

supportive ways, recognizing that the independence of the institutions has fostered greatness in many areas and that excessive regulatory activity or planning could impair some of those highest institutional achievements.

The overarching goal of these strategic directions is to help Indiana optimize and more fully integrate its **system** of postsecondary education. This means striving to achieve a system of coordinated parts that operates at the highest levels of quality, is more accountable for overall results, more responsive to state needs, more cost-effective, and more affordable for Indiana residents.

Aspirations for Indiana Postsecondary Education

This strategic document focuses on five primary areas spanning Indiana's system of postsecondary education and reflective of the aspirations required to have a vibrant, entrepreneurial economy and a creative, informed citizenry, necessary for the state to prosper in an increasingly competitive world. They are intended as touchstones to guide practical policy and create a sense of teamwork between and among the postsecondary institutions and the ICHE to improve the way all of us serve the citizens of Indiana.

Above all else, a high level of quality and accountability must permeate and transcend all areas. Indiana's postsecondary education system must achieve an international reputation for quality in instruction, research, and community engagement by holding itself accountable for results and being transparent about reporting performance-related data. The system must be designed to effectively and efficiently maximize opportunities for students, and consist of components whose missions complement one another and work in concert to fulfill the vision, goals, and strategic directions. This will necessitate a strong commitment to making substantial progress in addressing and reducing the access and success gaps of low-income and minority students throughout the system.

Indiana's system of postsecondary education will –

ACCESS

Offer quality education to Hoosiers – in a variety of desired formats, locations, and times.

Indiana must aspire to lead the nation (Top 5) in the college-going rate of its recent high school graduates and make substantial progress (Top 10) in the number of adult, minority, and low-income students successfully pursuing a postsecondary education by 2012.

(ICHE, Indiana's colleges and universities, Indiana's Education Roundtable, Indiana Department of Education, Indiana's high schools)

AFFORDABILITY

Ensure all academically qualified Indiana residents are able to study at the postsecondary level irrespective of their financial circumstances.

Indiana must aspire to increase its commitment to need-based financial aid, and be a national leader in having a coordinated, transparent, and easy-to-access financial aid process for all students by 2009.

(ICHE, State Student Assistance Commission of Indiana, Indiana's colleges and universities)

STUDENT SUCCESS

Prepare all students with the knowledge, skills, and credentials necessary to succeed in the workplace, in the community, in further education, in living enriched lives, and in being globally competent citizens.

Indiana must aspire to dramatically improve the number and timeliness of college graduates, and become a national leader (Top 10) in retention at each grade level, on-time graduation rates, and reportable three-year (associate degree level) and six-year (baccalaureate degree level) graduation rates, and particularly in graduating at-risk and underrepresented students in higher education (achieve Top 10 status) by 2012.

(ICHE, Indiana's colleges and universities)

COLLEGE PREPARATION **Contribute to ensuring that all recent high school graduates are prepared to immediately start, and succeed in, college-level courses.**

Indiana must aspire to dramatically decrease the need for remedial education offerings for recent high school graduates at the college level by 2012, and increase the number of college-ready graduating high school seniors to reflect at least 80% of the graduating class by 2012.
(Indiana's Education Roundtable, Indiana Department of Education, Indiana high schools, Indiana's colleges and universities, ICHE)

CONTRIBUTIONS TO INDIANA'S ECONOMY **Contribute to a dynamic, cutting-edge economy by collaborating with government and business to create a well-prepared, world-class workforce; to advance human knowledge; to enrich the culture, and to improve the quality of life of Indiana and its residents through high quality research and creative activity, which where appropriate, will be supported by an increasing level of external funding.**

Indiana must aspire to rapidly implement or expand programs that respond to critical state and regional workforce needs, and be among the top Midwestern states in both total and federal research and development expenditures per capita by 2012.
(Indiana's colleges and universities, ICHE, Indiana Department of Workforce Development)

Strategic Directions to Achieve the Aspirations

The strategic directions outlined do not cover every conceivable higher education issue in Indiana, nor do they imply a "one-size-fits-all" approach. They do focus on those important challenge areas that have been identified by the ICHE through discussions with Indiana's higher education, business, and community and legislative leaders. These are the challenge areas that require the most immediate attention to successfully advance the vision and the goals. Finally, these strategic directions build upon Indiana's foundational policies and initiatives that have been reaffirmed as part of this process and are included in Appendix A.

These strategic directions bring forward **challenging and bold ideas**, some of which will **require thorough review and study**, particularly those ideas that **may have substantial fiscal implications**. The ICHE will take such matters into account as it embarks on these strategic directions and fulfills its role in making budgetary recommendations to the Governor and the General Assembly.

Access

Indiana has improved substantially the college-going rate of recent high school graduates to 10th in the nation (62%) up from 34th.³ This has been the result of focused institutional as well as state efforts. Access has been further expanded by the development of Core 40 (currently representing 68% of high school graduates)¹², the new community college (annually enrolling 30,000 additional students after its first six years, representing a 70% increase)⁴, and expanded transfer opportunities (12 associate degrees and 70 courses across all public colleges). However, Indiana does not have a coherent approach to passport-type programs, and still lags the nation in the number of adults participating in higher education. Indiana's postsecondary education system must increase access by providing more seamless transfer of courses and degrees across local campuses and more opportunities for adults.

- To provide students with an additional opportunity to be admitted to their first choice for college, all public four-year campuses should have formal **Passport Programs** that provide a student denied admission with the opportunity to complete prescribed courses satisfactorily at another institution and be