completion Grant recipients placed in jobs through the Ascend Network		

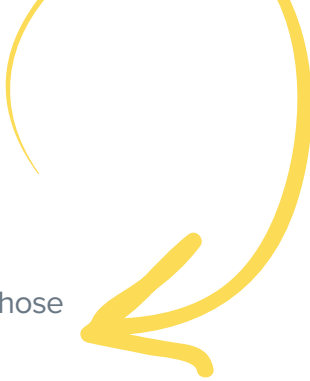
## Career Connection Strategies

Strategies to be completed by the Indy Achieves team include:

### 1 Map campus supports around career readiness and connection for Ivy Tech and IUPUI.

#### ***Determine current state of campus support around career readiness milestones.***

Career connection begins early in a student’s postsecondary journey with career readiness. Career readiness steps include building a strong resume, developing interview skills, identifying careers relevant to one’s program of study, and engaging in career-relevant and high-quality work-based learning and/or internships. These steps begin in year one of postsecondary and require a strong network for a student to be successful.



Indy Achieves will identify the milestones around career connection success and determine the current state of campus support around those milestones. For Ivy Tech, this includes mapping the student success network—advisors and coaches—as well as determining the exact support offered by the CCEC office. Additionally, Indy Achieves will leverage the CCEC’s roadmap and milestones they have previously identified for career readiness success.

The process is similar for IUPUI; however, IUPUI career services offices are decentralized and housed by each college and program of study. Indy Achieves will work to survey the colleges’ career services teams, including key contacts, required internships and practicums, and employer partners, and determine the capacity and resources that exist for each. A critical component for IUPUI’s roadmap is to understand the expectations around services being provided.

The mapping process also includes reviewing the checklist the Ascend Network has for career readiness and identifying where components of the checklist already occur and are supported by Ivy Tech and IUPUI. The Indy Achieves team will take note of critical differences for Ivy Tech and IUPUI students across credit hour increments and academic years. Indy Achieves’ engagement moving forward will be driven by differing expectations, levels of support, and gaps.

***Build key connection stakeholder partnerships at Ivy Tech and IUPUI.***

In the strategic planning process, Indy Achieves has identified the following two postsecondary partnerships around career connection: Ivy Tech CCEC and IUPUI CTAS. Both offices are building their strategic engagement process around career readiness and connection. Through on-going discussions with both offices, Indy Achieves leadership will identify systems and processes to support Promise Scholars and Completion Grant recipients, opportunities to leverage Indy Achieves support and resources, or build new programs to pilot together.

## **2** **Develop mechanism to understand post-graduation plans and interests.**

Indy Achieves' support around career readiness will rely on understanding Promise Scholars and Completion Grant recipients' post-graduation plans. Indy Achieves will design a survey, to be shared at the beginning and end of the academic year, to assess students' post-graduation plans. This information will guide Indy Achieves' engagement and inform Student Success Coaches towards their messaging with students.

This component is especially critical for Ivy Tech students, as their post-graduation plans may include transferring to continue their education. Moreover, in an ideal state, Indy Achieves can compile and share this data with the right stakeholders at Ivy Tech and IUPUI to holistically support student advising and career coaching.

## **3** **Iterate career readiness and connection roadmap for Promise Scholars and Completion Grant recipients.**

### ***Leverage existing resources to develop roadmaps for specific student groups.***

Students at different institutions, in different programs, and with different post-graduate plans will need different supports around career readiness and direction for career connection. Indy Achieves will leverage the inventory of supports available at Ivy Tech and IUPUI as well as critical milestones designated by the Ascend Network to design roadmaps for the following student groups:

- Ivy Tech Promise Scholars (Credential, Associate degree, and transfer students)
- Ivy Tech Completion Grant recipients
- IUPUI Promise Scholars (Credential, Associate degree, and transfer students)
- IUPUI Completion Grant recipients

***Incorporate career readiness and connection messaging into existing communications and engagement.***

Road maps will be used by Student Success Coaches to guide their messaging, engagement, and interventions with Promise Scholars. Student Success Coaches will integrate career readiness activities and milestones in their communications (text, email, and IvyLearn or Canvas). Additionally, in partnership with the CCEC and IUPUI's career services offices, Student Success Coaches will share campus career readiness events. Information around the Ascend Network will also be integrated into messaging and communications, outlining expectations, sharing points of contact, and noting deadlines.

The roadmaps can also be leveraged to support Completion Grant recipients and shared with career services stakeholders at Ivy Tech and IUPUI to inform their engagement. In the following year, Indy Achieves will determine the lead individuals or office for supporting Completion Grant recipients around career readiness.

**4 Update dashboard to incorporate career readiness metrics and determine necessary tracking mechanisms.**

As career readiness is interspersed throughout a student's postsecondary journey, important metrics around readiness should be integrated in the data dashboards. Some sample metrics include: number of Promise Scholars and Completion Grant recipients with a resume, number of Promise Scholars participating in off-campus work-based learning, and number of Promise Scholars and Completion Grant recipients connected to the Ascend Network. Measuring and tracking these metrics will reveal the career readiness of the student groups Indy Achieves serves as well as the gaps that exist.

Collection of these metrics will occur through surveys via Student Success Coach outreach, coordination with campus offices, advisors, and coaches, and reports from the Ascend Network.

## 5 **Deploy career readiness toolkit for Student Success Coaches to share with Promise Scholars and Completion Grant recipients.**

Indy Achieves leadership, in partnership with the Ivy Tech CCEC, IUPUI career services offices across its colleges, and the Student Success Coaches, will develop a career readiness toolkit for all Promise Scholars and Completion Grant recipients. This toolkit will include the roadmaps, important checklists based on post-graduation plans and program of study, sample resumes, interview preparation tips, as well as the campus offices that provide specific support and advising.

To build this toolkit, Indy Achieves should leverage the CCEC toolkit as well as the existing resources IUPUI has created. In an ideal state, this toolkit is proactively shared with all students, posted online via IvyLearn and Canvas, and available in campus offices for students. Indy Achieves will work with Ivy Tech and IUPUI key stakeholders to determine who will share the toolkit with students.

## 6 **Leverage the Ascend Network for career connection.**

### ***Identify the prerequisites for students participating on the Ascend Network.***



Ascend Network's rigorous requirements for success necessitate specific tactics by Indy Achieves leadership, Student Success Coaches, and Ivy Tech and IUPUI career advisors and coaches to prepare students to connect with employers. The first step is to identify the student's prerequisites for participation in the Ascend Network, including having a strong resume, clarity on relevant careers and roles, and being prepared for interviews. It is critical for Indy Achieves to be aware of these steps and their timelines so preparation around each can be integrated into career readiness strategies, from both Student Success Coaches and campus advisors and coaches.

This year Indy Achieves will meet with Ascend Network's relevant points of contact to identify the specific components needed to inform strategic

planning. From there, Indy Achieves can incorporate requirements and their timeline into Student Success Coach engagement and messaging.

***Determine process for engagement throughout academic year.***

The next step is to determine engagement with the Ascend Network throughout the academic year. First, Indy Achieves will meet with points of contact to identify the resources to be shared with Ivy Tech and IUPUI Promise Scholars and Completion Grant recipients as well as events to directly connect students. Indy Achieves will build these opportunities and engagement into their roadmaps and messaging. Additionally, the Student Success Coaches will work to foster relationship building between Promise Scholars and Completion Grant recipients and the contacts at the Network through email introductions.

***Establish metrics and mechanism to track Promise Scholars and Completion Grant recipients within the Ascend Network.***

Finally, Indy Achieves will work with the Ascend Network to determine the metrics to track student participation on the platform and towards employer engagement. These metrics will illuminate Promise Scholars and Completion Grant recipients' career readiness and gaps to be addressed in future strategic planning.

Indy Achieves and the Ascend Network team will agree to a communication calendar to check on student progress. The shared metrics will then be built into the Indy Achieves dashboards for Student Success Coaches to guide engagements and Indy Achieves leadership to share successes with higher education partners.



# ADULT LEARNERS

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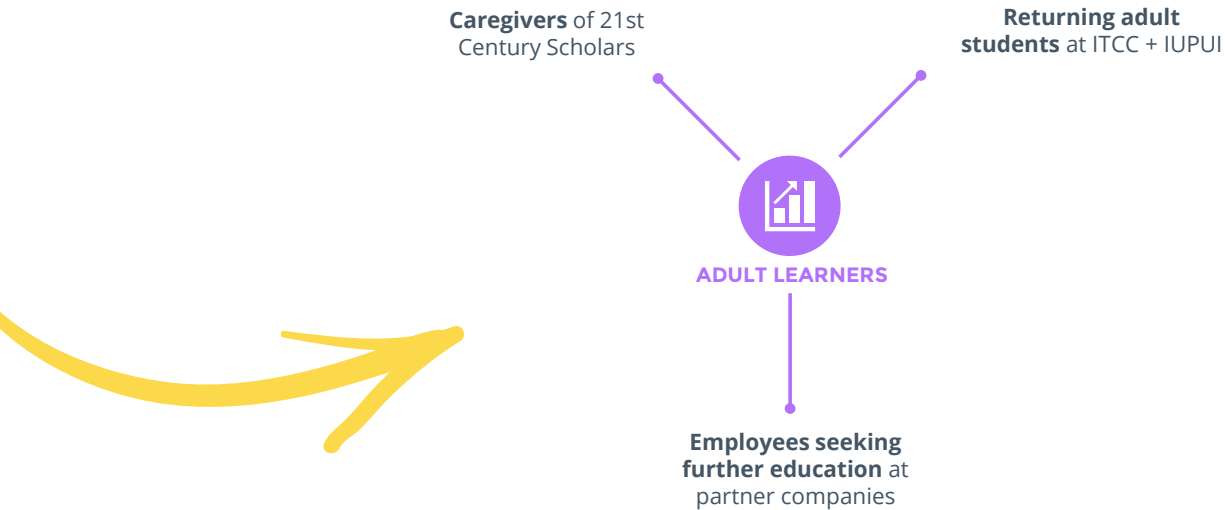
In addition to supporting access, completion, and career connection for students directly matriculating from high school, Indy Achieves will also pursue goals and strategies towards supporting the same outcomes for Marion County adult learners. Alongside efforts in K-12, the strategies and tactics across the Adult Learners priority area further Indy Achieves' guiding goal of increasing the number of Marion County adults with postsecondary credentials.

There are nearly 400,000 Marion County adults who lack postsecondary credentials, 129,000 of which hold some postsecondary credits but did not complete their credential or degree.<sup>13</sup> The Marion County ecosystem to support adult learners is robust but complex. Indy Achieves seeks to leverage its unique position and relationships to connect adults interested in returning to postsecondary to the ecosystem and existing resources and programs. Indy Achieves has recognized three specific target populations to which it has existing relationships and is uniquely positioned to offer support and connection: caregivers of 21st Century Scholars, adults who previously attended Ivy Tech or IUPUI but did not complete their credential or degree, and employees at employer partner companies seeking further education.

<sup>13</sup> Data from the United States Census Bureau, 2018.







Through Indy Achieves’ communications and engagement in Marion County middle and high schools, the team interacts with many caregivers. Indy Achieves will use these opportunities to connect with potential adults who are interested in seeking further education and embed resources for those interested in attending postsecondary.

In addition, expanding upon partnerships with Ivy Tech and IUPUI financial aid offices as well as IUPUI’s Center for Transfer and Adult Students (CTAS), Indy Achieves will explore outreach mechanisms to re-engage adult learners who left without completing their credential or degree. One of the most difficult components of increasing the number of adult learners is identifying and connecting with individuals. Ivy Tech and IUPUI’s past enrollment information provides direction and a specific audience for outreach.

Finally, Indy Achieves will partner with an employer seeking to build their own infrastructure towards supporting employees pursuing postsecondary credentials. This partnership brings a specific adult audience already identified for postsecondary enrollment as well as critical capacity support. In the next year, Indy Achieves plans to scope a pilot program with one employer partner to outline the needed systems, structures, resources, and capacity and to document lessons learned for future collaboration with employer and industry partners.

These distinct audiences guide Indy Achieves’ strategies and goals towards increasing the number of adult learners in Marion County as well as place Indy

Achieves within the broader ecosystem of programs and services for adults pursuing postsecondary credentials or degrees.

## THEORY OF CHANGE

To increase the number of adult learners earning postsecondary credentials and degrees, Indy Achieves will explore opportunities to connect key three audiences: caregivers of 21st Century Scholars, re-enrolled students at Ivy Tech and IUPUI, and employees from an employer partner interested in attending



postsecondary. Each audience has an existing connection to Indy Achieves' work and scope and presents an opportunity for Indy Achieves to integrate into the existing adult learner network.

In the following year, Indy Achieves will partner with the Indiana Department of Workforce Development (DWD), Indiana Commission for Higher Education (CHE), and EmployIndy initiatives for Marion County adults interested in attending postsecondary to map existing resources, understand which programs apply to different populations, and know where and to whom to refer interested adult learners. This work will allow Indy Achieves to build bridges across the Marion County adult learner landscape and connect adult audiences to existing programs and resources.

Indy Achieves will also work with the DWD, CHE, and EmployIndy to coordinate and expand recruiting efforts. For example, Community-

Based Organizations that house a Center for Working Families (CWF) model or Youth Employment Services (YES) are likely targets for Indy Achieves to extend outreach and build relationships to identify and recruit additional adults.

The following represent the short-term and long-term goals for Indy Achieves within the Adult Learners priority area.

Goals	Short-Term	Long-Term
<b>Adult Learners</b>		
# of adult* learners re-enrolling at Ivy Tech (*students over age 25)	<i>Baseline to be determined in Year 1</i>	<i>Long-term goal to be developed based on baseline identified</i>
# of current Ivy Tech adult learners identified for Reaching Completion Grants		
# of ReConnect Completion Grants awarded to Ivy Tech adult learners		
% of Completion Grants accepted by Ivy Tech adult learners		
% of Ivy Tech Completion Grant adult recipients completing postsecondary		
# of adult learners re-enrolling at IUPUI		
# of current IUPUI adult learners identified for Reaching Completion Grants		
# of ReConnect Completion Grants awarded to IUPUI adult learners		
% of Completion Grants accepted by IUPUI adult learners		
% of IUPUI Completion Grant adult learners completing postsecondary		
# of partner employer adult learners enrolling in postsecondary		

## ADULT LEARNER STRATEGIES

Strategies to be completed by the Indy Achieves team include:

### 1 **Connect adult audiences to existing infrastructures and resources.**

Towards building bridges across the Marion County adult learners landscape and connecting adult audiences to existing programs and resources, Indy Achieves will share resources and refer adults to the existing DWD, CHE, and EmployIndy initiatives for Marion County adults interested in upskilling.

These initiatives include Indiana Career Ready, INDemand Jobs, NextLevel Jobs, the You Can. Go Back. Campaign, Adult Student Grants, Workforce Ready Grants, and Youth Unemployment System.

One of Indy Achieves' unique adult audiences is caregivers of 21st Century Scholars. Indy Achieves will incorporate slides specifically geared towards adult learners in their outreach materials as well as prepare an information packet and clear next steps for caregivers who demonstrate an interest. It will be critical for Indy Achieves to map existing resources, understand which programs apply to different populations, and know where and to whom to refer interested adult learners through clear points of contact at the partner initiatives.

***Supporting tactics include:***

- Map an inventory of initiatives, programs, and funding resources to which Indy Achieves will refer adult learners;
- Build relationships and points of contact with existing adult learner initiatives;
- Develop resources and processes for interested adult learners that are easy to navigate, have clear steps, and minimize hand-offs across organizations; and
- Identify existing opportunities through middle school and high school 21st Century Scholars engagement to connect with caregivers.

The mapping process will be ongoing. Indy Achieves will continue to work with partner organizations—DWD, CHE, and EmployIndy—and the Inclusive Growth initiative to better map existing programs, services, and funding mechanisms, identify the populations they serve, and understand the scope of adult enrollment, completion, and career connection.

## **2 Partner with Ivy Tech to review and strengthen existing processes and mechanisms around adult re-enrollment, completion, and career connection.**

Indy Achieves will explore opportunities to positively impact Ivy Tech's ongoing efforts to re-enroll adult learners and increase their completion

rates. Currently, Indy Achieves has shared messaging around their ReConnect Completion Grants to Indiana Career Connect participants seeking employment, encouraging these individuals to re-enroll in postsecondary and sharing financial aid options. Indy Achieves will partner with the Express Enrollment Center and Center for Academic Success Coaching to continue to build such innovative measures to reach adults interested in postsecondary and to develop specific processes and resources to meet the unique needs of adult learners.

***Supporting tactics include:***

- Develop criteria to identify adult audiences to encourage re-enrollment;
- Review recruitment messaging and tools, specifically those around career pathways, transfer credit, and financial aid opportunities;
- Map existing financial aid resources for adult learners, across statewide initiatives and those within Ivy Tech; and
- Leverage existing connections to reach out to former students to inform them of Completion Grants and other relevant programs.



In addition to supporting efforts and strategies around re-enrollment, Indy Achieves will also partner with the Center for Academic Success Coaching to connect adult learners to the wrap-around resources they need to succeed.

***Supporting tactics include:***

- Map the advising and coaching support adult learners will receive and determine the role Indy Achieves Student Success Coaches can play in adult learners' success network;
- Identify processes and mechanisms to support adult learners around maintaining financial aid, specifically re-filing FAFSA and meeting requirements for grants; and
- Develop a toolkit specific to adult learners for career connection, including next steps for credential graduates, Associate degree graduates, and transfer students, contact information, instructions, and checklists for CCEC job boards, EmployIndy job boards, the Ascend Network, and the Rapid Re-employment Response platform.

### 3

#### **Determine IUPUI goals around adult re-enrollment and support initiatives specific to adult learners.**

At IUPUI, Indy Achieves will focus its tactics around developing goals to drive the university's initiatives around adult re-enrollment and student success. The Center for Transfer and Adult Students (CTAS) was recently formed to integrate existing efforts and drive new initiatives specific to adult learners. This strategy begins with identifying CTAS' current state, capacity to support adult learners as they enroll and work towards completion, and its vision for the future.

##### ***Supporting tactics include:***

- Understand IUPUI's current state for outreach to adult learners;
- Position Indy Achieves students as a priority group to pilot new ideas and approaches;
- Review existing interventions to increase adult retention and completion;
- Share best practices, including those learned at Ivy Tech;
- Determine the intersection of Indy Achieves Student Success Coaches to support adult learners, including identifying the requisite connection points; and
- Establish the path forward for coordinated efforts and initiatives across campus.

Similar to tactics at Ivy Tech, Indy Achieves will also partner with CTAS and key IUPUI stakeholders to connect adult learners to wrap-around resources that currently exist as well as explore opportunities for new supports.

##### ***Supporting tactics include:***

- Discuss barriers adult learners face and determine the appropriate interventions (new or existing);
- Map the advising and coaching support adult learners will receive;
- Identify processes and mechanisms to support adult learners around maintaining financial aid, specifically re-filing FAFSA and meeting requirements for grants;

- Review the messaging that best supports adult learners; and
- Begin development of a toolkit specific to adult learners for career connection.

Ultimately, through their engagement Indy Achieves hopes to show the value of targeted support towards adult learners and demonstrate the rate of return the university gains from investing in returning adult learners, re-engaging stop outs, and developing wraparound services for adult learners' unique needs.

## **4** **Serve as a resource for employers who launch programs to support employees pursuing postsecondary credentials.**

Employers launching programs to support their employees returning to postsecondary present an excellent partnership opportunity for Indy Achieves. Employers will lead the effort to identify and recruit interested adult learners, providing a targeted audience for Indy Achieves. The employer partner will also provide much of the capacity for the program. Indy Achieves will serve to connect employers and their students to their existing supports as well as share their knowledge and expertise within postsecondary access, completion, and career connection.

Indy Achieves can offer specific support around existing financial opportunities for adult learners. Indy Achieves will share existing programs and resources—including the Indy Achieves Promise Scholarship, Adult Student Grants and Workforce Ready Grants, Completion Grants, and federal aid—as well as work with the employer partner to determine potential tuition assistance models.

Indy Achieves holds knowledge and expertise around outlining the roles and responsibilities within program management the employer partner will need to consider. The following actions outline specific roles and provide a preliminary scope of employer capacity needed.

- Identifying promising jobs and paths to those jobs;
- Identifying relevant programs and credentials or degrees for those pathways;

- Sharing resources towards building talent pipelines for those pathways;
- Drafting messaging and materials for outreach;
- Managing employee communications, including in-person and/or virtual discussions and those via email;
- Managing postsecondary partners communication;
- Scoping financial aid resources and model;
- Understanding employees' existing financial state and eligibility for financial aid, particularly the opportunities available to adult learners rather than traditional-age students;
- Assisting employees with college and financial aid applications;
- Monitoring employees' academic progress and financial aid eligibility;
- Connecting employees to wrap-around services, on-campus or within the company; and
- Career coaching towards internships, work-based learning opportunities, and long-term career goals and connectivity at the company.







## GOVERNANCE

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A defined governance structure will ensure effective execution and achievement of goals when implementing these strategies. The governance structure is characterized by defined roles and responsibilities, clear oversight expectations, and a mechanism for strategy evaluation. This infrastructure will ensure the long-term sustainability of the program.

Governance for Indy Achieves will be provided through the EmployIndy Board of Directors (Board). The Board has representation from critical partners, including Ivy Tech, the Mayor's Office, and relevant CBOs. IUPUI is not currently represented, and in the coming months, EmployIndy will invite a representative from IUPUI to join to ensure voices from both of Indy Achieves' postsecondary partners are included.

The Board will review an annual report that shares progress against goals, highlights success stories, and proposes the goals and strategies for the

following year. The Board will monitor progress against the initiative's goals and strategies, provide feedback on policy, strategic direction, and changes in approach, and manage the trajectory for scaling the initiative.

Further, Indy Achieves leadership will re-launch the Marion County Scholar Success Coalition (Coalition). The Coalition is composed of key partner organizations across the Marion County secondary and postsecondary education landscape and provides connection to the broader ecosystem. Partners include Ivy Tech, the Indiana Commission for Higher Education, Ascend Indiana, Indiana Youth Institute, INvestEd, school partners, and CBOs. In leading the Coalition, Indy Achieves gains additional connection to these partners as well as another venue to gain feedback on goals, strategies, milestones, and progress as Indy Achieves executes its strategic plan.

Finally, Indy Achieves leadership will maintain connectivity and communications with the Mayor's Office and City-County Council. Representatives from both will review the annual report, contribute feedback, discuss budget implications, communicate potential policy changes, and determine intersection with other City initiatives.

## COMMUNICATIONS

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The completion and execution of this strategic plan will require targeted communication across internal and external partners. Internal communications will be guided by the Indy Achieves change management plan that identifies internal changes to processes, roles, and responsibilities based on the new strategies. For each identified change, there is a proposed communication strategy to support alignment internally.

External communications will occur for a number of audiences across the priority areas. For Access, audiences include Marion County school leaders, counselors, and families as well as critical CBOs. For Completion, audiences include key stakeholders at Ivy Tech and IUPUI. For Career Connection,

audiences include key stakeholders in postsecondary career services offices as well as the Ascend Network. Additionally, there are a number of cross-functional audiences to address across the Marion County education ecosystem. The following table outlines the specific audiences, the messaging to be shared with each, and the mechanism for sharing around the strategic plan, its implications for the audiences, and the path forward.

ACCESS		
Audiences	Strategy	Type of Engagement
<b>Marion County Middle and High School Leaders and Counselors</b>	<ul style="list-style-type: none"> <li>• Share awareness around strategic plan</li> <li>• Ask for feedback and support around new strategies</li> <li>• Middle Schools: Share preliminary details regarding next year's Mayoral Challenge for 21st Century Scholars Enrollment</li> <li>• High Schools: Ask for current plans around FAFSA completion strategies from existing contacts</li> </ul>	<ul style="list-style-type: none"> <li>• Zoom meeting prior to January 2021</li> </ul>
<b>Marion County Middle and High School Families</b>	<ul style="list-style-type: none"> <li>• Continuation of existing communications</li> <li>• Highlight key milestones for students across 7th - 12th grade</li> <li>• Middle School: Share preliminary details regarding next year's Mayoral Challenge for 21st Century Scholars Enrollment</li> </ul>	<ul style="list-style-type: none"> <li>• Leveraging existing communications and engagement opportunities, beginning in early December</li> </ul>
<b>Marion County Community-Based Organizations</b>	<ul style="list-style-type: none"> <li>• Share awareness around strategic plan</li> <li>• Ask for feedback and support of Marion County Scholar Success Coalition</li> </ul>	<ul style="list-style-type: none"> <li>• Series of Zoom meetings in late November / early December</li> </ul>
<b>INvestEd</b>	<ul style="list-style-type: none"> <li>• Share final strategies where INvestED is supporting</li> <li>• Share statement around the importance of INvestED supporting high school students around FAFSA</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting to launch partnerships</li> </ul>

ACCESS		
<b>Commission for Higher Education and 21st Century Scholars Office</b>	<ul style="list-style-type: none"> <li>• Share awareness around strategic plan</li> <li>• Discuss path forward</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting to share Overview Presentation around strategies and new direction</li> </ul>
<b>Scholar Success Coalition</b>	<ul style="list-style-type: none"> <li>• Share awareness around strategic plan</li> <li>• Announce change in leadership for Coalition and Indy Achieves' role moving forward</li> <li>• Determine member availability for reconvening</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting in early 2021</li> </ul>


COMPLETION		
Audiences	Strategy	Type of Engagement
<b>Student Success Coaches</b>	<ul style="list-style-type: none"> <li>• Follow-up with SSCs to share strategic plan draft and relevant strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting to share specific strategies led by Matt and Esther</li> </ul>
<b>Ivy Tech key partners</b>	<ul style="list-style-type: none"> <li>• Share new strategic plan</li> <li>• Review successes and key takeaways from IA's first two years</li> <li>• Ask for engagement with additional Ivy Tech stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting with Kathy Lee, John Cowles, and Lori Handy</li> <li>• Meetings with stakeholders from relevant offices and programs</li> <li>• Email Executive Summary to Center for Academic Success Coaching</li> <li>• Email Executive Summary to Colby Shank and Michele Neff-Maskell</li> </ul>
<b>IUPUI key partners</b>	<ul style="list-style-type: none"> <li>• Share new strategic plan</li> <li>• Review successes and key takeaways from IA's first two years</li> <li>• Ask for engagement with additional IUPUI stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting with Boyd Bradshaw</li> <li>• Meetings with stakeholders from relevant offices and programs</li> </ul>

CAREER CONNECTION		
Audiences	Strategy	Type of Engagement
<b>Promise Scholars and Completion Grant recipients</b>	<ul style="list-style-type: none"> <li>Share new strategies and programming to support students</li> </ul>	<ul style="list-style-type: none"> <li>IvyLearn/Canvas post with the Indy Achieves announcement</li> </ul>
<b>Ivy Tech Center for Career Coaching and Employer Connections</b>	<ul style="list-style-type: none"> <li>Share strategic plan and new strategies</li> </ul>	<ul style="list-style-type: none"> <li>Meeting with Ben Carter and Rebecca Patten-Lemons to share Career Connection strategies and plan next steps</li> </ul>
<b>IUPUI Center for Transfer and Adult Students and Career Services Offices across colleges</b>	<ul style="list-style-type: none"> <li>Share strategic plan and new strategies</li> </ul>	<ul style="list-style-type: none"> <li>Meeting with Matthew Rust and Robbie Lopez-Shue to share Career Connection strategies and plan next steps</li> </ul>
<b>Ascend Network</b>	<ul style="list-style-type: none"> <li>Share relevant strategies and path forward</li> </ul>	<ul style="list-style-type: none"> <li>Meeting with Sally Reasoner and Network team to plan next steps</li> <li>Share partnership at upcoming staff meeting</li> </ul>

ADULT LEARNERS		
Audiences	Strategy	Type of Engagement
<b>Employers who have expressed an interest in partnering</b>	<ul style="list-style-type: none"> <li>Share awareness of the strategic plan and Adult Learners strategies</li> </ul>	<ul style="list-style-type: none"> <li>Share Executive Summary</li> <li>Follow-up discussion in early 2021 to plan next steps</li> </ul>

CROSS-FUNCTIONAL AUDIENCES		
Audiences	Strategy	Type of Engagement
<b>EmployIndy Board</b>	<ul style="list-style-type: none"> <li>Align with Angie Carr Klitzsch around talking points, questions, and timing</li> <li>21st Century Scholars update</li> <li>Career Connection and how Indy Achieves fits amongst other EmployIndy initiatives</li> </ul>	<ul style="list-style-type: none"> <li>EmployIndy Board meeting</li> </ul>
<b>EmployIndy</b>	<ul style="list-style-type: none"> <li>Share awareness of the strategic plan</li> </ul>	<ul style="list-style-type: none"> <li>All staff meeting to share Overview Presentation</li> <li>Follow-up meeting as needed at senior huddle</li> </ul>

## CROSS-FUNCTIONAL AUDIENCES

 <p><b>Mayor Hogsett and Office of Education Innovation (OEI)</b></p>	<ul style="list-style-type: none"> <li>• Share awareness around strategic plan</li> </ul>	<ul style="list-style-type: none"> <li>• Share Executive Summary as a pre-read</li> <li>• Meeting to share Overview Presentation</li> <li>• Follow-up discussion around OEI engagement</li> </ul>
<p><b>Philanthropic Partners: Lumina, Strada, CICF, LEI, Fairbanks, Nina Mason</b></p>	<ul style="list-style-type: none"> <li>• Developed based on path forward determined for funding proposals</li> </ul>	<ul style="list-style-type: none"> <li>• Share Executive Summary and seek guidance on specific areas based on each partner's expertise</li> </ul>
<p><b>New Skills Ready Network Leadership Team</b></p>	<ul style="list-style-type: none"> <li>• Share awareness of the strategic plan</li> <li>• Review overlap with NSRN Year 1 Priorities and Action Steps</li> </ul>	<ul style="list-style-type: none"> <li>• <i>To be determined</i></li> </ul>

## BUDGET

The Indy Achieves budget is driven by three components: Promise Scholarships and Completion Grants, capacity, and tools and resources. Funding for Promise Scholarships and Completion Grants at Ivy Tech and IUPUI is provided by the City of Indianapolis. In May 2018 when launching Indy Achieves, Mayor Joe Hogsett committed \$2,000,000 per year for the initiative's first five years. Indy Achieves has seen remarkable growth and success since its launch and recognizes demand for increased capacity. In the next year, Indy Achieves leadership, in partnership with EmployIndy, will identify opportunities to fund increased capacity to support the strategies and tactics outlined in this strategic plan. This increased capacity will not only support the execution of the short-term tactics but will also enable Indy Achieves to build the capacity of partner organizations to lead this work in the long-term. Finally, tools and resources impact the Indy Achieves budget. Indy Achieves will continue to consider the requisite funding for the tools and resources it utilizes, including Signal Vine, messaging materials, and toolkits, when reviewing its budget and funding needs.

# APPENDIX A

## STAKEHOLDER MATRIX

The following stakeholders were engaged throughout the development of this strategic plan to gain critical input for shaping the goals and strategies.

Priority Area	Name	Role	Type of Engagement
<b>Access</b>	<i>Julie Fierce</i>	Counseling Director, Southport HS	Stakeholder Meeting and Continued Partnership
<b>Access</b>	<i>Courtney Thomas</i>	Associate Director, College and Career Counseling, KIPP Indy Public Schools	Stakeholder Meeting and Continued Partnership
<b>Access</b>	<i>Flora Jones</i>	Director, Postsecondary Readiness, IPS	Stakeholder Meeting and Continued Partnership
<b>Access</b>	<i>Bill Wozniak</i>	VP of Marketing, INvestEd	Stakeholder Meeting, Continued Partnership, and Scholar Success Coalition Participant
<b>Completion</b>	<i>Caitlin Diehl</i>	Indy Achieves, Student Success Coach, Ivy Tech Indianapolis	Year 1 Feedback
<b>Completion</b>	<i>Alina Zayas-Navarrete</i>	Indy Achieves, Student Success Coach, IUPUI	Year 1 Feedback
<b>Completion</b>	<i>Kevin Lema</i>	Indy Achieves, Student Success Coach, IUPUI	Year 1 Feedback
<b>Completion</b>	<i>Boyd Bradshaw</i>	Associate Vice Chancellor for Enrollment Management and Chief Enrollment Officer, IUPUI	Stakeholder Meeting, Continued Partnership, and IUPUI Forum Participant
<b>Completion</b>	<i>Marvin Smith</i>	Executive Director, Student Financial Services, IUPUI (former)	Stakeholder Meeting
<b>Completion</b>	<i>Jay Gladden</i>	Associate Vice Chancellor, Undergraduate Education and Dean, University College, IUPUI	Stakeholder Meeting, Continued Partnership, and IUPUI Forum Participant

Priority Area	Name	Role	Type of Engagement
<b>Completion</b>	<i>Cathy Buyarski</i>	Executive Associate Dean, University College, IUPUI	Stakeholder Meeting, Continued Partnership, and IUPUI Forum Participant
<b>Completion</b>	<i>Beth Knight</i>	Director of Strategic Enrollment Initiatives, Outreach, and Partnerships, IUPUI	Stakeholder Meeting and Continued Partnership
<b>Completion</b>	<i>Cassie Grove</i>	Assistant Director of Financial Aid, IUPUI	Stakeholder Meeting and Continued Partnership
<b>Completion</b>	<i>Nathan Lohr</i>	Associate Director of Financial Aid and Scholarship Services, IUPUI	Stakeholder Meeting and Continued Partnership
<b>Completion</b>	<i>Kathy Lee</i>	Chancellor, Ivy Tech Indianapolis	Stakeholder Meeting, Continued Partnership, and Ivy Tech Forum Participant
<b>Completion</b>	<i>John Cowles</i>	Vice Chancellor for Student Success, Ivy Tech Indianapolis	Stakeholder Meeting, Continued Partnership, and Ivy Tech Forum Participant
<b>Completion</b>	<i>Lori Handy</i>	Vice Chancellor and Campus Operating Officer, Ivy Tech Indianapolis	Stakeholder Meeting, Continued Partnership, and Ivy Tech Forum Participant
<b>Completion</b>	<i>Amy Griffin</i>	Assistant Vice Chancellor for Student Success, Ivy Tech Indianapolis	Stakeholder Meeting and Continued Partnership
<b>Completion</b>	<i>Ginny Leonard</i>	Director of Student Success and Retention, Ivy Tech Indianapolis	Stakeholder Meeting and Continued Partnership
<b>Completion</b>	<i>Shalamar Lundy</i>	Director of Academic Advising, Ivy Tech Indianapolis	Stakeholder Meeting and Continued Partnership
<b>Completion</b>	<i>Colby Shank</i>	Assistant Vice President of Financial Aid, Ivy Tech Indianapolis	Stakeholder Meeting, Continued Partnership, and Ivy Tech Forum Participant
<b>Completion</b>	<i>Michele Neff-Maskell</i>	Financial Aid Systems Administrator, Ivy Tech Indianapolis	Stakeholder Meeting and Continued Partnership
<b>Career Connection</b>	<i>Matthew Rust</i>	Senior Executive Director, Campus and Advising Services, IUPUI	Stakeholder Meeting, Continued Partnership, and IUPUI Forum Participant
<b>Career Connection</b>	<i>Robbie Lopez-Shue</i>	Interim Executive Director, Center for Transfer and Adult Students, IUPUI	Stakeholder Meeting, Continued Partnership, and IUPUI Forum Participant
<b>Career Connection</b>	<i>Ben Carter</i>	Executive Director, CCEC, Ivy Tech Indianapolis	Stakeholder Meeting, Continued Partnership, and Ivy Tech Forum Participant

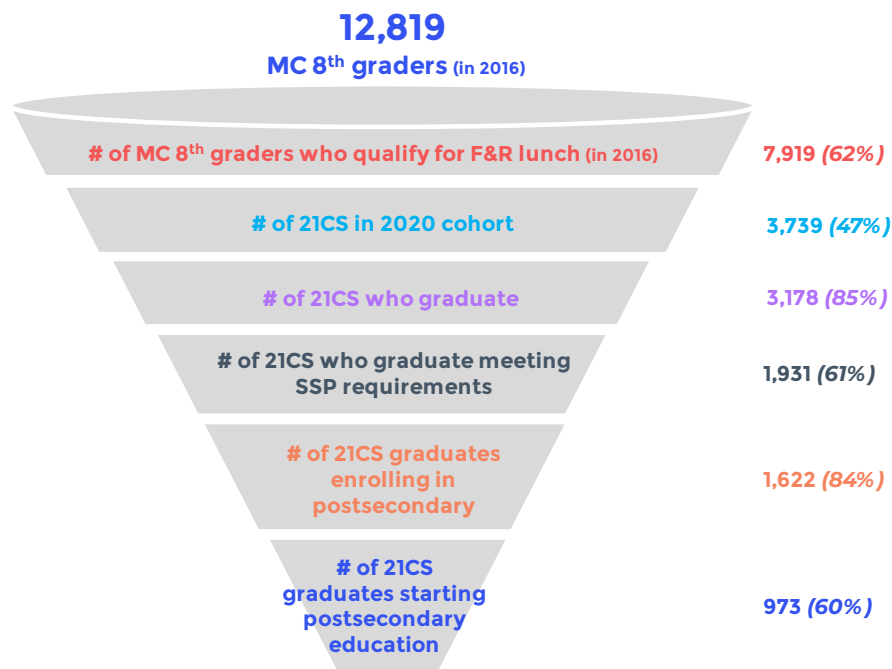


Priority Area	Name	Role	Type of Engagement
<b>Career Connection</b>	<i>Rebecca Patten-Lemons</i>	Director of Career Coaching, CCEC, Ivy Tech Indianapolis	Stakeholder Meeting and Continued Partnership
<b>Career Connection</b>	<i>Stephanie Bothun</i>	Vice President, Ascend Services	Stakeholder Meeting and Continued Partnership
<b>Career Connection</b>	<i>Sally Reasoner</i>	Vice President, Ascend Network	Stakeholder Meeting and Continued Partnership
<b>Career Connection</b>	<i>Hannah Slover</i>	Manager, Campus Partnerships, Ascend Network	Stakeholder Meeting
<b>Career Connection</b>	<i>Zach Bellavia</i>	Manager, Strategy + Operations, Ascend Network	Stakeholder Meeting

# APPENDIX B

## ACCESS FUNNEL FOR 21ST CENTURY SCHOLARS IN MARION COUNTY

The following funnel informed Indy Achieves' strategic planning in the Access priority area. Of the nearly 8,000 Marion County 8th graders who qualified for Free & Reduced lunch and were eligible for the 21st Century Scholars program, just 47% enrolled. Moreover, only 61% of graduating Marion County 21st Century Scholars completed all of their Scholar Success Program activities. Using an estimate that just 60% of underrepresented students who enroll in postsecondary begin classes, under 1,000 of Marion County students who qualify for Free & Reduced Lunch are on a path towards postsecondary credentials.<sup>14</sup>



<sup>14</sup> Data in the funnel comes from these sources: Indiana Your Institute, Learn More Indiana Scholars Data, 85% is an estimated average of 21st Century Scholars who graduate secondary, 2020 21st Century Scholars Graduation Reports, Indiana Commission for Higher Education; 84% is an average percent of 21st Century Scholars who enroll in postsecondary, provided by the Indiana Commission for High Education; 60% is estimated average of underrepresented who begin postsecondary

# APPENDIX C

## INvestED

**INvestED Indiana** is a statewide organization dedicated to helping families with the college planning process. INvestEd offers free, expert advice along the college planning timeline—helping students and families save for college, choose a major and/or career, choose a college, navigate scholarship opportunities, and explore student loan options. For nearly four decades, INvestED has been serving Indiana students, families, and counselors and helping students to maximize financial aid and graduate with the least debt possible.

FAFSA completion is a critical component of maximizing financial aid opportunities and of INvestEd’s work. For the Marion County class of 2020, the FAFSA completion rate was just 49.5%<sup>15</sup>. FAFSA completion is an area of great focus because completion has been linked to higher rates of direct matriculation to postsecondary and research has shown that additional grant aid increases postsecondary persistence.<sup>16</sup> INvestEd offers hands-on support to help families and schools navigate the complexity of FAFSA, including financial aid literacy events for schools and specific FAFSA completion events.



<sup>15</sup> "2020 FAFSA Completion," Commission of Higher Education. Updated April 27, 2020. <https://public.tableau.com/profile/che.staff#!/vizhome/2019FAFSACompletion/Statewide>

<sup>16</sup> "Why Invest in FAFSA?" National College Attainment Network. <https://www.ncan.org/page/WhyInvestFAFSA>