A Statewide Action Plan for Increasing
Postsecondary Educational Attainment in Ohio

BRIDGING OHIO'S WORKFORCE GAP

EDUCATION
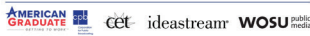
WORKFORCE

AUGUST 2020

A Statewide Action Plan for Increasing
Postsecondary Educational Attainment in Ohio

BRIDGING OHIO'S WORKFORCE GAP

BRIDGING OHIO'S WORKFORCE GAP

The development of this plan was led by Ohio Excels
in partnership with the Complete to Compete Ohio Coalition.

Introduction:

Ohio's Attainment Picture and Why It Must Improve

By almost every measure, Ohio's economy has been on a roll, entering the 2020s with greater energy and optimism than at any time in decades. Having thrown off its long-held "Rust Belt" image, our state has embraced new technologies with a global reach. This has created an amazing array of job openings and career opportunities, not only for those already in the workforce, but also for young Ohioans preparing for careers.

> The **attainment rate** is the percent of adults aged 25-64 that have high-value credentials (e.g., certificates and certifications) or postsecondary degrees (e.g., bachelors, associates, etc.).

Even with Ohio's successes, we have consistently faced a critical skills gap. Our state's ability to attract and develop job creators that can offer increasingly high-paying jobs has consistently been hampered by a lack of enough skilled talent to fill open positions. The reason is that, for generations, Ohioans could achieve middle-class prosperity with a high school education or less. It is a belief that — in some quarters — has lingered too long. Because of advancements in technology, many of the routine, manual jobs that once led to middle-class prosperity have been replaced by new jobs that require more education and training. In today's global economy, jobs demand more and higher-level knowledge and skills. This may be even more true as the economy recovers from COVID-19.

However, Ohio's families have been dealt a major dose of uncertainty by the COVID-19 pandemic. Unprecedented business closures, unemployment and market losses have created economic disruption that will linger for years. The corresponding losses to public sector revenues will force state and local government entities, as well as public education institutions, to make hard choices as they adjust. The uncertainty ahead will try our state's resolve, force our policymakers to work together like never before and create a need for Ohio's creativity and hard work to once again be brought to bear to help our state and its people get back on their feet.

Therefore, in the face of these challenges, the need to help Ohioans close the gaps between the skills they have and the skills employers need is acute and urgent. It means more Ohioans must ***attain*** advanced educational levels represented by high-value credentials or postsecondary degrees, and it means that work must accelerate quickly.

Prior to the pandemic, Ohio's rate of educational attainment was much too low to meet the needs of employers, creating the imperative for our state to increase the number and percentage of Ohioans — young people entering the workforce, mid-life career changers and those currently out of the workforce — who have the education, training and skillsets of value to employers. Researchers have shown that Ohio needs **nearly one million more adults** with high-value credentials and postsecondary degrees to keep up with employer needs and to keep the state's economy moving.

As we take up efforts to close the attainment gap, certain issues stand out that require particular attention, including inequitable access to employment, healthcare and technology.

There have long been unacceptable gaps in educational attainment for Ohioans based on household income and race. The pandemic has further highlighted these gaps, with members of lower income families — many of whom are also racial minorities — less likely to be able to work from home, learn from home and are more likely to have become unemployed in the current economic downturn. Access to, and mastery of, technology is correlated with higher educational attainment. With online learning likely to play a larger role going forward, too many lower-skilled workers who lack technical ability and access to technology will also lack the means to improve their skills. And so, a self-perpetuating cycle continues.

For many Ohio families, the current unknown environment raises tough choices about finances, child care and learning access. If those hampered by these challenges find themselves further sidelined in a time of economic difficulty, they will fall further behind — and so will Ohio. Going forward, a question that will be asked of all policies will be: Do they widen or shrink this equity gap?

Development of this plan began prior to the pandemic, but it has been updated and revised to reflect Ohio's new, emerging reality. Its purpose remains, however, to outline how organizations — private and public, state and local — can contribute to increasing the educational attainment of Ohioans. The plan also highlights areas that the Complete to Compete Ohio Coalition will address to support these statewide efforts.

The purpose of this plan is to guide the efforts of the Complete to Compete Ohio Coalition as it helps Ohioans' attain high-value credentials and postsecondary degrees across the state.

A public-private coalition of more than 40 members from Ohio's education and workforce systems, Complete to Compete Ohio Coalition's participants include employers, educators and the leaders of state agencies, statewide associations, unions, philanthropies and community organizations from across the state. The coalition's mission is to raise awareness about the importance of earning high-value credentials and postsecondary degrees, coordinate and collaborate on efforts to increase attainment and provide technical assistance to other champions of attainment. For the past three years, the coalition has been hosting events to highlight the importance of attainment and its impact on individuals and on the economy of our state, creating communication tools, researching best practices and developing common points of advocacy. The coalition is ready to build on this foundation to implement new policies and programs and to promote practices that will move the needle on attainment.

Ohio's future success hinges on the educational attainment levels of our citizens as they leave high school and throughout their working careers. While the task is certainly not easy, it is achievable. A decade ago, many saw Ohio's dire state as beyond repair. Together we righted the ship and turned Ohio into a global model for innovation in workforce development, economic strategy, public sector innovation and private sector growth. Those achievements prove that we can climb the hills before us and reclaim the promise of stability and broad-based prosperity for Ohio in the future.

Ohio's Attainment Landscape

The Lumina Foundation, a national leader in attainment, measures the attainment rate for Ohio each year. It counts a credential as valuable if it increases a worker's earnings at least 20 percent higher than those of a typical high school graduate. Lumina uses Census data and estimates from the Georgetown Center on Education and the Workforce to calculate the rate.

While Ohio's economic resurgence created exciting new career opportunities, these openings became increasingly out of reach to many in our state because of the widening gap between job requirements and jobseeker qualifications. This gap created an urgent need to increase Ohio's attainment levels — the number and percentage of Ohioans who have high-value credentials or a postsecondary degree.

Before the COVID-19 pandemic, Ohio lagged the nation in workforce growth and **two-thirds** of all employers looking for new employees said they were concerned about the growing skills gap. Unfortunately, that gap will likely only be exacerbated as a result of the uncertainty about the job landscape created by the pandemic. Traditionally, many people choose to strengthen their competitive positions by improving their skills during difficult economic times, resulting in higher postsecondary enrollment and more credentials and degrees. However, the unique circumstances of this crisis make predicting future enrollment and attainment difficult — such upskilling may not occur in the same manner as before.

Prior to the pandemic, economists said reaching an attainment rate of 65 percent was critical to keeping Ohio competitive in the future. If Ohio maintains its status quo rates of credentialing and postsecondary graduation, the state will fall short of that desired attainment level by **nearly one million Ohioans**.

Ohio computes a combined attainment rate that includes both degrees granted and credentials earned. Based on this measure, Ohio has increased its attainment rate over the past decade. Ohio's attainment rate currently stands at **49.2 percent** of working-age adults. However, this is two percentage points below the national average of 51.3 percent and places Ohio 31st among all the states.

Ohio's Average Attainment Rate

State Average

49.2%

2018

34.9   34.7   35.8   35.5   36.5   37.5   43.2*   43.6   44.1   44.6

2008
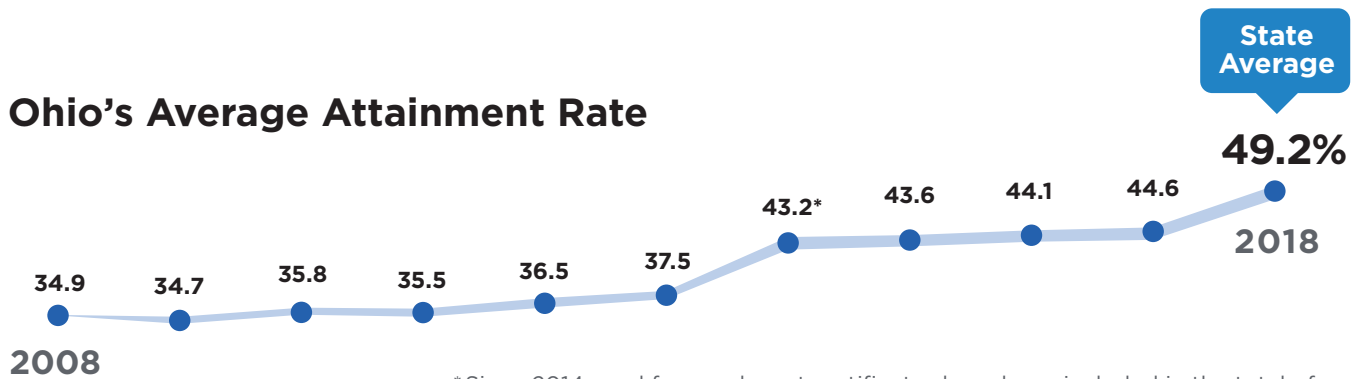
*Since 2014, workforce-relevant certificates have been included in the total of postsecondary credentials. Since 2018, the total also has included certifications.

While the need is apparent everywhere in Ohio, there are wide differences in attainment percentages for various demographic groups and in different regions of the state, making solutions all the more challenging. In order to fulfill our state's workforce demand, we must include all Ohioans and address existing inequities in workforce readiness and opportunity gaps among various segments of Ohio's population.

Educational attainment is increasing among all Ohioans, but large gaps persist and must be closed, specifically gaps linked to race and ethnicity. Data show a persistent and troubling gap — roughly 13 percentage points — between the attainment levels of non-white, underrepresented minorities and those of their white peers.

Attainment also varies, often widely, from county to county and even within counties. For example, some counties in the southeastern part of the state have rates below 20 percent, while other counties near the large metropolitan areas have rates exceeding 50 percent.

Guiding Principles

Five core principles guide this statewide plan and should continue to guide Ohio's efforts to increase attainment:

Equity-Centered

Close opportunity gaps by removing barriers for underserved and underrepresented Ohioans.

Learner-Focused

Focus on the needs of Ohio learners of all ages, incomes, genders, race or ethnicities, and place individual learners at the center of every attainment effort.

Workforce-Aligned

Connect the knowledge and skills required by Ohio's employers directly to attainment efforts to ensure that all Ohioans are prepared for success and that Ohio's changing economy thrives.

Partnership-Led

Establish diverse and dynamic partnerships with education, business, philanthropic, social service and other community organizations at the state and local levels to accelerate attainment efforts.

Success-Driven

Identify, celebrate and quickly scale the policies and programs that are working to increase attainment in all communities across Ohio and at the state level.

Strategies to Increase Attainment

The Complete to Compete Ohio Coalition identified **five statewide objectives** to increase attainment:

1

Attainment Value

Create the demand among Ohioans for pursuing all types of credentialing and postsecondary options by developing and sharing comprehensive messaging to communicate how improved attainment impacts the lives and prosperity of individuals and communities.

2

Workforce Alignment

Deepen the connections between education, the workforce and social services to ensure that all students and adults have the knowledge and skills required for in-demand careers through exposure and experience in career-connected learning opportunities.

3

Access and Affordability

Create and communicate affordable routes to degrees and credentials so more Ohioans can access and complete their education with minimal or no debt.

4

Academic Success and Completion

Ensure that all Ohioans have the knowledge and skills they need to start their career or to start a new educational experience, remediation free, with the ability to complete on time.

5

Regional Partnerships

Create and support multisector partnerships as they work to address local workforce and education needs and accelerate attainment.

1 Attainment Value

Create the demand among Ohioans for pursuing all types of credentialing and postsecondary options by developing and sharing comprehensive messaging to communicate how improved attainment impacts the lives and prosperity of individuals and communities.

STRATEGY A

Share messaging related to attainment, as well as support, coordinate and host attainment-focused statewide and regional events for students, families, educators, counselors, policymakers and business and community leaders.

1. Create a statewide messaging campaign.
   a. Identify champions for the attainment messaging.
   b. Use student or recent graduate voices of all ages to help drive messaging.

2. In addition to general statewide messaging, create a suite of messaging resources to reach targeted populations.
   a. Identify specific populations (e.g., disadvantaged, underserved, recently unemployed due to COVID-19, adults, etc.) and target them with creative, culturally appropriate messaging using multiple languages and mediums.
   b. Partner with local and state agencies such as the Departments of Rehabilitation and Correction, Job and Family Services, Youth Services and Opportunities for Ohioans with Disabilities to communicate with and increase the attainment of the Ohioans they serve.
   c. Expand awareness of the Adult Diploma Program, the 22+ Program and Aspire so more adults earn a high school diploma or its equivalent.

3. Raise policymakers' awareness of and focus on Ohio's attainment successes and challenges, as outlined in a communications plan.

Highlights of Ohio's Current Attainment Assets

Complete to Compete Ohio Coalition The Complete to Compete Ohio Coalition — a public-private coalition of more than 40 members across the Ohio education and workforce systems — created a communications campaign to highlight the importance of educational attainment.

In-Demand Jobs Week In-Demand Jobs Week is a celebration of jobs, industries and skills that are in demand in Ohio. Each spring, communities partner with their local industries and community organizations to plan events and activities that will inspire excitement among students and job seekers.

2 Workforce Alignment

Deepen the connections between education, the workforce and social services to ensure that all students and adults have the knowledge and skills required for in-demand careers through exposure and experience in career-connected learning opportunities.

Maximize the collaboration between businesses and education institutions in order to increase the number of K-12 and postsecondary students engaging in internships, apprenticeships and co-ops to explore careers, develop applied knowledge and skills, earn a high-value credential, and gain valuable workplace experience and connections to jobs within their preferred career field.

1. Increase work-based learning opportunities — either in-person or virtually — for K-12 and postsecondary students.

   a. Identify and remove barriers, such as legal barriers (e.g., insurance and age restrictions), for schools, students and businesses interested in work-based learning experiences.

   b. Encourage employers and education institutions to facilitate work-based learning opportunities for all students and explore potential incentives for these organizations to further encourage work-based learning.

2. Track employment data by education institution and program to determine the labor market outcomes for recent graduates.

3. Develop supports for employers such as toolkits and guides on the various models of work-based learning, including virtual experiences, so that employers can more readily and successfully engage K-12 and postsecondary students in these opportunities.

Highlights of Ohio's Current Attainment Assets

ApprenticeOhio ApprenticeOhio is Ohio's authorized state apprenticeship agency which assists employers in developing apprenticeship programs, approves applications for sponsorship and provides oversight and technical support to existing programs to ensure quality and safety.

OhioMeansJobs-Readiness Seal The OhioMeansJobs-Readiness Seal is a formal designation that students can earn on their high school diplomas and transcripts indicating they have the personal strengths, strong work ethic and professional experience that businesses need.

STEM and STEAM Schools STEM schools focus on the infusion of high-level mathematics, technology, engineering and science into curriculum. STEAM schools infuse the arts and design with STEM.

2 Workforce Alignment

Deepen the connections between education, the workforce and social services to ensure that all students and adults have the knowledge and skills required for in-demand careers through exposure and experience in career-connected learning opportunities.

STRATEGY B

Increase the number of Ohioans of all ages earning high-value, industry-recognized credentials aligned to the knowledge and skills required for in-demand careers.

1. Work with businesses to upskill their employees through short- and long-term certificates, credentials and degrees to meet current and future workforce needs.

2. Improve data collection of industry credentials and analyze which credentials students are earning, how the most commonly earned credentials are aligned to in-demand jobs and how the credentials affect labor market outcomes.

3. Leverage new policies and programs at the K-12 level to communicate the value of industry credentials and increase the number of students earning high-value credentials.

   a. Identify incentive funding for credentials to expand training programs, including online-only programs, and credentials earned in traditional high school and career technical schools.

   b. Use Ohio's new graduation requirements' focus on career preparation to encourage more students to earn industry credentials.

   c. Improve and leverage the "Prepared for Success" measure on Ohio's school and district report cards to incent schools and districts to place greater emphasis on offering and helping students earn high-value credentials.

Highlights of Ohio's Current Attainment Assets

Innovative Workforce Incentive Program This program, administered by the Ohio Department of Education, uses financial incentives to increase the number of high school students who earn industry-recognized credentials in priority industry sectors.

Ohio TechNet Ohio TechNet is a consortium of education and training institutions that coordinates higher education's efforts to support the workforce needs of manufacturers.

SuccessBound SuccessBound is a communications and convening strategy led by the Ohio Department of Education designed to bring together Ohio's strong business and education partnerships to engage and inspire students about career opportunities and raise awareness about career-preparation opportunities.

TechCred TechCred helps Ohioans learn new skills and helps employers build a stronger workforce with the skills needed in a technology-infused economy through state grants to employers who upskill their employees with short-term technology credentials.

2 Workforce Alignment

Deepen the connections between education, the workforce and social services to ensure that all students and adults have the knowledge and skills required for in-demand careers through exposure and experience in career-connected learning opportunities.

C Increase access for underserved and underrepresented Ohioans to work-based learning experiences.

1. Ensure that students have access to wraparound services that support educational attainment and encourage students to engage in work-based learning opportunities.

   a. Pilot a model where a social services coordinator is shared between employers to support students in work-based learning opportunities.

   b. Expand the state's Comprehensive Case Management and Employment Program (CCMEP) eligibility to help more low-income young adults build career paths.

2. Focus on increasing the attainment opportunities for restored citizens in Ohio.

   a. Expand training and other educational opportunities to incarcerated Ohioans, including the ability to earn credentials.

   b. Expand access to second-chance aid (e.g., Ohio College Opportunity Grant (OCOG), Pell Grants).

   c. Create a coalition of businesses to promote and expand the use of best practices and extol the value of hiring restored citizens.

3. Identify Ohioans who drop out of high school and college to determine why they did not complete and identify interventions that will help re-engage them to complete their educations.

Highlights of Ohio's Current Attainment Assets

Adult Diploma Program The Adult Diploma Program provides job training and a new pathway for adults, ages 22 or older, to earn a high school diploma and industry credentials aligned to one of Ohio's in-demand jobs.

Aspire Program for Adult Learners Ohio's Aspire programs provide free services for individuals who need assistance acquiring the skills to be successful in postsecondary education and training, and employment. Programming includes high school equivalence preparation.

Comprehensive Case Management and Employment Program The Comprehensive Case Management and Employment Program (CCMEP) helps low-income young adults ages 14-24 get the training and supports necessary to enter a career and break the cycle of poverty. County agencies combine available programs to provide services.

Employment First Employment First is a multi-agency initiative designed to ensure every individual with a disability has an opportunity to seek employment. State agencies work to provide a person-centered planning process for every individual of working age to identify their desired employment goal and their place on the path to community employment.

Finish for Your Future Finish for Your Future is an Ohio Department of Higher Education initiative focused on building capacity and processes to enroll significantly more adult learners and increasing retention and completion of adult learners once they have enrolled in postsecondary education.

Ohio Central School System The Ohio Central School System is a school district operating within the Ohio Department of Rehabilitation and Correction (ODRC) that seeks to provide educational programs for prisoners to allow them to complete adult education courses, earn Ohio certificates of high school equivalence or pursue career training.

OhioMeansJobs Centers OhioMeansJobs centers assist job seekers, employers and youth in each county with job search assistance, employee recruitment, job training and more.

Second Chance Pell Grants This federal pilot program allows penal institutions to collaborate with a college or university to provide Federal Pell Grant funding to otherwise eligible students who are incarcerated and who are eligible for release back into the community, particularly those who are likely to be released within five years of enrollment in the program.

22+ Adult High School Diploma Program The 22+ Adult High School Diploma Program helps adults earn a high school diploma. The program is free to adults who are over 22 years old, living in Ohio and do not have a diploma or a GED.

3 Access and Affordability

Create and communicate affordable routes to degrees and credentials so more Ohioans can access and complete their education with minimal or no debt.

STRATEGY A

Increase the number of potential students who complete the Free Application for Federal Student Aid (FAFSA).

1. Strengthen the tracking of FAFSA completions.

    a. Improve current coordination of FAFSA data.

    b. Create a real-time tracking system that high school counselors can use to monitor their students' FAFSA completion.

2. Promote FAFSA completion.

    a. Require schools to promote and communicate the importance of completing the FAFSA to all high school students and families and develop strategies, such as identifying available supports, to help students and families complete the form.

    b. Expand FAFSA completion initiatives to include adult populations and new partners (e.g., Ohio Department of Job and Family Services and the Ohio Department of Rehabilitation and Correction).

    c. Pilot incentives for students and/or districts for FAFSA completion, with a special emphasis on high schools serving underrepresented student populations.

    d. Include FAFSA completion data on the district and school report cards.

3. Provide supports to students, families and schools to help complete the FAFSA.

    a. Create and expand partnerships to help students and families complete the FAFSA forms (e.g., districts partner with accounting firms or college access networks).

    b. Support educational campaigns on the importance of completing the FAFSA and the resources students and families can access to help complete the form.

Highlights of Ohio's Current Attainment Assets

Cradle to Career Organizations These organizations are local and regional partnerships working to improve outcomes for students by bringing together cross-sector partners around a shared community vision.

Ohio FAFSA Data Service Information on student FAFSA application completion is available to high school counselors so they can assist graduating seniors who are seeking financial aid for postsecondary education.

Regional College Access Programs These programs, such as I Know I Can, College Now Greater Cleveland, and the Mahoning Valley College Access Program are dedicated to improving the quality and quantity of support that underrepresented students receive to apply to, enter and succeed in postsecondary education.

3 To Get Ready!!! The *3 to Get Ready!!!* campaign, led by the Ohio Department of Higher Education, is designed to help high school students prepare for their postsecondary education by focusing on applying for financial aid through FAFSA, submitting college applications and selecting where students will pursue their postsecondary education.

3 Access and Affordability

Create and communicate affordable routes to degrees and credentials so more Ohioans can access and complete their education with minimal or no debt.

STRATEGY B

Provide opportunities for students — especially underserved and underrepresented students — to earn postsecondary credit and industry-recognized credentials while in high school.

1. Ensure access for all students to regular and substantive academic and career counseling during the middle and high school grades.

2. Increase the number of high school students enrolling in, and successfully completing, postsecondary-level learning by expanding:

   a. Access to dual enrollment College Credit Plus courses,

   b. Availability of Advanced Placement (AP) courses and completion of associated AP examinations, and

   c. Opportunities to enroll in early college high schools.

3. Encourage additional partnerships between traditional high schools, career-technical schools and higher education institutions to ensure more students have access to career-technical education programming and credentialing opportunities.

Highlights of Ohio's Current Attainment Assets

College Credit Plus College Credit Plus is Ohio's dual enrollment program that provides students in grades 7-12 the opportunity to earn college and high school credits at the same time by taking courses from Ohio colleges or universities.

Early College High Schools Early College High Schools combine high school and the first several years of college, which can lower the overall cost of a student's college education. In grades 9 and 10, students take college-prep classes. In grades 11 and 12, students take college-level classes, earning both college and high school credit.

Innovative Workforce Incentive Program This program, administered by the Ohio Department of Education, uses financial incentives to increase the number of high school students who earn industry-recognized credentials in priority industry sectors.

Project Lead The Way Project Lead The Way is a nonprofit organization that provides real-world, applied learning experiences in computer science, engineering and biomedical science for PreK-12 students and teachers across the U.S.

3 Access and Affordability

Create and communicate affordable routes to degrees and credentials so more Ohioans can access and complete their education with minimal or no debt.

STRATEGY C

Expand access to affordable pathways and increase funding for need-based aid, including programs targeted to nontraditional adult learners, and include completion-based incentives in any state aid.

1. Advocate for more need-based state financial aid and pilot completion-based incentives.

2. Encourage high schools and postsecondary institutions to promote more low-cost pathways for degrees and credentials that lead to in-demand jobs.

3. Remove barriers to continued education associated with small educational debt, such as modifying the collections and interest accrual processes.

4. Better leverage employer professional development resources or investments (e.g., pre-imbursement rather than reimbursement) to support employed students' education and training needs.

5. Promote Ohio's strong portfolio of postsecondary options offering alternative learning models to accommodate adult students' unique needs and challenges, such as evening and weekend options and set schedules each semester so students can plan for families and work.

Highlights of Ohio's Current Attainment Assets

Career-Technical Credit Transfer (CT)[2] (CT)[2] helps more high school and adult career-technical students go to college and enter with college credit. Technical credit earned in high school saves students money and time, and Ohio business and industry will benefit from more employees with higher education and advanced skills.

Choose Ohio First The Choose Ohio First Scholarship from the Ohio Department of Higher Education is designed to significantly strengthen Ohio's competitiveness within STEMM (Science, Technology, Engineering, Math and Medicine) disciplines and STEMM education programs. Choose Ohio First awards competitive scholarship funding to Ohio's colleges and universities to support undergraduate and graduate students in innovative academic programs.

Financial Aid for Military Service & First Responders Ohio provides financial aid and other resources for students who are active service members, veterans and sometimes their family members as well. Opportunities include the Ohio War Orphans and Severely Disabled Veterans' Children Scholarship, the Ohio Safety Officers Memorial Fund and the Ohio National Guard Scholarship Program.

Ohio College Opportunity Grant (OCOG) OCOG provides grant money to Ohio residents who demonstrate the highest levels of financial need who are enrolled at Ohio public colleges or universities, Ohio private, non-profit colleges or universities and Ohio private, for-profit institutions.

Ohio Open Ed Collaborative North Central State College, in collaboration with Ohio State University, Ohio Dominican University and 15 other community colleges joined together to develop open educational resources and other materials in an effort to reduce the cost of textbooks for students through an innovation grant from the Ohio Department of Higher Education.

Ohio Transfer to Degree Guarantee (T2DG) T2DG enables Ohio students to streamline credit transfer among the state's public institutions of higher education and from both secondary and adult career-technical institutions to help students find the best pathway to quicker degree completion and to launch successful careers.

Pell Grants Federal Pell Grants provide need-based grants to low-income undergraduate and certain postbaccalaureate students to promote access to postsecondary education.

Performance-Based Higher Education State Funding The state's share of instructional support for public colleges and universities is tied to student advancement and completion instead of simply enrollment.

3 Access and Affordability

Create and communicate affordable routes to degrees and credentials so more Ohioans can access and complete their education with minimal or no debt.
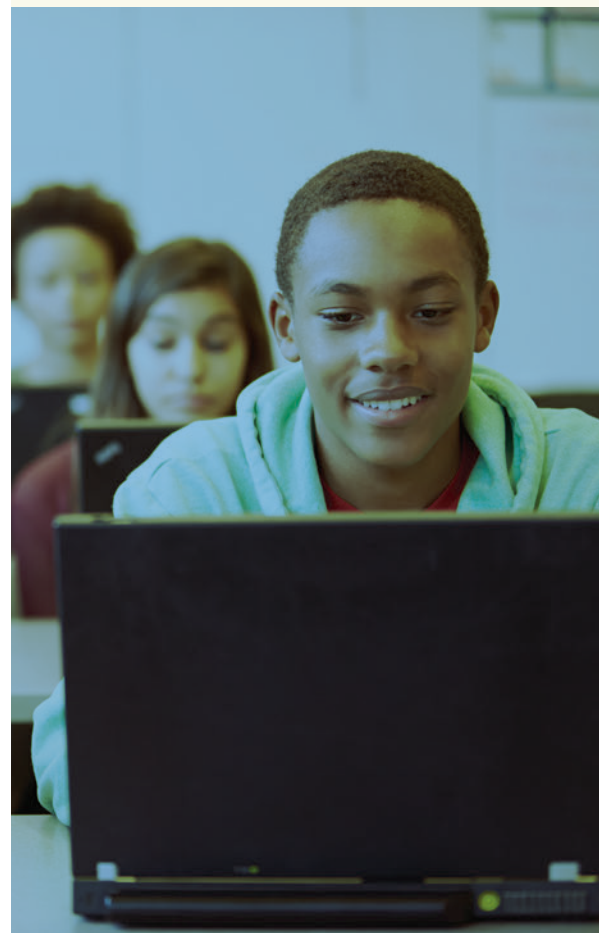
STRATEGY D

Increase affordable broadband access to unserved and underserved areas in Ohio to improve and expand effective online learning opportunities for students

1. Expand affordable broadband access to unserved and underserved areas in Ohio.

   a. Advocate for increased investment in broadband infrastructure throughout the state, with a special emphasis on unserved and underserved areas, potentially including federal and state grant programs.

   b. Support BroadbandOhio as it develops a statewide plan to increase broadband access in Ohio and pursues funding opportunities.

   c. Advocate for adequate broadband speeds that support multiple-use scenarios in households to ensure work and school can be performed simultaneously by multiple household members.

   d. Increase public awareness of low-income internet plans to qualifying households through community organizations and internet service provider marketing.

2. Equip students and educators to be successful in an online learning environment.

   a. Expand access to affordable learning devices for low-income students to better enable online instruction.

   b. Add digital literacy provisions to broadband infrastructure legislation to help increase the spread and effective use of broadband connectivity.

   c. Include effective online teaching and learning practices in the preparation programs for pre-service educators and professional development for in-service educators.

Highlights of Ohio's Current Attainment Assets

BroadbandOhio Housed within the Ohio Development Services Agency, BroadbandOhio is dedicated to improving access to high-speed internet across the state, leads the implementation of Ohio's broadband strategy and is the point of contact for all broadband projects in the state.

OARnet The Ohio Academic Resources Network (OARnet) was created by the Ohio Department of Higher Education to expand broadband access to higher education, K-12, state and local government and offer innovative services for higher education students.

4 Academic Success and Completion

Ensure that all Ohioans have the knowledge and skills they need to start their career or to start a new educational experience, remediation free, with the ability to complete on time.

A

Ensure that Ohio's students, especially our most disadvantaged students, benefit from effective educators, support personnel and leadership who have the training, supports and resources necessary to deliver quality caring, teaching and learning.

1. Provide financial incentives, such as salary bonuses and student aid forgiveness, to educators working in hard-to-staff schools.

2. Identify and implement strategies, such as building on the educator equity lab work underway at the Ohio Department of Education, to diversify the school leader, educator and support personnel pipeline.

3. Ensure pre-service and in-service school leaders, educators and support personnel participate in preparation programs and professional development which highlights best practices for student engagement, trauma-informed instruction and social-emotional learning.

Highlights of Ohio's Current Attainment Assets

Each Child, Our Future *Each Child, Our Future*, adopted by the State Board of Education in June 2018, is Ohio's shared five-year strategic plan for ensuring that each student is challenged, prepared and empowered for his or her future by way of an excellent prekindergarten through grade 12 education.

Equity Labs Hosted by the Ohio Department of Education, local and regional equity labs help district personnel identify their most concerning equity gaps, identify their root causes and choose strategies to narrow the gaps.
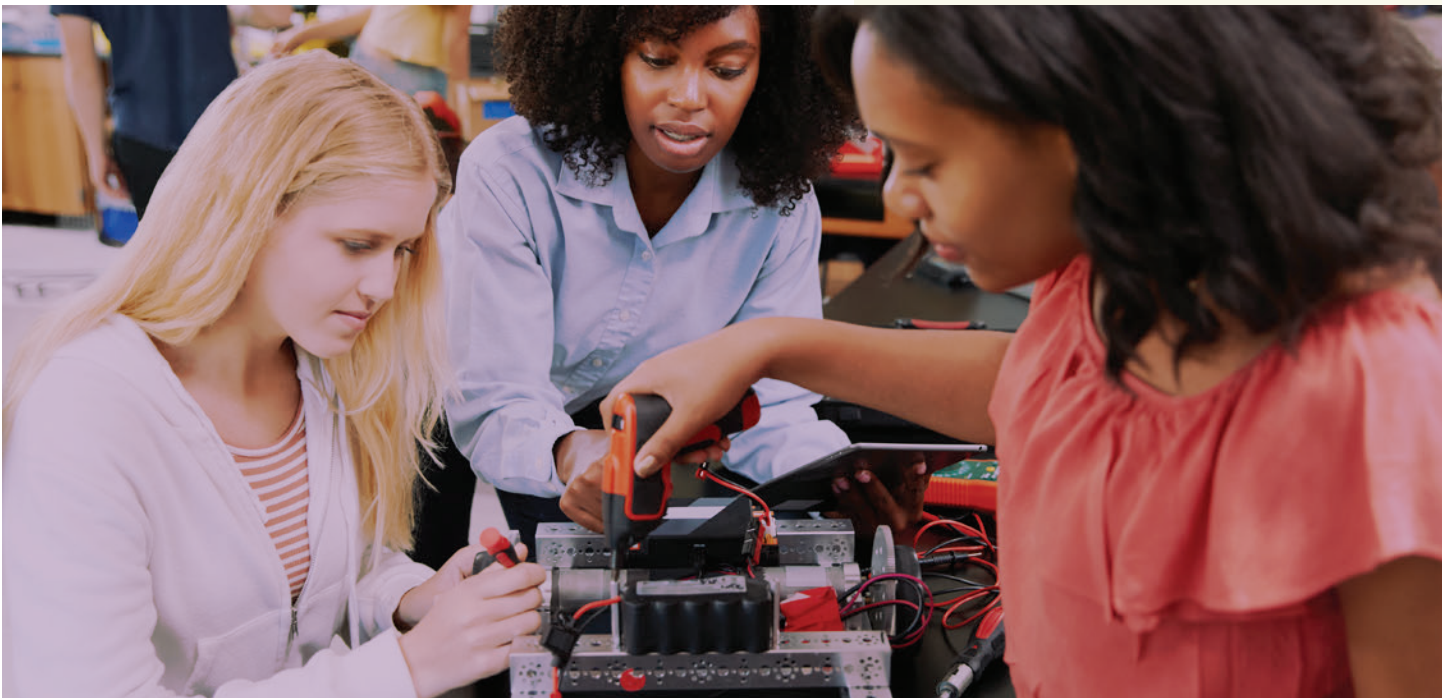
4 Academic Success and Completion

Ensure that all Ohioans have the knowledge and skills they need to start their career or to start a new educational experience, remediation free, with the ability to complete on time.

STRATEGY B

Increase access to wraparound services and academic supports to students of all ages.

1. Continue student success and wellness investments for schools and evaluate the programs to identify best practices.

   a. Share best practices for wraparound services as they relate to access, academic success, student mobility, college- and career-readiness and other important issues.

2. Expand access to programs and promising practices that decrease remediation and increase student retention and completion.

   a. Use the lessons learned from Ohio's postsecondary institutions to scale up efforts, such as the Community College Acceleration Program (CCAP), to improve advising, corequisite remediation, financial supports, relevant pathways and other supports to help students complete on time.

Highlights of Ohio's Current Attainment Assets

Corequisite Remediation Corequisite Remediation is a model where students, instead of enrolling in costly, non-credit bearing remediation courses, enroll directly into college-level courses and receive just-in-time academic support in order to increase student retention and completion.

Credit When It's Due Credit When It's Due assists eligible students with obtaining an associate degree by using prior coursework successfully completed at two or more Ohio public colleges or universities to satisfy the requirements for an associate degree.

Federal TRIO Program TRIO programs provide grants to education and community institutions to serve and assist low-income individuals, first-generation college students and individuals with disabilities to progress through the academic pipeline from middle school to postbaccalaureate programs.

Prior Learning Assessment The Prior Learning Assessment measures student learning that has occurred outside the college classroom, such as work and military experience, to determine whether it is appropriate for college credit and the equivalent number of college credits that apply.

Ready, Set, Soar Ohio Ready, Set, Soar Ohio is a diverse statewide coalition of early childhood, education, health, advocacy, philanthropy and business organizations, community leaders, policymakers and families with the goal of lifting up all Ohio children, ensuring they are more likely to be kindergarten ready, graduate from high school, have higher earnings and better health.

Student Resource Centers Ohio Campus Compact's Student Resource Centers is a statewide initiative working with institutions of higher education to identify the nonacademic needs of students and connecting students to the on-campus, community, state and federal resources that exist to help eliminate barriers to a student's academic success.

4 Academic Success and Completion

Ensure that all Ohioans have the knowledge and skills they need to start their career or to start a new educational experience, remediation free, with the ability to complete on time.

STRATEGY C

Increase student access to K-12 and postsecondary academic and career counseling in partnership with counselors, other educators and local business and nonprofit partners.

1. Require all students to develop an individual career plan, in consultation with families, teachers and counselors, that addresses the career interests of the student and the academic, work-based learning, social services and financial literacy steps required to complete the plan.

2. Ensure that career awareness and exploration opportunities are available for all middle school and high school students, including data on earning potential, required educational pathways and availability of jobs in each career area.

3. Building on OhioMeansJobs.com and similar systems, develop a comprehensive navigation tool to help students, families, adults, educators and counselors identify potential career options, connect students with supports and guide them through their educational experience.

4. Use school district business advisory councils to help identify businesses and nonprofits to provide career counseling and mentoring when appropriate.

5. Develop partnerships between education and business leaders to provide opportunities for educators to visit Ohio worksites and for employers to visit classrooms.

6. Embed career exploration into teacher and counselor preparation curricula and ongoing professional development.

Highlights of Ohio's Current Attainment Assets

Each Child, Our Future *Each Child, Our Future*, adopted by the State Board of Education in June 2018, is Ohio's shared five-year strategic plan for ensuring that each student is challenged, prepared and empowered for his or her future by way of an excellent prekindergarten through grade 12 education.

Free ACT or SAT Administration in High School All high school students take a state-funded administration of the ACT or SAT in the spring of their junior year. This free administration of the exam gives students who may not have been considering higher education an opportunity to see if they are college ready.

GEAR UP Ohio's GEAR UP state project is focused on embedding a college-going culture in targeted schools and communities to increase the number of low-income students prepared to enter and succeed in postsecondary education. The project is coordinated in partnership with the Ohio Department of Higher Education, the Ohio Department of Education and College Now Greater Cleveland.

Project Lead The Way Project Lead The Way is a nonprofit organization that provides real-world, applied learning experiences in computer science, engineering and biomedical science for PreK-12 students and teachers across the U.S.

OhioMeansJobs.com OhioMeansJobs.com is Ohio's free, online career counseling portal that connects businesses to job seekers and provides career services to all Ohioans.

Ohio Strong Start to Finish Ohio Strong Start to Finish is a collaboration between the Ohio Department of Higher Education and Ohio's public colleges and universities seeking to significantly increase the number of students completing gateway mathematics and English courses as part of a guided pathway within their first academic year.

5 Regional Partnerships

Create and support multisector partnerships as they work to address local workforce and education needs and accelerate attainment.

STRATEGY A

Raise the profile of local and regional workforce collaboratives and industry sector partnerships and support the creation of such partnerships where they do not exist.

1. Identify ways to create additional collaboratives to serve communities that don't have P-20 councils, workforce collaboratives or industry sector partnerships.

   a. Create a state grant program to offer startup funding for comprehensive collaboratives focused on attainment.

   b. Leverage the leadership of successful organizations already in Ohio to serve as mentors or coaches to the staff of newly developing organizations.

2. Identify ways to strengthen and grow existing collaboratives.

3. Convene workforce and economic development organizations throughout Ohio to focus on attainment and opportunities for additional collaboration between business and education institutions.

STRATEGY B

Increase awareness of, participation in and effectiveness of school district business advisory councils to improve student career awareness and readiness.

1. Highlight successful business advisory councils that have led to strong partnerships between educators and local business leaders.

2. Identify and communicate the best practices for business advisory councils and bring them to the attention of superintendents, local board members and business leaders.

3. Raise awareness of business advisory councils and their importance among business leaders throughout the state.

Highlights of Ohio's Current Attainment Assets

Business Advisory Councils Business Advisory Councils foster cooperation among K-12 schools, businesses and the communities they serve. Made up of local business leaders and educators, they ensure that the work of educators and employers aligns with the needs of the local economy.

Cradle to Career Organizations These organizations are local and regional partnerships working to improve outcomes for students by bringing together cross-sector partners around a shared community vision.

Governor's Executive Workforce Board Governor's Executive Workforce Board members are innovative leaders in business, education and workforce development. They are responsible for advising the Governor, Lt. Governor and the Governor's Office of Workforce Transformation about emerging workforce needs, solutions and best practices.

Industry Sector Partnerships Industry Sector Partnerships are collaborations between businesses, education and training providers, and other community leaders who work together to create a more skilled workforce in their region.

JobsOhio JobsOhio is a private nonprofit corporation designed to drive job creation and new capital investment in Ohio through business attraction, retention and expansion efforts.

Ohio TechNet Ohio TechNet is a consortium of education and training institutions that coordinates higher education's efforts to support the workforce needs of manufacturers.

Workforce Development Boards Workforce Development Boards set policy, develop local plans and budgets to carry out the duties of the local system and act as an independent broker of programs to assist employers in meeting their hiring needs and workers to find sustainable jobs.

Plan Implementation

The Complete to Compete Ohio Coalition will develop detailed action plans for each strategy. The action plans will include specific tactics, outcomes, metrics, policy priorities, partners and timelines.

The coalition will develop these plans during the summer of 2020. When this work is complete, the coalition will post the plans on its website — **www.CompletetoCompeteOhio.org** — and immediately begin to implement the highest priority strategies and tactics.

Attainment Metrics

The coalition will monitor the statewide attainment rate each year to measure Ohio's progress toward greater attainment. In addition to this rate, the state should monitor the indicators below — many of which are reported by state agencies such as the **Ohio Department of Higher Education**, **Ohio Department of Education** and the **Ohio Department of Job and Family Services**. When possible, all metrics should be disaggregated by demographic characteristics and region.

PreK-12

- Percent of Students Who Start Kindergarten Ready to Learn
- Ohio's State Tests, Especially 3rd and 8th Grade Reading and Math Proficiency
- ACT and SAT Scores
- FAFSA Completion Rates
- Percent of High School Students in Work-Based Learning Opportunities (e.g., Internships, Co-ops, etc.)
- Four-Year High School Graduation Rate
- Number of High School Graduates Earning a High-Value, Industry-Recognized Credential
- Number of High School Graduates Earning Nine or More Postsecondary Credits
- Number of High School Graduates Entering Military Service
- Number of High School Students who have Enrolled in and Completed a Pre-Apprenticeship

Postsecondary

- Average Student Credit Hours by Term
- Number of Certificates Awarded by Ohio Technical Centers and Community Colleges
- Postsecondary Enrollment
- Postsecondary Persistence
- FAFSA Completion Rates
- Postsecondary Completion Rates
- Six-Year College and University Graduation Rate
- Six-Year College and University Retention Rate
- Three-Year College Retention and Success Rate
- Average Student Debt
- Percent of Postsecondary Students in Work-Based Learning Opportunities (e.g., Internships, Co-ops, etc.)
- Number of Postsecondary Students Earning a High-Value, Industry-Recognized Credential

Workforce

- Educational Attainment by County
- Percent of County Residents Earning a Living Wage
- Average Wage per Attainment Level
- Job Placement Rate for Recent Graduates
- Percent Change in Skill Gap
- Unemployment Rate
- Number of Unfilled Job Openings
- Number of Adults Earning a High-Value, Industry-Recognized Credential
- Number of Ohioans Enrolled in Registered Apprenticeship Programs
- Number of Employers Offering Paid Work-Based Learning Opportunities

For more information, visit the
Complete to Compete Ohio website:

www.CompletetoCompeteOhio.org

Ohio Excels

Or contact Ohio Excels:

www.OhioExcels.org

(614) 897-0431

info@ohioexcels.org