

Northwest Indiana Community Partnership for Attainment (CPA) Charter August 2014

1) Define your community partnership's priority population(s) or priority issue(s) (returning adults, K-12/postsecondary pipeline, Latino students, African American males, etc.):

Northwest Indiana is a region that is in “cultural transition” from its deep manufacturing roots where a middle-class lifestyle could be achieved without post-secondary education to the new imperative for acquiring post-secondary credentials to achieve that lifestyle. The READY NWI initiative began with a focus on college and career readiness for the local students as they moved through K-12 and into college, with special attention aimed at youths who were not planning or were not prepared to enter post-secondary education and training programs. This also led us to the need to promote and expand the career and technical education (CTE) career pathways, consistent with the stated needs of the region's employers (numerous middle-skill opportunities not requiring 2-year or 4-year degrees) and with Governor Pence's prioritization of CTE via the new Indiana Career Council and the Regional Works Councils. Governor Pence cited READY NWI as a design model for the Regional Works Councils that now exist statewide. Emphasis was initially placed on whole-school models to ensure that all students were gaining the information and preparation they needed for entering education after high school graduation, and on dual credit attainment to give students a head start on post-secondary attainment. While this emphasis on increasing post-secondary education pathways for students remains a bedrock principle for our work, data analysis of the impact on the overall talent pool has led us to an expanded field of vision that must include the adult workforce in significant ways. Our framework for identifying leverage points to accelerate credentials attainment is *Winning the Talent RACE* where RACE is an acronym for:

- Retaining post-secondary skills in the region (stopping the brain drain)
- Atracting post-secondary skills to the region (assisting employers in attracting talent and/or bringing back talent that has some ties to the region)
- Creating post-secondary skills (stronger K12 to college pipelines with fewer leaks)
- Expanding the post-secondary credentials for the existing workforce (engaging our employers in strategies to promote college completion and relevant industry certifications for their existing staff).

While cultural change for the Northwest Indiana region is difficult and long-term, requiring sustained commitment from the broad-based READY NWI partnership, momentum must be achieved via measurable progress in the short-term. Our priorities are best described as short-term (now through 2016), medium-term (2016-2020), and long-term (2020-2025):

- Short-term priorities of new credentials for the existing workforce (through partnerships with employers for identifying candidates and sharing costs) and retaining credentials that the colleges are producing (via creation of a new regional internship portal and marketing contract in partnership with Indiana INTERNnet, a division of the Indiana Chamber of Commerce)
- Medium-term priorities of new bridge programs for high school graduates (bringing the current METAS model to broader scale) to address “summer melt” issues and attaching all high school seniors to post-high school education and training, and expansion of CTE programs and acquisition of industry credentials by high school students
- Long-term priority of a stronger K12 to college pipeline where READY NWI schools share common standards of excellence from middle school into the first two years of college for grade-appropriate work aimed at college and career success; work will be driven by common student assessment and career planning structures, more aggressive college persistence practices (particularly for freshmen and first-generation college students); long-term cultural change will also be impacted by ongoing public awareness efforts championed by employers who will showcase new job opportunities and the educational requirements needed to access them.

Northwest Indiana must be a leader in the state and nationally in demonstrating the value of sector-based certifications that have currency with regional employers. A large number of high-quality jobs in the region can be accessed with post-high school credentials at the certification level. The challenge will also be working with colleges and universities to encourage stack-ability of the certifications as the workforce will continue to benefit from acquisition of 2-year and 4-year degrees, particularly as employer demands for education and skills continue to rise. In essence, all of our efforts must lead to a new culture of education in the region where education is viewed as a lifelong journey, not a one-time event.

2) How will focusing on this population or issue contribute to your community's postsecondary attainment goal:

Our region's success in both the short-term and the long-term will depend heavily on defining and expanding industry-relevant credentials at the 2-year and less level. Many local employers report that jobs could be filled right now if the right mid-level skills existed among applicants. Working with local employers on credentials for their existing workers will also be of great value in defining outcomes for CTE programs and industry certifications of value for high school students. Our 2025 attainment goal is realistically set at 60% overall, but with 15% of that being employer-relevant certifications and 45% being 2-year or 4-year degrees (from a level that is now 29% in the region). We will also leverage the work that the Center of Workforce Innovations (CWI) has championed with the National Association of Workforce Boards (NAWB) and Rutgers University on Adult College Completion. Short-term wins in that effort can be achieved in partnership with employers also, as they are recruited as READY NWI members with a commitment to help identify staff they have that are near-completers. CWI will also work aggressively through the WorkOne centers to identify college completion candidates, as we are able to build on some of the changes that were put in place last year in collaboration with the Indiana Department of Workforce Development and the other workforce boards in the state. Our 2015 and 2016 credentials gains will come in large part from new industry certifications with other strategies having a greater impact in the mid-term and long-term.

In the short-term we will also focus aggressively on the retention of college graduates in the region as they exit our eight regional colleges and universities. We will be assisted in that emphasis by the expanded retention initiatives that all of the colleges have in place as a result of current implementation strategies funded by the Lilly Endowment as the last phase of college retention funding. A part of that strategy is a new partnership with Indiana INTERNnet for a regional internship portal to attach current college students to employers for both internships and job placement opportunities. Staff support has just been acquired to promote internships with employers in the region. CWI is a partner in that effort and will coordinate its employer outreach efforts, including READY NWI employer members, with the specific internship promotional initiatives.

In the short-term (now through 2016) "moving the needle" in the region on post-secondary attainment must be achieved by short-duration industry certifications, near-college completers who can be encouraged to complete, and by improved retention of current graduates from our colleges and universities. We will also continue to strengthen youth college and career readiness programs with results to be realized in the mid-term (2016-2020).

3) Define/identify your community's top priority in this work – what is the "biggest win" you hope to achieve?

The overriding biggest win is the cultural change that will be realized by the region's residents and employers as they see the 60% attainment goal as something that is achievable, not just a dream. Year-to-year progress tracking and reporting will be essential in building momentum toward that win. In our tracking, we will need substantial help from the Lumina Foundation and its partner organizations in valid measurement of certificates and other credentials in the region, as such data is currently difficult to obtain. We will also closely with the state's newly-organized Indiana Network

for Knowledge (INK) in refining collection and analysis practices, as such data is also a statewide priority and will be needed for progress measurement by the Regional Works Councils and the Indiana Career Council. We believe that a goal of 60% is both realistic and achievable with a combination of 15% industry certifications and 45% 2-year and 4-year degree attainment.

Three big wins, categorized by the three major goal areas in the grid that follows, that support the biggest win are:

- Adoption of a quality-consistent process for college and career readiness in our READY NWI K12 schools with a result that all exiting high school students (graduates and dropouts) are directly attached to a post-secondary next-step plan that is monitored to see that it occurs
- Substantial increases in college enrollment and persistence rates for the region's colleges and universities; enrollment increase will be driven by K12 readiness and by the affordability of regional colleges as a starting point for K12 graduates; persistence will be driven by increased emphasis on wrap-around services and bridge programs for freshmen (current college enrollment for the region's eight colleges is 49,979 with a combined graduating class last year of 5962)
- Recruitment of a wide array of employers in multiple sectors who sign up as READY NWI members with a commitment that includes use of specific certifications for hiring and promotion across one of the "3 R" levels: *Recognition* of specific certifications as desirable for candidates; *Recommendation* of specific certifications for hiring and advancement preference; and *Requirement* of specific certifications for hiring and advancement.

4) By 2016, roughly what quantifiable improvement do you expect to achieve:

- Postsecondary Enrollment:** 5% increase in college enrollments (from 49,979 to 52,478) plus 5% increase in apprenticeships and post-secondary CTE programs
- Postsecondary retention/persistence:** 10% increase in freshman to sophomore persistence rates among regional colleges
- Postsecondary completions (credentials/degrees granted):** 5% increase in 2-year/4-year completions (from 5962 to 6260) plus 5% increase in industry certifications acquired
- Overall community attainment:** Increase in 2-year/4-year attainment from 130,162 (29% of adult population) to 141,134 (31% of adult population); increase in 2-year/4-year degrees and certificates from estimated 170,370 (38%) to 190,910 (42%)

5) Please identify your site's capacity to lead or participate in the following activities:

a. Writing/blogging about your community's progress

READY NWI maintains a website that is growing in use as a learning network site for our major partners: K12, higher education, employers, economic development & community organizations. The site currently features employer videos for use in college/career planning by educators, along with content that is currently being added specific to the key READY NWI partners. We are in the process of adding video discussion guides for educators. The site also features announcements about events (such as the upcoming Career Pathways CTE event for school counselors, teacher, and administrators) and activities (such as scheduled bus tours of manufacturers and apprenticeship programs this Fall); Increasingly the site will be used for event registration, sharing of tools, curricula, and templates for college/career readiness, and content and links to best practices that are discussed in work team meetings. The site also contains the READY NWI Plan and regional State of the Workforce reports. The site is accessible for partners in

the region and for other regions wanting information about our READY NWI structure, goals, and progress. Numerous articles have appeared in the *The Times of Northwest Indiana* related to READY NWI events and initiatives, and a representative of *The Times* serves on one of the READY NWI work teams.

b. Hosting a learning lab

The Center of Workforce Innovations (CWI) and the College Acceleration Network (CAN) have hosted Summer Institutes for educators in 2012, 2013, and 2014. The Institute has featured college/career readiness national best practices and specific work with science and math teachers on curriculum tied to the Common Core. The 2014 Institute included a video connection to Dr. David Conley, Director of the Center for Educational Policy Research at the University of Oregon. In conjunction with the 2014 Institute, CAN provided week-long training for science and math teachers from 7 school districts using funding provided by the Indiana Department of Education. While learning labs will continue in 2015, the Summer Institute is being broadened in 2015 to become the READY NWI Annual Meeting, which will be the annual focal point for community reporting of progress.

c. Hosting a webinar

CWI has participated in webinar presentations on issues related to college completion and, most recently, with NAWB and WICHE on prior learning assessment (PLA) strategies. We would be happy to work with the Lumina Foundation on setting up a webinar. Recent webinar conversations between CWI and Lumina focused on a possible webinar with CAN on STEM curriculum in the high schools.

d. Being featured at national conferences

We would gladly present information on the READY NWI initiatives at national conferences. CWI has been a frequent presenter at the National Association of Workforce Board (NAWB) conference in Washington, D.C., and we participated in workshops there in both 2013 and 2014 on READY NWI efforts, with the 2014 session conducted in partnership with Rutgers University and NAWB on statewide college completion initiatives funded by the Lumina Foundation.

e. Participating in other Lumina pilot activities that complement your CPA work

As already mentioned, CWI has participated with other states in the Adult College Completion project and continues to implement structures that were built collaboratively with the Indiana Department of Workforce Development. At the local level CWI is a partner with Calumet College, the East Chicago school system, and other colleges and school systems in the METAS program for Latino college student success. We are currently promoting the METAS structure as a model in the Higher Education Team that includes our eight colleges and universities. CWI is particularly interested in working with the Lumina Foundation to “connect the dots” on multiple interrelated initiatives (Lumina and others) and partnerships that currently include:

- Adult College Completion (NAWB, Rutgers University), along with involvement by the Western Interstate Commission for Higher Education (WICHE) for maintaining a network and website
- College-based initiatives for retaining college talent in the state (Lilly Endowment)

- State-level sponsorship of regional educational collaborations (Indiana Education Roundtable and CELL of University of Indianapolis), along with state sponsorship of county-based College Success Coalitions (Indiana Commission for Higher Education)
- Innovation grants from the Indiana Department of Education aimed at college readiness
- Governor’s initiatives to promote career and technical education (CTE) at the secondary and post-secondary levels via the work of the Indiana Career Council and the Regional Works Councils.

We believe that local and regional initiatives such as READY NWI are essential for maintaining local focus and long-term continuity needed for results as multiple state and local priorities and programs change. Currently added to the mix of changes is the new Workforce Innovation & Opportunity Act that will replace the Workforce Investment Act next year. The new law will offer new opportunities for our region to connect federal funds to our regional educational attainment goals that we share with the Lumina Foundation.

f. Sharing tools/templates created around your partnership work

We will continue to move tools, templates, and other materials to the READY NWI website for sharing with other regions. The site currently contains employer videos, the overall READY NWI implementation plan, and the regional State of the Workforce Report, along with some other content items. We have just reworked the look and feel of the site and are in the process of adding new content, to include additional videos, discussion guides for the videos, and audience-specific resources. Our READY NWI K-12 Team and Higher Education Team are working jointly on a Guidebook for regional use that will contain a checklist and grade-appropriate activities for students, parents, and school officials for continuation of college/career readiness planning from middle school through early college. The Guidebook will be added to the site upon completion.

g. Serving in your stated area of expertise as a peer/expert/mentor/coach to other sites

READY NWI continues to be a balance of community-level work, where the assessment tool provided by StriveTogether has been particularly helpful, and school-based work where our CAN partner is working on College/Career Leadership Assessment for individual schools. Our challenge is to continue to connect the region-wide, long-term goals with the work in individual schools, employers, and counties in ways where the connections are clearly seen and roles are clearly defined. We would be happy to assist other sites and to learn from them in the process.

Charter Goal I: Increase High School Student Readiness for Post-Secondary Entry & Career Success

Objective	Year/s	Activity	Actors	Timeframe (start/finish)	Anticipated Assistance Needed	Budget	Success Measurement	Expected Postsecondary Results
Implement a grade-appropriate process for achieving college & career readiness in K12 schools	2014	Catalogue current practices of K12 schools; hold joint session of K12 & Higher Education Teams to define goals & identify ways colleges can assist	READY staff support, K12 and Higher Education Teams (15 K12 school districts & 8 colleges)	July survey of K12 schools/August 5 reporting of results at joint meeting	None	None	Completion of catalogue of practices as base for Guidebook	None in 2014
		Organize checklist, tools, templates, example materials into Guidebook; assemble materials & engage printer to prepare books for distribution among READY NWI K12 schools & colleges	READY staff support; review & approval by K12 & Higher Education Teams	Draft structure at Oct. 8 joint meeting of K12 & Higher Education Teams; print books for distribution in November	Lumina & CPA partners' identification of resources that can be replicated for NW Indiana use	\$5000	Agreement on use by READY NWI K12 schools	None in 2014
	2015/16	Implementation by READY NWI member K12 schools; use as base for school-based leadership assessment process & for defining membership requirements for READY K12 members	K12 Team (member schools); coordination with CAN on leadership assessment; READY NWI staff support for recruitment of additional K12 members	Begin implementing new procedures in Spring 2015/ Workshops as part of READY NWI Annual Meeting in June/Full implementation by Fall 2015	None from outside region at this stage; assistance from regional colleges in defining roles for assistance they can provide	None	Full implementation by READY K12 schools; additional K-12 schools join as members	Regional colleges see increases in applicants beginning in 2015; further increases in 2016

Create a process for assessing career & college readiness leadership & delivery in READY NWI K12 school districts	2014	Coordinate with CAN on creation of school leadership assessment process tied to Guidebook standards	K12 Team, Higher Education Team, READY NWI staff support, CAN staff	Begin work with CAN following Oct. 8 joint K12 & Higher Education meeting/ test structure with one large & one small school district by end of year	None	\$5000	Endorsement of process by pilot schools & K12 Team; establishment of price for K12 schools to buy assessment	None in 2014
	2015/16	Market assessment process to READY NWI schools; implement process in additional schools beyond pilot schools	CAN staff, READY NWI staff support; K12 school districts	Add new schools during first half of 2015/promote assessment at READY NWI Annual Meeting/ Additional schools purchase assessment for Fall 2015	Lumina review for possible promotion of assessment tool for use in other regions that share K12 readiness goal	None. (Schools wanting to participate purchase assessment with own funds)	Multiple READY NWI K12 schools purchase assessment & use findings for developing or refining readiness improvement plans	Regional colleges see increases in applicants beginning in 2015; further increases in 2016
Implement a region-wide structure for summer follow-up & "bridge" activities focused on at-risk and first-generation college students	2014	Presentation of the METAS model to joint K12 & Higher Education meeting on Dec. 2 by college & high school partners; set goals for expansion of model	K12 & Higher Education Team members; METAS partners (colleges, high schools, CWI)	Presentation to joint team on Dec.2/ begin work on creation of guide following approval of process at meeting	Assistance from METAS partners and Lumina partners, as METAS is funded by Lumina	None.	Endorsement of METAS model by K12 & Higher Education Teams for expanded use with target groups	None in 2014
	2015/16	Preparation of guide for use by new school partners; recruitment of new school partners; scheduling of training	METAS partner schools; READY NWI staff support; new school members	Start work on guide Jan. 2015/ complete guide by end of Mar. 2015/begin new bridge program Summer 2015	None	\$5000	Double number of students participating in METAS model by 2016	Increased enrollment in regional colleges by Fall 2015; further increased in Fall 2016

Implement a region-wide structure for READY NWI K12 schools for student assessments tied to college/career plans	2014	Continue training sessions for READY NWI K12 schools on use of College Board tests for student planning & school growth models	READY K12 Team, CAN, College Board state & regional representatives	Continued training at monthly K12 Team meetings/complete design of College Board & CAN coaching & TA model by end of 2014	Networking with other CPA regions focused on K12 college/career readiness	None (assistance provided by College Board & CAN from other fund sources)	Agreement by all READY NWI K12 schools on use of testing process as part of Guidebook implementation	None in 2014
	2015/16	Implement school-based coaching & TA on unpacking assessment data & developing school-based growth plans	CAN, College Board representatives	Sessions begin in Jan. 2015/intensive sessions as part of summer training/ongoing sessions Fall 2015 school year	Networking with other CPA regions focused on K12 college/career readiness	None (continued support from College Board, CAN, Indiana Department of Education, and purchasing of assistance by schools)	All READY NWI K12 schools have data-driven student & school growth plans in place, with clear roles for execution	Increase in college enrollments & readiness by 2015; further increases in 2016
Increase number of CTE students obtaining industry certifications or directly entering post-secondary CTE programs	2014	Session for school counselors on CTE Career Pathways in Fall; bus tours for counselors to manufacturers & apprenticeship programs; school-based Manufacturing Day events in each county; coordination of effort with Regional Works Council	READY NWI CTE Team (all CTE Directors in 7 counties); school counselors; READY NWI staff support, including CWI Business Services Director; Regional Works Council	Sept.11 three-hour session for K12 counselors to promote CTE; Sept. 22 manufacturing bus tour for counselors/ Oct. apprenticeship tour for counselors/ Manufacturing Day events in each county 1 st week of Oct. in conjunction with National Manufacturing Day	Ongoing assistance from Lumina on connecting strategies to State of Indiana/Indiana Career Council and ICHE plans/ ongoing assistance from Lumina in forging collaborations with CELL at Univ. of Indianapolis and its EWIN network partners	None (partner funds from Regional Works Council, WIA to be used)	Increased enrollment in CTE programs in region (% goals to be set for each CTE site based on capacity for upcoming year)	Increased number of industry certifications gained by students while in high school CTE programs; increased number of CTE high school students moving directly to post-secondary programs at Ivy Tech and other colleges

	2015/16	Counselor bus tours for other key sectors to occur on every-other-month basis (healthcare, IT, etc.); CTE camps to be held in Summer 2015 & 2016; camps during winter breaks if desirable; continuation of Manufacturing Day in Oct. of 2015 & 2016; coordination of effort with Regional Works Council on needs & desired outcomes	READY NWI CTE Team (all CTE Directors in 7 counties); school counselors; READY NWI staff support, including CWI Business Services Director; Regional Works Council	READY NWI CTE Team meets every other month on ongoing basis/ sector-based bus tours for counselors on every-other-month basis in 2015 (decision on continuation after that)/ Mfg. Day events Oct. of 2015 & 2016	Ongoing assistance from Lumina on connecting strategies to State of Indiana/Indiana Career Council and ICHE plans/ ongoing assistance from Lumina in forging collaborations with CELL at Univ. of Indianapolis and its EWIN network partners	None (partner funds from Regional Works Council, WIA, other sources to be used)	Documented increases in CTE enrollments in Fall 2015 & Fall 2016; increased production of industry certificates (post-secondary certifications acquired while in high school)	Increased number of industry certifications gained by students while in high school CTE programs; increased number of CTE high school students moving directly to post-secondary programs at Ivy Tech and other colleges
Increase number of students obtaining dual credits & increase total number of credits	2014	Produce 2 nd Dual Credit Report for region; analyze and distribute results to READY NWI Teams	READY NWI staff support for data collection; regional colleges & K12 schools for providing data; READY NWI Teams for review & action planning	Dual Credit Report in progress/ complete by Oct. 1, 2014	Assistance from Lumina, ICHE, IN DOE, and Indiana's new data management structure (INK) in refining data collection on dual credit, early college & AP	None (report preparation provided by other funding)	Increased enrollment in dual credit classes; increases in number of students entering regional colleges with dual credits that apply to degree programs	None in 2014
	2015/16	Engage READY NWI K12 & Higher Education Teams in joint sessions in setting specific goals for dual credits, early college & AP results;	READY NWI staff support (led by CWI Research Associate); READY NWI K12 & Higher Education Teams; Indiana Dept.	Inclusion of dual credit data in section of READY NWI Annual Report of June 2015; inclusion of data in	Assistance from Lumina, ICHE, IN DOE, and Indiana's new data management structure (INK) in	None (report preparation provided by other funding); Dual Credit Report to be folded into READY NWI Annual report in	Continued increases in production of dual credits, students entering region's colleges with dual credits; proof of	Increased enrollments at region's colleges; increased number of students entering colleges with dual credits; shortened

		also engage joint teams in issues related to transferability of credits among college in relation to Core Transfer Library; continue work on analyzing impact of dual credit attainment on college persistence	of Education, ICHE, and INK for work on state-wide data collection	joint READY NWI & State of the Workforce Report in June 2016	refining data collection on dual credit, early college & AP	2015 & 2016	positive impact of dual credits on college persistence, performance, and completion via data analysis by region's colleges	time to completion of college for dual credit students
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Charter Goal II: Increase College Degree Production Levels (Enrollments, Persistence, Graduates)

Objective	Year/s	Activity	Actors	Timeframe (start/finish)	Anticipated Assistance Needed	Budget	Success Measurement	Expected Postsecondary Results
Increase the number of enrollments in the eight regional colleges & universities	2014	Establish a baseline report for entering college freshmen for recent years (with analysis of full-time, part-time, age, gender, ethnicity); set "stretch" goals that exceed existing trends	READY NWI Higher Education Team; READY NWI staff support	Monthly Higher Education Team meetings/ goal for 2015 & 2016 set by end of year guided by overall Charter goals	National Education Clearinghouse data	None	Increase in total enrollment s for regional colleges & universities	None in 2014 beyond normal upward trends
	2015/16	Continuing joint meetings between K12 & Higher Education Teams to implement	READY NWI Higher Education & K12 Teams; college staff & high school counselors	College presentation at high schools begin in Spring 2015/	Continuing data from National Education Clearinghouse	None	Further increases in college enrollments at regional colleges; decreases in need for	Increases by 5% or more above normal trend line for both 2015 & 2016

		college readiness process in high schools with assistance from college staff; integrate college staff presentations into college & career classes and counseling		ongoing integration of college staff into high school grade-appropriate processes			remediation for college entry reported by colleges	
Increase the persistence rates at regional colleges & universities (from 1 st to 2 nd years of college)	2014	Create baseline data for college persistence for regional colleges, including 1 st -2 nd year data; review current & desired practices for persistence among region's colleges	Eight regional colleges; review by READY NWI Higher Education Team	Data collection starts in Sept./ report completed by Nov. 15	National Education Clearinghouse data; data from ICHE at state level	None	Understanding of current regional persistence data with comparative analysis of state & national data; understanding of each college's strategies & needs related to persistence	New practices implemented at each of region's colleges for upcoming year, leading to increases in completion
	2015/16	Implementation of new persistence practices at each of region's colleges; integration of career plans of 1 st -year students with high school career planning platforms	Eight regional colleges; review by READY NWI Higher Education Team	New practices implemented by Spring 2015; ongoing data collection	National Education Clearinghouse data; data from ICHE at state level	None	Persistence increases from 1 st to 2 nd year of college in region (10% increases for 2015 & for 2016)	Persistence increases from 1 st to 2 nd year of college in region (10% increases for 2015 & for 2016)
Increase the number of near-college completers who return to college	2014	Prepare analysis of each regional college's retrieval strategies for non-completers, along with WorkOne	Eight regional colleges; review by READY NWI Higher Education Team; WorkOne staff	Review begins in Nov. 2014/ analysis extends into 2015	Assistance needed for data collection on regional non-completers	None	Understanding of current data on non-completers; retrieval strategy for each college in region and	Increases in college enrollment for non-completers via WorkOne system as result of ongoing

		strategies employed in Adult College Completion project; share information among colleges					for WorkOne continuation of efforts	Adult College Completion efforts (10% increase from prior year)
	2015/16	Implement new retrieval strategies at each regional college; develop new initiatives with READY NWI employer members for partnership in identifying candidates for completion	Eight regional colleges; review by READY NWI Higher Education Team; WorkOne staff; CWI & WorkOne business services staff; READY NWI Employer Engagement Team	New retrieval strategies implemented by Summer 2015; pilot programs created with a minimum of 5 employers by April 2015	Networking with any CPA cohort members who are working on similar retrieval strategies, particularly ones with employer engagement	None	Increase in number of non-completers returned to colleges in region (10% increases in both 2015 & 2016)	Increased college enrollment & degrees awarded as result of successes in retrieval strategies of colleges, WorkOne, and employer partnerships
Increase the number of internships matches between students & regional employers	2014	Complete agreement & staffing for new regional relationship with Indiana INTERNnet, private colleges and CWI; begin employer outreach; set goals for increases in internship matches for private colleges	Four private colleges in region, CWI staff, including business services; Indiana INTERNnet & staffing contractor	Agreement for staffing in Aug. 2014/ employer outreach to begin in Sept. 2014/ goals set for private colleges by end of 2014	Possible networking with CPA cohort members employing internship strategies	None (funding from Indiana INTERNnet, private colleges & foundation grant)	Employer contact goals created by Indiana INTERNnet and staffing contractor in partnership with CWI	None in 2014
	2015/16	Agreements completed with public colleges for complete regional internship program; review by READY NWI Higher Education Team for total strategy	Eight regional colleges, CWI staff, Indiana INTERNnet & staffing contractor, READY NWI Higher Education Team	Agreement & protocols in place with eight colleges by April 2015	Possible networking with CPA cohort members who employ internship strategies	None (funding from Indiana INTERNnet, private colleges & foundation grant)	Yearly increases in internship matches for students & employers in region (goals to be set by Indiana INTERNnet in early 2015)	Expected positive impact on persistence, plus expected retention of talent in region as result of early attachment of students to employers

Charter Goal III: Increase Post-Secondary Credentials for Existing Workforce & Students via Employer Engagement

Objective	Year/s	Activity	Actors	Timeframe (start/finish)	Anticipated Assistance Needed	Budget	Success Measurement	Expected Postsecondary Results
Recruit a wide array of employers across all key business sectors to commit to specific education actions as READY NWI members	2014	Create levels of READY NWI employer membership; begin recruitment of employers as members	READY NWI Employer Engagement Team; CWI business services staff	Final approval of employer membership structure at READY NWI Employer Engagement Team on Sept. 18 /recruitment of employers for formal membership Oct. – Dec. 2014	None	None	Initial recruitment of 25+ employers into formal membership agreements	None in 2014
	2015/16	Continue recruitment of employer members; engage employer members in working on commitments in accord with each employer's membership level commitment	READY NWI Employer Engagement Team; CWI business services staff; employers joining READY NWI partnership	Ongoing recruitment of employer members throughout 2015 & 2016	Possible networking with CPA cohort members who employ strategies for employer engagement as partners	None	Increased employer membership to 50+ in 2015 & 75+ in 2016	Increases in industry certifications & college enrollment of non-completers as result of employer commitments
Increase the number of employers who engage directly with schools via school-based work	2014	Continue employer video project for use in schools; match employers with schools	READY NWI Employer Engagement & CTE Teams; employer members of READY	Complete first round of videos with discussion guides by Oct.	None	None (videos produced with partner funds)	Successful Manufacturing Day events (one in each county); completion	None in 2014

& video productions		for Manufacturing Day & for in-school presentations & employer site visits	NWI; CWI business services & communications staff	2014/ recruit manufacturing employers for Manufacturing Day events by mid-Sept.			of first round of 20 employer videos; successful employer tours in Sept. & Oct.; initial matches of 50+ employers to individual schools	
	2015/16	Continuation of video, employer/school matches, READY NWI Manufacturing Day, & sector-based tours beyond manufacturing & building trades	READY NWI Employer Engagement & CTE Teams; employer members of READY NWI; CWI business services & communications staff	New round of videos to begin in Spring 2015/ tours for other sectors: healthcare, hospitality, professional services, skilled trades Jan. – June 2015	None	None (videos produced with partner funds; tours with funding support from Regional Works Council funds)	Increase employer matches to individual schools: 75+ in 2015; 100+ in 2016; produce a minimum of 10 new videos in 2015, another 10 in 2016	Increases in industry certifications, CTE post-secondary enrollment expected as result of employer work in schools
Increase the number of post-secondary degrees & certifications among staff of participating READY NWI employers	2014	As part of READY NWI employer member commitments, employers commit to identify candidates for new certifications & degree completion among their own staffs	READY NWI employer members; CWI business services staff to assist; regional colleges to work in partnership in creating education completion plans for workers	Outreach to employers to create specific commitments now through end of 2014/ develop agenda with Higher Education Team for joint meeting with Employer Engagement Team	None	None	Obtain commitments from at least 5 of initial 25 employer members for degree completion pilot with staff	None in 2014
	2015/16	Implement pilot college completion initiative with a minimum of 5	READY NWI Employer Engagement Team; READY NWI staff	5 employers in pilot by April 2015/ analyze results &	None	None (will seek funding assistance from Indiana)	Expansion of commitments from employers: 5 by end	College and industry certifications added to completions in both

		employers; analyze results of pilot & develop plan for expansion with other employers; complete analysis of valued certifications (less than 2-yr degree) on sector basis	support; CWI business services staff; coordination with CTE & Higher Education Team on strategies for industry certificates & college completion "fast tracks"	add 5 more employers by end of 2015/ add 10+ employers in 2016		Department of Workforce Development for college completion partnership with employers)	of April 2015, additional 5 by end or 2015; 10+ in 2016	2015 & 2016
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Charter Goal IV: Increase Community Engagement & Accountability for Results

Objective	Year/s	Activity	Actors	Timeframe (start/finish)	Anticipated Assistance Needed	Budget	Success Measurement	Expected Postsecondary Results
Inform the community on workforce skill needs, current skill levels, and, yearly progress, & gaps remaining	2014	Prepare & distribute 2014 State of Workforce Report (update to 2012 with update on READY NWI)	CWI Staff (Research Associate as lead); Northwest Indiana Workforce Board	In progress/ Complete & distribute by Nov.	None	N/A	Use of report by regional partners for plans & grant applications	Identifies baseline for meeting needs of the region
	2015/16	Create a new 2015 READY NWI Annual Report	CWI Staff with input from READY NWI Leadership Team & Work Teams	Start March 2015/ complete for Distribution at Annual Meeting June 2015	Lumina & National Student Clearinghouse; help needed on industry certification data	\$2500	Use of report by partners; publicizing of information by local media	Tracking mechanism for publicizing results & adjusting strategies & goals as needed

		Create a READY NWI Annual Report that also includes elements of State of Workforce report (eliminates need for separate State of Workforce Report)	CWI Staff with input from READY NWI Work Teams; consultation with Lumina on key elements; coordination with Northwest Indiana Workforce Board	Start January 2016/ Complete for distribution at Annual Meeting June 2016	Lumina & National Student Clearinghouse; help needed on industry certification data	\$2500	Use of report by partners; publicizing of information by local media	Tracking mechanism for publicizing results & adjusting strategies & goals as needed
Provide an annual showcase event for release of progress report, partner recognition, and general awareness	2015/16	Host a READY NWI Annual Meeting as showcase event for broad partnership (200+ attendance)	CWI Staff with input from READY NWI Leadership Team & NW Indiana Workforce Board (joint annual meeting)	Planning begins in Winter/ Annual Meeting in June each year	Lumina & CPA network partners as possible speakers & workshop presenters	\$10,000	Partner attendance; media coverage for broader public awareness	Point of public accountability for announcing yearly results & providing momentum
Create an overall data management structure with tools for tracking key metrics, including industry certifications & credentials	2014	Work with READY NWI Leadership Team and all Work Teams to define key data elements to be tracked; create data management sources/needs analysis to define gaps to be filled	CWI Research Associate; READY NWI support staff; college & K12 data staff; Lumina staff	Begin analysis Sept. 2014/ hiring of new CWI Research Associate Sept. 2014/ prepare sources & data gaps plan by end of 2014	Lumina assistance in identifying data sources	None	Identification of desired metrics for success, key data source & needs	None
	2015/16	Secure tools to assist in data management plan; create framework for ongoing monitoring & analysis of key metrics by Leadership Team & Work Teams	CWI Research Associate; READY NWI support staff; college & K12 data staff; Lumina staff; engagement of contractor when procured	Identify/solicit desired data tools in Jan. 2015/ Purchase tools and/or contract for assistance by April 2015	Assistance from Lumina and school data staff in identifying data sources & setting specifications for contracted assistance	\$20,000	Engagement of contractor in early 2015 to design data management plan	None (success in this is essential for ensuring results of all initiatives)

<p>Ensure that a staff structure is maintained to meet the ongoing leadership & management needs of 5 READY NWI Teams with 30+ meetings per year</p>	<p>2014-16</p>	<p>Ongoing support for all READY NWI Teams; ongoing liaison to the Lumina Foundation for CPA work with cohort partners; ongoing networking & relationship building with regional, state, and national partners and best practices</p>	<p>CWI as employer of record for staff support: READY NWI Leadership Team for oversight of work quality; Lumina Foundation for maintaining commitments and communications with Lumina</p>	<p>Ongoing</p>	<p>N/A</p>	<p>Staff support funded by grants other grants for 2014. \$60,000 (2015) \$60,000 (2016)</p>	<p>Meeting goals created by Leadership Team & in Charter Agreement with Lumina; identifying funding for continuation of staff support beyond 2016</p>	<p>Managing & coordinating all work to achieve year-to-year progress toward ultimate achievement of Big Goal</p>
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Budget Summary for Northwest Indiana 2014-2016

Budget Item	Description	Lumina Grant Funds	Locally Leveraged Funds	TOTAL
Supported by Lumina Funds:				
READY NWI Staff Support	Support for READY NWI Manager/Travel	\$120,000		
Create or purchase data management tools	Data tools for ongoing tracking of key metrics	20,000		
READY Annual Meetings 2015 & 2016	Event management/materials/speaker costs	10,000		
READY Annual Report 2015 7 2016	Preparation/printing/distribution of reports	5,000		
College/Career Readiness Guidebook	Preparation/printing/distribution of Guidebooks	5,000		
College/Career K12 Leadership Assessment	Development of pilot assessment for 2 sites	5,000		
METAS Guide for Expanded Use	Preparation of guide; training on use of guide	5,000		
Supported by Leveraged Partner Funds:				
Regional Works Council Career Awareness Grant	Costs associated with employer tours, CTE sessions for school counselors, other events & materials		\$50,000	
Math/Science Partnership Grant (CAN/IDOE)	Support professional development of math & science teachers in READY NWI K12 schools		180,000	
Indiana INTERNnet & Private College Coalition	Regional internship portal and staffing to promote internships with regional employers		100,000	
Workforce Board funds for staffing	Portions of staff devoted to READY NWI initiatives (President, Business Services Mgr., Intern, Youth Services Manager, Part-Time Admin. Asst.)		50,000	
TOTAL		\$170,000	\$380,000	\$550,000