

Jimmy Clarke

Senior Associate, HCM Strategists

Director, Productivity Strategy Labs Network

Jimmy Clarke serves as the Director of the Lumina Foundation-supported Productivity Strategy Labs Network. Strategy Labs provide an open platform for policymakers and peers to connect and share research, data and professional experiences to advance Lumina's national "Goal 2025", to increase educational attainment of a postsecondary credential to 60% of the U.S. population by 2025. Mr. Clarke previously spent twenty years at the University of Louisiana at Lafayette, serving in a variety of capacities including Dean of Student Personnel and Dean of Enrollment Management. Mr. Clarke was on the staff of the Louisiana Board of Regents, during which time his roles included Acting Chancellor of the Louisiana Technical College. He received his bachelor's degree in history from the University of California at Santa Barbara, and later earned his master's degree and a Ph.D. in education administration from Louisiana State University's College of Education.

LUMINA FOUNDATION STATE POLICY AGENDA

20 EVIDENCED-BASED POLICIES AND PRACTICES

1. Set an ambitious goal for increased attainment & monitor progress toward the goal
2. Develop a statewide plan that includes policy & practice changes needed to reach goal
3. Create a comprehensive data system to measure student progression & outcomes
4. Adopt accountability metrics & dashboards to measure progress toward the goal
5. Support efforts to define & use learning outcomes at the degree & certificate level
6. Create user friendly public information tools for students & families
7. Reach consensus on the financial resources necessary to reach state goal
8. Adopt & sustain outcomes based funding policies
9. Develop lower cost pathways to degrees, including accelerated degree programs
10. Develop & implement a comprehensive approach to student financial aid
11. Encourage & support full-time enrollment & progress
12. Encourage institutions' mission & capacity to evolve to meet state & regional needs
13. Adopt guided pathways to credentials & require institutions to monitor progress toward on-time completion
14. Adopt statewide policies to guarantee transfer between public institutions
15. Align statewide K-12 assessments with college readiness standards & placement exams
16. Enact credit hour limits
17. Establish statewide system to award & recognize credits through assessment of prior learning
18. Ensure competency based programs for adults are available statewide
19. Expand availability of online learning by adopting SARA
20. Create statewide program to identify adults with some college but no postsecondary credential & encourage re-enrollment & completion.

STRATEGY LABS

State Policy to Increase Higher Education Attainment

StrategyLabs.LuminaFoundation.org

STRATEGY LABS

State Policy to Increase Higher Education Attainment

JULY 2014



**ADVANCE
STATE POLICY
TO INCREASE
HIGHER
EDUCATION
ATTAINMENT**

GOAL 2025

To increase the proportion of Americans with high-quality degrees, certificates and other credentials to 60% by 2025.

OBJECTIVES

- Introduce new thinking and non-partisan research to a broad group of state policy stakeholders;
- Improve awareness of data, the needs of the state, and policy options; and
- Build will to adopt, enhance and sustain public policies that can help improve student outcomes.

STATE POLICY AGENDA

Designed as a guide to help states to increase higher education attainment and reach Goal 2025. It includes 20-evidenced based policies within three core elements:

Improve quality of student outcomes in terms of completion, learning and employment

Reorienting and expanding the nation's higher education system around student outcomes is a key step toward increasing postsecondary degree attainment among our working age population.

Align investments with state priorities and student needs

Systems of higher education are being asked to serve more students and to ensure their success with fewer resources. To succeed, states will need to rethink how they allocate resources to both institutions and students.

Create smarter pathways for students

States and their systems of higher education need to create clearer, faster and smarter pathways to degrees for traditional and nontraditional students alike.

STRATEGY LABS

Strategy Labs are an open platform for leaders and influencers in all 50 states to share research and data, encourage peer learning and provide opportunities for on-request support from Lumina Foundation and its state policy partners.

Technical assistance & consulting support is provided to state leaders working to increase higher education attainment in their states, including:

- governors' offices & their staffs
- legislators & their staffs
- state and system-level leaders & their staffs
- college & university leaders,
- non-profit organizations &
- business leaders.

Lumina Foundation approves technical assistance requests. HCM Strategists manages the process and reimbursement for technical assistance occurs through the Tides Center.



FOUR TYPES OF STRATEGY LABS SUPPORT

Non-Partisan, Evidence-Based Policy Expertise

- Policy expertise provided in writing, by webinars, teleconferences and on-site
- Keynote speakers and discussants for public meetings of stakeholders
- Policy experts' participation in state meeting

Convening and Facilitation

- Site visits to states that are exemplars in policy areas
- Multi-state workshops to explore issues and approaches with peers and experts
- Meeting preparation and facilitation, including board meetings, workshops and summits

Executive Support

- Expert, non-partisan testimony upon request of legislative leadership
- Executive support to Governors, legislative leaders and SHEEOs
- Briefings for legislators and legislative staffs

Research

- Original data collection and analysis
- Written analyses of policy alternatives
- Research and other evidence translated concisely for state policymakers

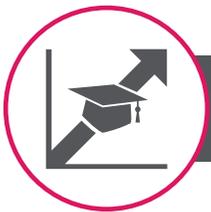
LUMINA FOUNDATION STATE POLICY AGENDA

To reach Goal 2025, states must build student-centered, outcomes-based postsecondary education systems with the capacity to reach much higher levels of attainment. States can build these systems, but only by explicitly defining goals and priorities; ensuring that public resources are aligned with those goals; providing students with clear pathways and institutions with incentives to increase completion; measuring and reporting progress; and ensuring that strong, consistent and accountable leadership is in place to drive a challenging reform agenda.

Many states have set goals to increase attainment that are consistent with Goal 2025. Reaching those goals will require a shift in almost every aspect of state higher education policy, but the results will be worth the effort. Increased attainment will pay enormous dividends to states in terms of both economic prosperity and improved quality of life.

On the other hand, failing to increase attainment will deepen inequality and hamper opportunity for large segments of the population, neutralize state efforts to grow economically, and create greater disparities across states in terms of opportunity and prosperity.

Lumina's state higher education policy agenda reflects the shifts in state policy needed to reach Goal 2025. The agenda consists of three items, and under each are specific policies based on evidence about what works and the experience of many states in strengthening their policies to increase attainment. While these policies are as specific as possible, the policy agenda is also flexible enough to respond to unique conditions and needs. Each state will determine how best to create a policy environment that supports efforts to increase higher education attainment and reach Goal 2025.



Improve quality of student outcomes in terms of completion, learning and employment

1. Set an ambitious goal for increased attainment and monitor progress toward it. State attainment goals should:
 - be measurable and include a target date;
 - address gaps in attainment across state populations; and
 - be based on analysis of state workforce needs.
2. Develop a statewide plan to focus and sustain necessary changes in policy and practice to reach the state attainment goal.
3. Create a comprehensive data and information system to measure student progression and outcomes, including mobility of students within the system, time and credits to degree, and job placement.
4. Adopt accountability metrics and dashboards to measure progress toward the state attainment goal.
5. Support efforts to define learning outcomes at the degree and certificate level.
6. Create user-friendly public information tools supported by high-quality student information systems, to enable students and families to find the institutions and programs that will best serve their needs.



Align investments with state priorities and student needs

7. To the extent possible, reach a consensus on the financial resources necessary to reach the state goal, including effective and efficient spending of current resources and new investments, focused on student outcomes, to expand the capacity of the system to serve more students.
8. Adopt and sustain outcomes-based funding policies for public higher education institutions that:
 - link to state goals and priorities;
 - address different institutional missions;
 - provide incentives to increase attainment by priority populations, including underrepresented groups;
 - allocate meaningful amounts of funding; and
 - have a long-term political commitment to sustain the effort.
9. Develop lower-cost pathways to degrees, including accelerated (three-year bachelor's and one-year associate) degree programs.
10. Develop and implement a comprehensive approach to student financial aid that:
 - prioritizes access and success for low-income students;
 - provides incentives to students to complete programs as quickly as possible;
 - supports students in competency-based and accelerated programs; and
 - includes incentives for institutions to increase completion.
11. Encourage and support full-time enrollment and progress, and ensure the availability of courses students need to complete programs of study on time.
12. Encourage institutional missions and capacity to evolve to meet state and regional needs.



Create smarter pathways for students

13. Adopt guided pathways to credentials (including requiring students to declare a program of study or major within the first semester), and require institutions to monitor progress toward on-time completion.
14. Adopt statewide policies to guarantee transfer (including reverse transfer) between public institutions, including competency-based, online and open courses.
15. Align statewide K-12 learning assessments with transparent college readiness standards and placement exams, so the junior and senior years of high school can be used for remediation and postsecondary acceleration.
16. Through regulation or funding policy, enact credit hour limits (e.g., 120 credit hours for a baccalaureate degree and 60 credit hours for an associate degree), except in the rare cases in which program accreditation requires otherwise.
17. Establish a statewide system to award and recognize credits through assessment of prior learning.
18. Ensure competency-based programs for adults are available statewide.
19. Expand the availability of online learning by adopting the State Authorization Reciprocity Agreement (SARA).
20. Create a statewide program to identify adults with college credit but no postsecondary credential and encourage them to re-enroll and complete their degree.