



LOUISIANA PROSPERS:

Driving Our Talent Imperative

BOARD OF REGENTS MASTER PLAN SUMMARY

Since its launch in August 2019, Louisiana's Master Plan has driven the state's prosperity agenda, nested in its ambitious attainment goal that calls for 60% of working-age adults to hold a postsecondary credential by 2030. This shared vision for our state has connected with a broad spectrum of stakeholders, from executive agencies focused on economic development, corrections, and social services, to private employers and industries, focused on building a stronger economy and a ready workforce. Together they share a commitment to talent development and a realization that education and training are the foundation of Louisiana's success.

The second year of Master Plan implementation was defined by extraordinary challenges as Louisiana battled the COVID-19 pandemic, multiple major hurricanes, racial unrest, economic disruptions, and even severe winter weather. Instead of pausing our work, these events revealed the urgency and importance of our work – to reengage adult learners, close equity gaps, reach

2021 ▶ YEAR 2 REVIEW

traditionally underserved populations, and build the skills essential to support a stronger economy. Leading a multi-system higher education ecosystem, Commissioner of Higher Education Kim Hunter Reed and the Board of Regents defined colleges and universities as strategic assets during the crises of 2020-21 and our systems and institutions demonstrated their value in communities across the state.

Our laser focus on reaching our attainment goal has never wavered, because Louisiana recognizes that, now more than ever, talent development is the key to our future. Higher education redoubled efforts to improve outcomes for all students and maximized the education-to-employment pipeline to get people back to work and into better, more meaningful careers. In a time of profound disruption and uncertainty, the Master Plan served as an anchor, highlighting the importance of our priorities, the extreme need to accomplish them, and the centrality of this work to building a prosperous and resilient Louisiana.

▶ ACCOMPLISHMENTS

Major Year-Two Achievements

\$100 M



Reinvestment Ready

- Achieved the most significant higher education budget increase in 13 years, with over \$100 million in additional dollars to support students, faculty and staff as we drive talent development.

Focus on Affordability

- Increased need-based aid (GO Grants) with an historic \$11 million increase, established Louisiana's adult financial aid program (M.J. Foster Promise) and passed Truth in Borrowing legislation focused on improved consumer information to reduce student debt.

Collaborate for System Redesign

Through K-12 Partnerships: Advanced Louisiana's K-12 and postsecondary education policy boards' (Board of Elementary and Secondary Education and Board of Regents) shared goal for all high school freshmen, beginning with the entering class of 2025, to graduate with some college credit, a market-relevant credential, or both.

- Fast Forward Initiative – Partnered with the Department of Education to fund and launch eight regional collaborative pilots, for K-12, higher education and business/industry to redesign the 11th and 12th grades of high school so that more students graduate with dual degrees (high

- Digital Inclusion – Assembled a Strategic Action Team to address the rapid shift to online course delivery and understand the impact of the “digital divide” on higher education, both during the crisis and beyond. Priority actions focused on access and quality in digital education; statewide training for faculty; support for hardware and network capabilities; enhancements to build capacity; and efforts to ensure that students and faculty are prepared to succeed in these remote environments. Digital inclusion is now recognized as foundational to educational success. Broadband infrastructure continues to advance in conjunction with the state's newly created Office of Broadband & Connectivity and the Broadband for Everyone in Louisiana (BEL) Commission. Comprehensive training and certification platforms for all postsecondary institutions and WorkReadyU are now permanent parts of our digital literacy toolkit.



- COVID Testing, Vaccines and Outreach – Coordinated, assembled, and communicated guidance for higher education institutions to navigate the pandemic and reopen safely. Staff hosted more than ten statewide webinars to ensure that all campuses (public, private and proprietary) had essential information. Once vaccines became available, Regents supported institutions in prioritizing their populations and taking steps

school diploma plus associate's degree or apprenticeship) and are college- and career-ready.



- Dual Enrollment – Sustained commitment to expanding dual enrollment with adoption of a new eligibility policy designed to increase access and success, \$2M federal grant to expand low- to no-cost

textbook options for dual enrollment general education courses and release of Louisiana's first statewide dual enrollment report.

Through Social Services Partnerships: Implemented a National Governors Association grant supporting a pilot program in the greater Acadiana region to connect adult learners with resources and services to help mitigate non-academic barriers to learning, such as food insecurity, housing instability, and access to quality childcare. The No Wrong Door program is leveraging the new Unite Louisiana platform, a coordinated care network that allows entities in the network to send and receive electronic referrals to address people's social needs and increase credential completion.

COVID-19 as an Attainment Accelerator

- Higher Education as a Strategic Asset for Resiliency – Responded to pandemic disruptions at community and technical colleges where adults populations were particularly susceptible to educational stop-out by supporting the ReBoot LA program, which leveraged \$10M in COVID-19 emergency funds to support 5,000 adults in upskilling and reskilling by earning short-term, high-demand credentials.

to vaccinate students, faculty, and staff. Also staffed a Public Sector COVID-19 Vaccine Advisory Council to coordinate vaccine communication with the Department of Health and other organizations and agencies.



Focus on Student Safety/Title IX

- Regents as a Resource – Engaged with legislators, students and system and campus leaders through Regents' convening role to demonstrate a unified commitment to student safety and ensure consistent understanding and implementation of laws, policies, and best practices concerning sexual misconduct on campus given the current climate in Louisiana. Actions from the 2021 Legislative Session include:



ACCOMPLISHMENTS *continued*

- Updated Regents' Uniform Policy on Power-Based Violence/ Sexual Misconduct and Uniform Training for Employees, Advisors and Board Members (Act 472 – Freeman, Act 439 – Mizell)
- Enhanced Biannual Campus Crime Reporting (Act 447 – Riser)
- Created a Power-Based Violence Review Panel (Act 441 – Barrow)
- Residential Lease Terminations for Victims of Sexual Assault (Act 1 – Freeman)

Innovate for Solutions



- *Research Summit* – Hosted the first Board of Regents Research Summit, From Eureka to Life: Sustainable Campus-Industry Partnerships, which brought together more than 100 research administrators, faculty, and industry collaborators to

discuss strategic opportunities and lay the groundwork for in-depth partnership building during a fall 2021 follow-up event.

Educate for Success

- Quality Credentials of Value – Worked with National Skills Coalition to develop and adopt uniform criteria for identifying non-academic credentials (typically awarded through community and technical colleges) that provide value in the marketplace, leading to strong opportunities and good wages.

- Regional STEM Centers – Awarded Regional STEM grants to educational, economic development, and nonprofit organizations in each labor market region to establish Regional STEM Centers designed to grow an education-to-employment STEM ecosystem across the state and expand opportunities for women, underrepresented minorities, and underserved populations in high-demand STEM career fields.



- Cybersecurity Grants – Awarded grant funding to public colleges and universities through the Cybersecurity Talent Initiative Fund to create new or expanded cyber opportunities that will increase access to academic and technical credentials across the state to meet Louisiana's growing cybersecurity workforce needs.

Measure Success

(www.laregents.edu/datatoolkit)

- Master Plan Data Toolkit – Designed web-based applications, including the Master Plan Data Dashboard, the Prosperity Index, the U.S. Census Bureau's Postsecondary Employment Outcomes Tool and the Louisiana Higher Education Factbook, which allow stakeholders to monitor progress towards meeting the state's attainment goal, identify workforce trends and track improvements in the overall prosperity of the state. The complementary tools enable examination of the effects of state-level policy changes, giving policymakers the ability to expand analysis beyond traditional education metrics.



▶ NEXT STEPS

Priorities for the Year Ahead

Ours is a dual theory of change to reach our 2030 goals: educational attainment will increase through both improved student outcomes/early college engagement as well as stronger regional education-to-employment efforts. The success of our work requires deep and sustained stakeholder engagement, through which we can identify attainment and equity champions committed to immediate and long-term efforts critical to Louisiana's success.

Goal Setting

- System/Campus Goal-Setting – Calling for attainment growth, reducing equity gaps and enhancing student access and success.
- Regional Talent Development Focus – Building on the introduction of labor market analytics to support education and economic development organizations in determining and meeting current and future workforce needs.

Erasing Equity Gaps

- Expanding Opportunity for All – Without addressing long-standing and profound equity gaps, making postsecondary education affordable and accessible to underserved student populations, the Master Plan attainment goal cannot be reached. As a result, all Regents efforts are being reviewed and advanced through an equity lens. The Student Success Council is studying the root causes of and solutions to this problem with an eye toward advancing policy and practices to address equity challenges. Other efforts include a focus on faculty diversity and expanded efforts to leverage public benefits for college completion.

Blurring the Lines

- Dual Enrollment/Fast Forward Initiatives – Increasing high schoolers graduating with college credit or a credential through dual enrollment expansion and Fast Forward implementation, launch of the Dual Enrollment Statewide Portal and standard application supporting and promoting increased dual enrollment participation.



Digital Inclusion/Digital Literacy

- Tools and Training – Shining a bright light on the digital literacy needs of faculty, staff and students, COVID-19 disruptions mandated better navigation in the digital world. The Digital Inclusion Strategic Action Team will establish digital access and literacy by reframing the eLearning Task Force's strategic goals and leadership around quality online course construction and delivery; adopt policies to expand digital literacy training across postsecondary communities; identify funding and best practices to reach and sustain a one-to-one student-to-device ratio; and collaborate with the BEL Commission to secure access for all education partners.



NEXT STEPS *continued*

Focus on Affordability

- Additional Resources for Need-Based Aid – Infusing \$11 million into GO Grants, Louisiana’s need-based aid program, signaled a new commitment to helping underresourced students realize their postsecondary education goals. The scale of need in Louisiana stretches far beyond this down payment, so it is a high priority to secure additional funding for GO Grants, adult financial aid and other opportunities for student funding based on need.
- Funds for Finishers – Using stimulus funding to incentivize near-completers at Louisiana’s public two- and four-year institutions to earn their degrees or credentials, the Completers Grant provides scholarships to students who are within 30 credit hours of completion, with priority given to those students within 15 hours of completion in healthcare and STEM fields.

Measuring Success

- Data collection/Data analysis – Developing a comprehensive suite of data resources that enables cradle-to-career views of students and graduates of our schools, universities, and communities became possible through legislation passed during the 2021 Regular Session. This improved longitudinal system will allow for deep analysis across K-12, workforce, public and private colleges and universities, and proprietary schools, giving Master Plan stakeholders the ability to measure progress towards our attainment goal and inform future policy development.

“To double the numbers by 2030 requires that we expand our thinking about talent and the tools by which talent is developed.”

-LOUISIANA PROSPERS

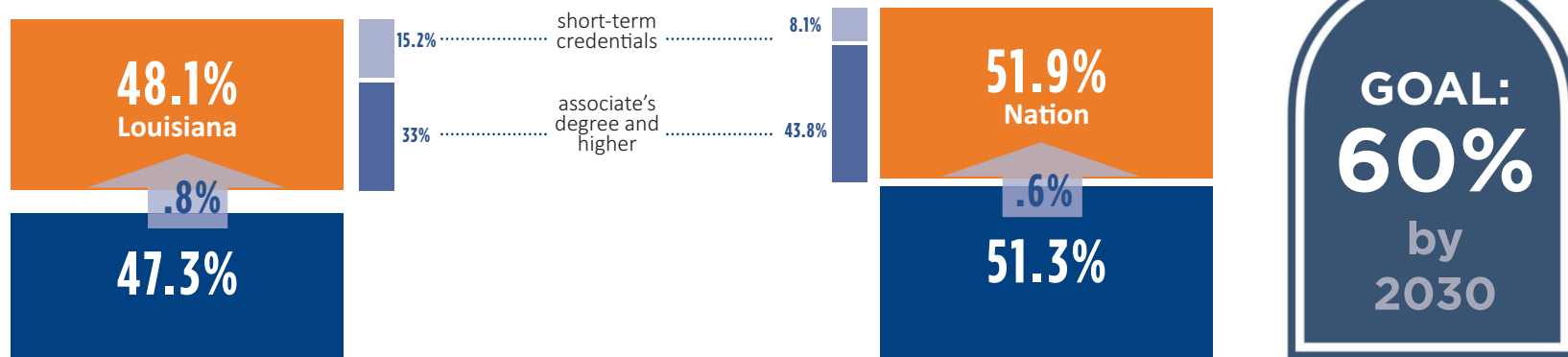


▶ DATA COMPARISONS

2019 EDUCATIONAL ATTAINMENT

- Louisiana Outpaces the Nation in Growth First Time Since 2014!

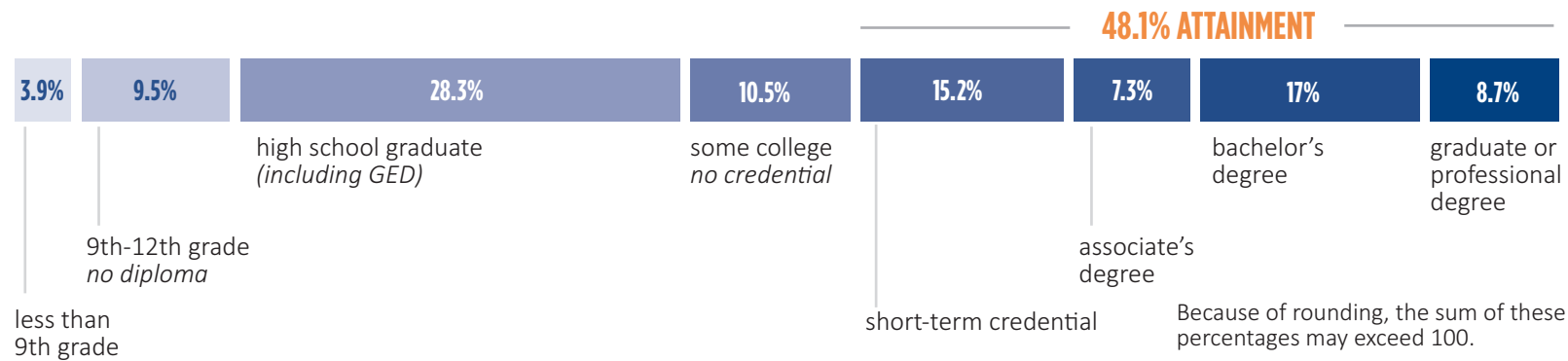
Source: Lumina Foundation Stronger Nation Report 2019



GETTING TO THE GOAL

11.9% attainment increase needed to reach 60% by 2030

LOUISIANA RESIDENTS AGES 25-64

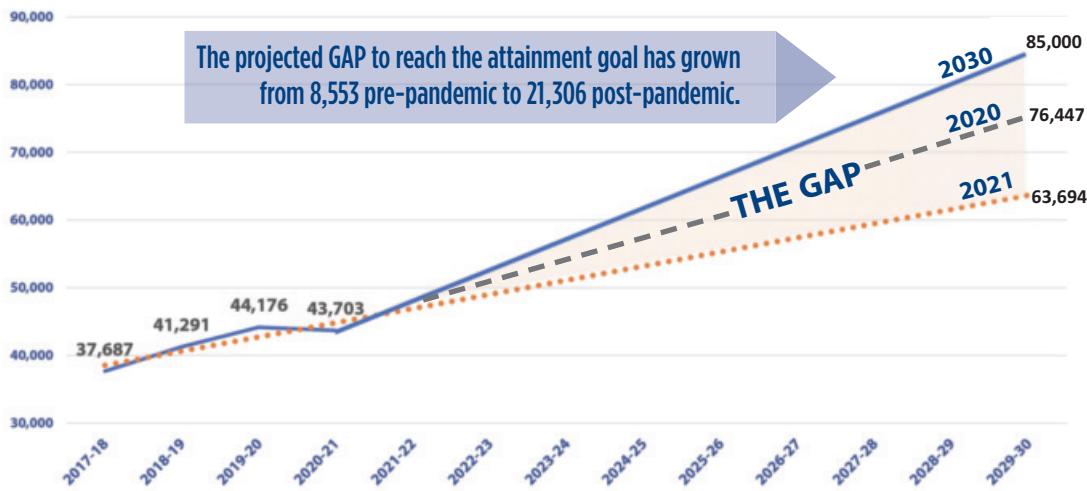


DATA COMPARISONS *continued*

2021 COMPLETER DATA:

- Total number of completers dipped slightly, with largest drop in non-academic credentials
- Equity gains made

Source: Statewide Student Profile System, Louisiana Board of Regents, 2021 (All institutions reporting data as of July 31, 2021)



COVID-19 brought new urgency to the need to upskill and reskill adults to build our post-pandemic economy and more resilient communities. We must redouble our efforts to support our community and technical colleges, which experienced the largest declines in enrollment and completion due to the pandemic. Increasing education and training for Louisiana’s people is the highest priority as our state recovers and grows.

ERASING EQUITY GAPS IN THE STATE OF LOUISIANA

Then (2019)	Now (2021)
29.2% Total Enrollment for African Americans	29.3% Total Enrollment for African Americans
9,821 Completion of a Postsecondary Credential by African Americans (per year)	11,827 Completion of a Postsecondary Credential by African Americans (per year)
11,836 Adults Over 25 Earning an Undergraduate Credential (per year)	13,913 Adults Over 25 Earning an Undergraduate Credential (per year)

► STRATEGIES AT-A-GLANCE

Closing Louisiana's Achievement Gaps (reaching 60%)

2019-20: Development of state attainment and completion goals and Historically Black Colleges and Universities (HBCU) Advisory Council recommendations.

2020-21: Reengagement of institutions with Southern Regional Education Board (SREB) Doctoral Scholars Program (DSP) to support recruitment of a diverse faculty; expansion of remote learning accessibility (devices and broadband).

2021-22: Adopting goals by system/institutions; developing and implementing Student Success Council Action Plan to address educational inequities and increase credential completion; implementing SREB DSP student support initiative incentives to encourage faculty to more effectively engage and mentor doctoral candidates from underrepresented minority populations; collaborating with the HBCU Advisory Council to develop pathways to increase male teachers of color in the K-12 classroom; focused outreach and engagement by Regional STEM Centers to underrepresented populations in STEM academic and career pathways.

Dual Enrollment – Start Strong



2019-20: Task Force recommendations developed to support universal access to dual enrollment; legislation adopted codifying guiding principles; Partnership to Advance Youth Apprenticeships (PAYA) grant to support expanding nonacademic pathways for students.

2020-21: Development of dual enrollment statewide portal to improve course selection and enrollment processes for students and enhance parent outreach.

2021-22: Implementing Fast Forward initiative, establishing nearly 40 pathways for school districts to select that will allow

students to graduate high school with an associate's degree or high-demand apprenticeship; increasing access to dual enrollment through expanded mobile labs, an online information portal, and standard application development; collaborating on Dual Enrollment Quality Assurance (via statewide trainings and reporting requirements).

Improving Outcomes

2019-20: Awarded Strong Start to Finish Developmental Math Reform grants to scale college-level math accompanied by high-quality remedial support.

2020-2021: Hosted practitioner-led peer learning communities and national expert-facilitated workshops throughout the year to accelerate statewide developmental math reform aimed at improving access and student success.

2021-22: Adopting universal access to corequisite math; commencement of work on aligning appropriate math pathways to specific disciplines; developing recommendations from Student Success Council focused on best practices for postsecondary access, student support, and career preparedness; convening a statewide summit with colleges and universities to accelerate policies and practices focused on achieving Master Plan goals.



Incentivizing Success: Outcomes Based Funding

2019-20: Developed funding formula that aligns with Master Plan goals.

2020-21: Revised funding formula to be implemented concurrent with or following pandemic contingencies.

2021-22: Increasing formula funding to drive and recognize institutional performance (25% outcomes).

Making Pathways Attainable by Making Them Affordable

2019-20: Expanded Open Educational Resources (OER) Commons to statewide curriculum; no-cost and low-cost textbook legislation enacted; HB 676 (transcript release); expanded scholarship funding for short-term,

STRATEGIES AT-A-GLANCE *continued*

high-demand credentials through COVID-19 relief funding; achieved \$10.6M in legislative dollars to fully fund TOPS, as well as an additional \$1M each to support GO Grant and Student Tuition Assistance and Revenue Trust (START) programs.

2020-21: Used National Governors Association (NGA) and Strada support for regional expansion of postsecondary and public benefits accessibility for adult learners; partnered with the Atlanta Federal Reserve Bank to develop the Louisiana-specific Career Ladder Identifier and Financial Forecaster (CLIFF) benefits tool for Louisiana, an interactive financial planner designed to inform individuals of future earning potential and potential benefits loss as part of career planning, to help underserved and low-income populations understand the short- and long-term impacts of pursuing a postsecondary credential and high-skill employment.

2021-22: Expanding affordable childcare access for adult learners; launching the CLIFF tool and partnering with agencies to promote usage of the tool to ensure underserved students and families can make informed decisions and leverage benefits to credential completion; implementing M.J. Foster Promise and expanded GO Grant programs to provide need-based aid for recent high school graduates and adults pursuing workforce credentials and two-year degrees; transparent and intentional delivery of loan debt and repayment information to reduce student debt and give students the opportunity to regularly assess their borrowing obligations.

Mapping and Stacking Credentials

2019-20: Awarded technical support from National Skills Coalition (NSC) Policy Academy to develop the quality postsecondary credentials of value definition and process.

2020-21: Adopted statewide policy providing definitions/criteria and an evaluation process for nonacademic credentials of value; “Reboot Louisiana” expansion by the state’s community and technical colleges of access to short-term technical and competency-based credentials that link to high-demand regional economic development needs in support of a post-COVID workforce.

2021-22: Identifying pathways connecting technical and academic credentials, beginning with high-demand fields including cybersecurity certificates and industry-based certifications (A+, Net+, and Security+), as well as agriculture technology, including the AAS to BAS pathway under development between Fletcher Technical Community College and Nicholls State University; identifying as credentials of value proprietary and short-



2021-22: Hosting the second annual research summit to offer opportunities for development of broad-based research partnerships; securing federal funding for major new industry/university partnership activities; raising awareness of the proposed constitutional amendment to Article VII, which would increase competitive research and education funding for postsecondary institutions.



term credentials that address workforce needs and incorporating into Master Plan completion metrics; developing an online repository providing access to statewide inventory of credentials of value and implementing a review process to ensure those credentials meet job demand and earnings criteria.

Innovating for a Prosperity Pipeline

2019-20: Received support from Education Strategy Group (ESG) Attainment Academy for regional planning development; convened workforce, education, economic development, social services agencies, and other stakeholders through the Governor's Workforce and Education SubCabinet to focus on statewide talent development efforts; statewide exchange of best practices and programs achieved through the second annual LaSTEM Summit.

2020-21: Integrated regional planning in work-based learning, non-academic credentials, dual enrollment, goal monitoring, etc.; regional STEM Network advisory groups informed regional planning processes (\$1M in legislative funding secured to support establishment of Regional STEM Centers); through the work of the Legislative Economic Recovery Task Force and subsequent resolution (HCR12) adopted in the 2020 Special Session, Regents worked with Louisiana Workforce Commission to study and report on funding and programs supporting workforce development.

2021-22: Operationalizing regional planning through expansion of regional attainment efforts and implementation of new data tools; utilizing labor market analysis data by colleges and universities to advance proactive strategic postsecondary program planning as well as analysis of current and future in-demand skills that should be embedded in curricula.

The Power of Research Universities

2019-20: Secured a five-year, \$20M National Science Foundation (NSF) Track 1 award to support 3D printing research; campuses deployed research results and skills in real time to assist in producing personal protective equipment (PPE) in response to the COVID-19 medical surge; research campuses led efforts to understand, treat, and protect against COVID-19.

2020-21: Completed year one NSF Track 1 work; held first annual research summit; planned for development of an updated statewide science and technology plan and statewide data management system for campus-based research activities.

Measuring Success

2019-20: Developed Master Plan metrics and benchmarks.

2020-21: Counted nonacademic credentials toward the attainment goal; expanded the Master Plan dashboard; developed and launched the Prosperity Index.

2021-22: Expanding credential of value recognition to include proprietary and licensed institutions; expansion of the data dashboard to include private institution credential completion; providing Prosperity Index and labor market analytics data to regional partners to track social and economic indicators, including progress toward meeting current and future industry needs; incorporating new longitudinal K-12 and employment outcomes data provided through recently enacted legislation, which will help identify policy needs and best practices to more effectively support students and workforce development initiatives.





BOARD *of* REGENTS
STATE OF LOUISIANA

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