RISE to 55

Final Report on Attainment Grant Activities

Higher Education Coordinating Council
Friday, June 22, 2018
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By 2025, more than 60 percent of Florida’s jobs will require a postsecondary degree or certificate, yet just 47 percent of working-age residents are currently equipped. To bridge the gap, the Florida Higher Education Coordinating Council (HECC) is calling on its partners to help reach a statewide educational attainment goal of 55 percent.

- **21st**
  Florida ranks 21st among the 50 states for educational attainment beyond high school.

- **4 of 5**
  Four of the state’s five fastest-growing jobs require a postsecondary vocational education or higher.

- **10.1**
  Attainment in Florida has increased 10.1 percentage points since 2008. Our new goal is within reach.

To reach 55 percent attainment by 2025, approximately 784,000 of the state’s 9.8 million adults ages 25 to 64 must earn at least an associate’s degree or certificate. That’s roughly 1 out of every 12 working adults.

**EARNINGS**
Adults with an associate’s degree earn 18 percent more than those with a high school diploma, according to the U.S. Bureau of Labor Statistics. Adults with a bachelor’s degree earn 50 percent more and adults with a master’s degree earn nearly two-times more.

**ECONOMIC IMPACT**
Add one year of college to a region’s workforce and GDP per capita rises 17.4 percent, according to the Milken Institute.

**EMPLOYMENT**
Higher educational attainment increases opportunities for employment. Unemployment rates are lower among a more educated workforce, shows data from the U.S. Bureau of Labor Statistics.

**CIVIC ENGAGEMENT**
College-educated citizens are significantly more engaged in their communities than those with a high school diploma, found the Florida Joint Center for Citizenship and the National Conference on Citizenship.

For more information, visit www.floridahighereducation.org.
FLORIDA’S COLLEGE COMPLETION AND DEGREE ATTAINMENT GOAL

According to the Lumina Foundation, 60 percent of Americans will need a college degree, workforce certificate, industry certification or other high-quality postsecondary credential. Florida’s Department of Economic Opportunity estimates Florida will add six million more residents by 2030 and will need to create two million net new jobs. There are educational attainment gaps that must be closed in order to prepare for the anticipated economic shifts Florida will experience. Florida has a strategic opportunity to close attainment gaps that will have economic and generational benefits for Florida’s residents.

The Higher Education Coordinating Council (HECC) understands the most powerful indicator of economic development and healthy communities is educational attainment and is committed to ensuring Florida has the talent needed to meet the growing economy and population. On November 28, 2016, the council approved a motion to establish a statewide attainment goal of 55 percent to be reached by the year 2025. Florida College System Chancellor, Madeline Pumariega, is leading the effort to increase Florida’s attainment level from 47 percent to 55 percent by 2025.

Following adoption of the attainment goal, the Lumina Foundation awarded the Florida College System Foundation, on behalf of the Higher Education Coordinating Council, with $100,000 under the Attainment Challenge Grant program that is designed to develop and implement evidence-based policies to improve student success, close equity gaps and reach a robust postsecondary attainment goal. In addition to the Lumina Foundation grant, the Helios Education Foundation awarded an additional $100,000 through the Helios Florida Partnership for Attainment Match Grant to support the council’s attainment efforts.

To build stakeholder support networks and identify champions to increase educational attainment and its importance for the State of Florida, the council adopted four strategies to conduct this work: 1) research, 2) statewide convenings, 3) regional convenings and 4) communications and outreach (figure 1). Financial support from the Lumina Attainment Challenge Grant and the Helios Florida Partnership for Attainment Match Grant allowed the council to conduct research to identify key drivers of attainment, conduct...
convenings to engage higher education, business and community leaders across the state and develop communications to inform businesses and communities of the importance of attainment.

Regularly scheduled meetings of the HECC provided a high-profile opportunity to educate members on the pertinent issues related to attainment while reaching a broad audience of higher education and workforce stakeholders’ groups such as associations, networks and chambers. Since the awarding of the grants, HECC members, through regular meetings, received updates regarding activities, made recommendations regarding strategies to increase attainment in Florida and gained the information needed to champion attainment.
RESEARCH

The goal of the research strategy was to make the case for increasing attainment in Florida and solidify Florida’s attainment goal. The research garnered in this strategy has been used to inform publications that will help regional stakeholders understand their current localized status while also serving as the catalyst points for conversations about best practices that may need to be employed to improve educational attainment.

Reaffirming Florida’s Goal

According to the Lumina Foundation, 60 percent of Americans will need a college degree, workforce certificate, industry certification or other high-quality postsecondary credential by 2025 as shown in Figure 2. In addition to creating a robust economy and building stronger communities across Florida, increasing attainment also benefits communities and individuals. In reviewing state data and given the variance in county-level attainment rates, HECC set a goal to increase the attainment rate of Floridians ages 25 to 64 to 55 percent by 2025.

![Figure 2 Attainment Projections](image)

In conjunction with Department of Economic Opportunity, Office of Economic and Demographic Research and the Florida Chamber of Commerce Foundation, research was conducted to assess the impact of the approximately 1,000 new Floridians each day. Prior to this work, Florida was unsure about the impact in-migration has on educational levels of the population. The research expanded on county-level analyses contained in Lumina’s *A Stronger Nation* report and provided information needed to make attainment relevant at local levels, as summarized in Figure 3.
In reviewing the data and research, HECC concluded that in-migration does not negatively impact the attainment goal, thus reaffirming the recommendation to keep 55 percent as the goal for 2025. The outcome of this work helped formulate the communications campaign around the goal and served as a kick-off of regional meetings to build stakeholder support networks, identify local champions to increase educational attainment and articulate a clear message about attainment.

**Recognizing Industry Certifications and Educational Certificates**

In the United States, the postsecondary certificate has become a cost-effective tool for increasing gainful employment and upward mobility by focusing on training in specific fields. In recent years, there has been significant growth in the awarding of certificates; they are the quickest educational and job training credentials offered by postsecondary institutions as they almost always take less than one to two years to complete and offer a significant return on investment for graduates. However, certificates are not always counted in some metrics used to measure postsecondary attainment.

Over the last year, HECC engaged in research and conversation to explore a definition of high-quality postsecondary credentials, the value of industry certifications and ways to strengthen mechanisms that convert industry certifications into college credit. Research from the Lumina Foundation showed that an estimated seven percent of Florida residents and 5.2 percent of U.S. residents hold a workforce-relevant certificate. Table 1 shows the attainment rates for two year degrees or higher compared with the attainment rates for two year degrees or higher and workforce certificates; in Florida, adding workforce certificates increased the attainment rate by seven percentage points in 2016.

<table>
<thead>
<tr>
<th>Table 1 Residents with a High-Quality Degree or Credential</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>United States – 2 year degree or higher</strong></td>
<td>40.4%</td>
<td>40.9%</td>
<td>41.7%</td>
</tr>
<tr>
<td><strong>United States – 2 year degree or higher &amp; workforce certificates</strong></td>
<td>45.3%</td>
<td>45.8%</td>
<td>46.9%</td>
</tr>
<tr>
<td><strong>Florida – 2 year degree or higher</strong></td>
<td>38.9%</td>
<td>39.9%</td>
<td>39.9%</td>
</tr>
<tr>
<td><strong>Florida – 2 year degree or higher &amp; workforce certificates</strong></td>
<td>45.9%</td>
<td>46.9%</td>
<td>46.9%</td>
</tr>
</tbody>
</table>
In addition to the Lumina research, HECC engaged the Georgetown University Center on Education and the Workforce to review the methodology behind national attainment rates, use of census data, estimates of high-quality workforce certificates and development of a Florida-specific attainment projection model that would incorporate more localized state and county-level data. The research concluded that as long as an attainment goal is linked to workforce and human capital formation, certifications and apprenticeships should be considered as part of a goal as workforce readiness requires education and training past high school in the modernizing economy. The HECC was encouraged to further consider how to define a high-quality award. Figure 4 shows Florida degrees and certificates awarded by the Florida College System, State University System, district technical centers, private, non-profit institutions and private, for-profit institutions for 2015-16.

![Degree Production in Florida, 2015-16](image)

Registered Apprenticeship programs are nationally gaining momentum as the go-to talent development strategy for businesses and workers across all industries. According to the Florida Department of Education, “Registered apprenticeship programs enable employers to develop and apply industry standards to training programs for registered apprentices that can increase productivity and improve the quality of the workforce. Apprentices who complete registered apprenticeship programs are accepted by the industry as journey workers. By providing on-the-job training, related classroom instruction, and guaranteed wage structures, employers who sponsor apprentices provide incentives to attract and retain more highly qualified employees and improve productivity.” Florida joins 35 states selected for a federal grant program designed to double the number of Registered Apprenticeships by 2019. Through ApprenticeshipUSA funding initiative, Florida will engage in collaborative efforts to identify recommendations for expanding Registered Apprenticeships. Including apprenticeships in the attainment discussion will be important moving forward, particularly given that apprenticeships are tied to workforce and talent development.
Key Drivers of Attainment
Prior to each regional convening, the HECC shared specific strategies for regional stakeholders to consider when championing educational attainment in each region. Figure 5 shows the plan for disseminating information. Specifically, regional stakeholders may:

- Contact the Higher Education Coordinating Council to identify yourself as the local leader of RISE to 55.
- Launch a local RISE to 55 coalition.
- Invite a member of the HECC to speak at your organization’s next board of directors or membership meeting.
- Share this meeting packet with your organization’s board members and stakeholders.
- Adopt an educational attainment goal specific to your region and include it in your organization’s strategic plan.
- Identify other organizations to champion RISE to 55.
- Add the RISE to 55 logo to your website and link to www.floridahighereducation.org.
- Post a blog about the importance of educational attainment and the RISE to 55 goal.
- Provide a testimonial about the impact of education on your life for the HECC to incorporate into RISE to 55 marketing collateral.

Figure 5 Regional Key Drivers Activities

Subsequent to each convening, local key drivers were developed based on the discussions that emerged with business and industry leaders; these key drivers were shared with regions through regional work plans and are aggregated in Figure 6.
Figure 6 Key Drivers of Educational Attainment

Under **best practices**, partners in regions are encouraged to:
- Complete the CareerSource Florida Sector Strategies Self-Assessment to determine readiness to implement sector-focused approaches to workforce development.
- Personalize marketing information to attract returning adults.
- Promote student support services that contribute to student success and share student success testimonials.
- Utilize online educational opportunities for returning adults similar to Tennessee Reconnect.

Under **industry partnerships**, partners in regions are encouraged to:
- Convene cross-sector community stakeholders regularly.
- Create internship and apprenticeship opportunities.
- Create mentoring/shadow programs with businesses.
- Encourage businesses to offer tuition reimbursement and scholarships programs.
- Establish partnerships with business and faith-based organizations to promote education and training opportunities.
- Host quarterly roundtable meetings.
- Improve infrastructure to attract new business and expand existing businesses.
- Improve partnerships with colleges and local businesses.
- Involve businesses in curriculum development.
- Leverage tuition reimbursement programs for returning adults.
- Utilize expertise of existing businesses, colleges and community organizations.

Under **talent pipeline**, partners in regions are encouraged to:
- Align academic curriculum with local industry needs.
- Connect students with businesses for career coaching and mentoring.
- Create internships and apprenticeship opportunities.
- Develop flexible academic programs that accommodate schedules of returning adults.
- Develop soft skills training.
- Encourage local businesses to offer scholarships.
• Establish academic and career programs that align with local industry needs.
• Identify strategies to increase the college-going rate among high school graduates.
• Inform schools about career and technical education programs.
• Leverage Complete Florida to offer returning adults with some college credit the opportunity to complete a college degree.

Under LCAN, partners in regions are encouraged to:
• Complete the CareerSource Florida Sector Strategies Self-Assessment to determine readiness to implement sector-focused approaches to workforce development.
• Identify adults with some college credit to provide informational resources on degree programs available.
• Leverage Alignment Bay County to establish a LCAN.
• Share Florida College Access Network with stakeholders.

Under access, partners in regions are encouraged to:
• Collaborate to increase access and affordability of higher education.
• Embed certifications in degree programs.
• Ensure programs align with local workforce demand.
• Establish clear articulation agreements with colleges and universities.
• Establish clear pathways from college to career.
• Identify ways to reduce transportation barriers.
• Partner with Complete Florida to provide opportunities for returning adults to complete a degree.

Under advocacy, partners in regions are encouraged to:
• Convene local business and community leaders to continue the discussion on attainment.
• Advocate for policies and practices that promote educational attainment.
• Identify a community champion to lead attainment efforts in the region.
• Complete the CareerSource Florida Sector Strategies Self-Assessment to determine best approach to workforce development.

Attainment Dashboard
The Florida College System Foundation, on behalf of HECC, the Lumina Foundation, the Helios Education Foundation and the Florida College Access Network, researched attainment projection models to determine an appropriate methodology and attainment dashboard format for Florida. In May 2018, Postsecondary Analytics, the firm contracted to produce the dashboard, delivered a draft of the dashboard that:

1) Uses Census microdata to segment Florida’s population by:
   • Age;
   • Race/ethnicity;
   • Education attainment levels;
   • Employment status and income;
   • Public and private education enrollment/participation;
   • In-and-out of state migration patterns; and
   • Florida region (six regions, where data/sample size allows).

2) Uses BEBR forecasts to project Florida’s demographic and attainment data to 2030.
3) Uses recent data provided by FCS and other sectors to estimate additional educated Floridians based on current production/trend levels.

4) Allows users to estimate impact of adjustments/improvements in key ratios on 2030 attainment:
   - Percentage of population completing HS;
   - Percentage of HS graduates going to postsecondary;
   - Public/private share of postsecondary; and
   - Percentage of postsecondary entrants who complete.

5) Displays results graphically and numerically with appropriate charts.

The dashboard includes the ability to adjust educational pipelines and outcome metrics to align with Florida’s state policies. Figure 7 shows a sample of one of the attainment dashboard screens, where users can explore the answer to the following question: How many additional graduates does Florida need to meet its goal? Users have the opportunity to modify the age group, goal by degrees versus certificates and attainment trends. The reactive dashboard will adjust in real time based on changes made.

In addition to the number of additional graduates needed to meet the attainment goal, the model asks the following questions on subsequent screens:

- How many more annual graduates are needed to meet the [attainment] goal?
• How will Florida’s high school - college pipeline affect the [attainment] goal?
• How will serving adult students affect the [attainment] goal?
• What is the combined effect of pipeline and adult changes?
• How do increases in public and private graduates affect attainment?

Upon review at its June 2018 meeting, HECC will determine what organizations will assist Florida in this work and identify how the model will be sustained, updated and communicated across the state.
STATEWIDE CONVENINGS

The goal of the statewide convening strategy was to educate, make the case for increasing attainment and gain buy-in from key education stakeholders from K-12 through postsecondary. The intent was that convening participants would champion attainment in their local stakeholder’s groups and participate, where appropriate, in regional convenings and strategy sessions around attainment. Though increasing attainment requires more than just looking at the education pipeline, it is imperative to collaborate with the districts and institutions to increase both the number of credentials and pathways to quality credentials to meet the attainment goal.

Chancellor’s Best Practice Summit

The Chancellor’s Best Practice summit brings together the 28 Florida College System presidents and key administrators to highlight how colleges are scaling best practices around attainment, access, achievement and affordability. This convening is part of the effort to disseminate the attainment message from the HECC to the institutional level and gain buy-in from the colleges that have a significant role in increasing the state’s attainment level and ultimately reaching the goal. On April 6, 2017, Chancellor Pumariega convened presidents, college administrators, community partners and funders to participate in the Chancellor’s Best Practice summit. Participants discussed trends and strategies in higher education; shared successful practices for access, achievement, attainment and affordability; shared innovative methods for enhancing college affordability for Florida College System students; examined articulation and best practices between the State University System and the Florida College System; explored Florida’s attainment goal and the partnerships needed to increase the percentage of working-age adults (ages 25-64) who hold a postsecondary degree or credential to 55 percent by the year 2025; and discussed the pipeline needed for advancing and aligning degrees to jobs in Florida.

On October 3-4, 2017, the Florida College System and the Council of Presidents hosted a statewide Innovation & Excellence Convening at Daytona State College at the Mori Hosseini Center. More than 130 attendees from various industries, educational organizations and Florida’s 28 colleges gathered to analyze and assess the progress of Florida College System institutions as it relates to mathematics pathways redesign, college affordability and workforce partnerships/attainment. National speakers and higher education leaders were present to discuss trends and strategies in higher education, share innovative methods for enhancing college affordability for FCS students, discuss the pipeline needed for advancing and aligning degrees to jobs in Florida with area partners from the Florida Chamber Foundation and share successful practices that promote developmental mathematics achievement. Panel discussions focused upon workforce partnerships and attainment, including a contextual data overview session and conversation on Florida’s talent needs, skill gaps and employer demands.

On February 8, 2018, the Florida College System hosted an Innovation & Excellence Convening at the Champion’s Club Level West, FSU Campus in Tallahassee, Florida. This convening assembled 160 national leaders and higher education innovators from across the state of Florida who discussed and explored postsecondary best practices focused upon access, affordability, articulation, achievement and educational attainment. The convening focused upon the five foundational tenets of student success and highlighted the future of workforce, student completion, equity, strategic workforce partnerships, internships and best practice programs that advance access to college and help students transition most effectively into a globally competitive workforce. Unique and valuable perspectives were shared regarding how these best practices actually work, as well as their impact upon local communities and statewide systems.
Key Takeaways

- Collaborative partnerships with community, education and business leaders are necessary to build stakeholder support networks and identify local champions of attainment.
- Leverage Career Source Florida to identify training needs of key industries and partner with colleges to ensure academic programs are developed or modified to meet workforce needs.
- Partnerships with local college access networks to provide local communities information on economic and workforce needs in the local area.
- Expanding internships and apprenticeship can equip students with skills and training needed to enter and succeed in the workforce.

Commissioner’s Summit

The Florida Department of Education Commissioner, Pam Stewart, held a convening with K-12 superintendents and the 28 Florida College System presidents on May 24, 2017. This convening provided an opportunity for superintendents and presidents to discuss collaborative partnerships to increase attainment and reduce achievement gaps. Superintendents sat with their respective college presidents, reviewed regional attainment and achievement data, and began to develop targeted partnerships to increase attainment. For many, this was the first opportunity for key leaders to review and discuss attainment in their region. Participants learned from college presidents about implementing policies to make sure college students finish what they started and earn their degree. This session was a practical look at setting degree seekers up for success. Participants also received a high-level review of state and local data points on closing the achievement gap and college attainment. Attendees then used the data and collaborated with their group to identify strategies that reduce the achievement gap and improve college attainment. The outcome of this meeting was an expanded set of knowledgeable stakeholders who support the educational attainment goal of Florida through actionable steps to create change in their communities.

Key Takeaways

- Collaboration between K-12 and postsecondary education is critical to ensuring students are ready for college level math. Dual enrollment and college to high school partnerships are examples of this work. The FCS can provide data to high schools on the success of their students in postsecondary education.
- Bridging the gap between high school and college with summer mathematics programs, such as Math Boot Camps or Math Emporiums, can ensure high school graduates are ready prepared for college.
- Discussions with K-12 administrators can inform the FCS’ analysis of math pathways.

Board of Governors Initiatives

In spring 2017, the Board of Governors for the State University System of Florida, approved three strategies for improving 2+2 articulation in Florida based on the work of the Board’s Select Committee on 2+2. Strategy one is to develop a comprehensive and easily accessible web-based 2+2 advising toolkit that contains information for secondary and postsecondary students, secondary and postsecondary advisors, and other key users. The second strategy is to encourage the state universities to improve and expand existing local 2+2 enhancement programs, identify key components of effective programs in four critical areas (academic transition, admissions process, cultural transition, and information on AA graduates), and require the state universities to conduct regular reviews of enhancement programs and provide regular reports of those reviews to the academic and student affairs committee. The third strategy is to develop and
implement a 2+2 data and information toolkit that includes existing and new data and analyses that look at both the institutional and system levels.

In summer 2017, the Office of the Board of Governors established a 2+2 workgroup to assist with the implementation of three strategies for improving 2+2 articulation in Florida. The workgroup includes staff from the Office of the Board of Governors, staff from the Florida College System office and the Office of Articulation in the Department of Education, as well as representatives from the state universities and the Florida colleges. Since August 2017, the workgroup has met in person and via phone to develop a recommendation for the first strategy—a web-based 2+2 advising toolkit. The workgroup is expected to finalize a recommendation during the summer of 2018, and then begin work on the second strategy.

In January 2018, the Board of Governors established a permanent Board committee focused on 2+2 articulation. The new 2+2 Articulation Committee held its first meeting in March 2018, to receive an update on the progress of the 2+2 workgroup and to review a current list of 2+2 enhancement programs. In June 2018, the Committee will receive an overview of the new 2+2 enhancement program at Florida Agricultural and Mechanical University and receive feedback on the University of Central Florida’s DirectConnect™ and Transfer Connect programs from the perspective of their Florida College System partners. President Sandy Shugart from Valencia College and President Lawrence Barrett from Florida Gateway College, along with representatives from other partner institutions, will share their experiences. The Committee Chair also invited FCS Chancellor, Madeline Pumariega, chair of the FCS Council of Presidents, and the president of the FCS Student Government Association to attend and participate in the meeting.

Key Takeaways

- Increasing communication and partnerships between the state universities, the Florida colleges, the Board of Governors and the Department of Education can lead to improved experiences for 2+2 transfer students.
- Comprehensive, accessible and user-friendly information about 2+2 transfer is necessary for academic planning.
REGIONAL CONVENINGS

The goal of this strategy is to educate, make the case for increasing attainment and gain buy-in from cross-sector education and business leaders across the state. This activity is meant to broaden the attainment conversation beyond the education sphere and fully engage the community voice by collaborating with existing organizations across the state such as the Florida College Access Network and the local college access networks, Florida Philanthropic Network, Florida Chamber of Commerce and the Florida Council of 100. The intent is that these meetings serve as a catalyst to spark local momentum around attainment and engage with partner organizations, like the Florida College Access Network, to develop work plans to increase attainment.

North Florida

Date: October 20, 2017

Location: Madison, Florida

Guest Speakers:
- Madeline Pumariega, Chancellor, Florida College System
- Representative Elizabeth Porter, District 10
- John Grosskopf, President, North Florida Community College
- Nicole Washington, Florida State Policy Consultant, Lumina Foundation
- Laurie Meggesin, Executive Director, Florida College Access Network
- Dr. Alvin Jackson Jr., Director of Economic Development, Suwannee County
- Eric Godin, Associate Vice Chancellor for Research & Analytics, Florida College System

Key Takeaways: Topics included emerging attainment trends and best practices, identification of community partners who could lead the charge locally and considerations of various ways to reach higher rates of attainment in rural North Florida. The following takeaways emerged.

Access: Stakeholders must work collaboratively to make postsecondary education more accessible. Affordability may immediately restrict students’ ability to access higher education, no matter which of the state’s 50 postsecondary institutions, 28 state colleges or 12 public universities they would like to attend.

Advocacy: Champions of higher attainment rates should contact their representatives and senators in the Florida Legislature to communicate the impacts of educational attainment in their communities.

Intention: Stakeholders must also establish clear pathways from degrees, certificates and credentials to industry jobs. Imperative to increasing attainment rates is ensuring students pursue programs of study that will lead to meaningful jobs.
Culture: As we place emphasis on strategies for attainment at the postsecondary level, we must not forget the importance of partnerships at the primary and secondary levels that will drive postsecondary achievement.

Industry: We must ensure career opportunities exist in our state for continued professional growth. One of North Florida’s greatest challenges to attracting new business is lack of infrastructure. Attracting new businesses to relocate and expand will require an investment in the region’s utilities, roadways, etc.

Northwest Florida

Date: November 12, 2017

Location: Panama City, Florida

Guest Speakers:

- Madeline Pumariega, Chancellor, Florida College System
- Dr. Randy Hanna, Dean, Florida State University Panama City Campus and College of Applied Studies
- Dr. John Holdnak, President, Gulf Coast State College
- Jimmy Patronis, Chief Financial Officer, State of Florida
- Nicole Washington, Higher Education Policy Consultant, Lumina Foundation
- Laurie Meggesin, Executive Director, Florida College Access Network
- Richard Dodd, President/Partner, Reliant South Construction Group
- Jennifer Grove, Community Development Manager, Gulf Power Company
- Rebecca Hardin, President, Bay Economic Development Alliance and CEO, Matt Mandeville, Value Stream Manager, Ingersoll Rand, Trane Plant
- Frederic Blanquet, Value Stream Manager, Ingersoll Rand, Trane Plant
- Eric Godin, Associate Vice Chancellor for Research & Analytics, Florida College System
- Andrea Henning, Executive Director, Collaborative Labs, St. Petersburg College

Key Takeaways: Topics included what success looks like in 2025, aligning to increase attainment in the region and next steps to mobilize. The following takeaways emerged.

Growth Opportunities: Create better job opportunities; raise average income levels; encourage early certifications to help learn while earn, understand career opportunities, encourage postsecondary; develop skilled labor force to meet the needs of the workforce; remove barriers to attainment; improve the middle school required course to include real information about careers in the local, regional and state economy with an understanding of what education is required to enter; credential those with experience; promote high school career academies; retrain adults in the system, parents and the community about the realities of the job market and what postsecondary education is required to enter and advance.
Partnership Alignment: Leverage Alignment Bay County partnership to create an LCAN; leverage Complete Florida in the local efforts; utilize FCAN and Lumina data to better understand Bay County realities of postsecondary data; improve college/business partnerships; market opportunities that are available to obtain credentials needed for advancement.

Mobilizing: Leverage FCAN resources and FCAN data (disaggregated by race, gender, high school); offer internship opportunities in local businesses; encourage local businesses to provide scholarship funding; require certifications for some jobs; educate secondary schools about CTE options; hold meetings with business and education.

Central Florida

Date: March 13, 2018

Location: Orlando, Florida

Guest Speakers:
- Madeline Pumariega, Chancellor, Florida College System
- Daisy Franklin, Chair, Central Florida College Access Network
- Braulio Colon, Vice President, Florida Student Success Initiatives
- Sharon Lusk, Assistant Dean, Hamilton Holt School, Rollins College
- Carl Camden, Former President/CEO, Kelly Services, Inc.
- Tim Giuliani: President/CEO, Orlando Economic Partnership
- John F. Davis, Executive Vice President, Orlando, Inc.
- Adrienne Johnston, Chief, Bureau of Labor Market Statistics
- Pam Nabors, CEO, CareerSource, Central Florida
- Jessica Gibson, Assistant Executive Director of Adult Learner Initiatives, Tennessee Higher Education Commission
- Andrea Henning, Collaborative Labs, St. Petersburg College
- Mark Brewer, President/CEO, Central Florida Foundation

Key Takeaways: Topics included increasing the talent pipeline, leveraging best practices in developing a skilled workforce, bridging the skills gap and building strong partnerships. The following takeaways emerged.

Increasing the Talent Pipeline: Break down silos and connect students to technical colleges, K-12, universities and other credentialed organizations who can fill the gaps; work with employers to develop clarity around opportunities; offer wrap-around services to encourage student persistence in college.

Leveraging Best Practices in Developing a Skilled Workforce: Put a face on success; coach to the right degree completion path; offer tuition assistance; offer how-to course of the benefits offered.
Bridging the Skills Gap: Create training programs and educational degrees based on industry identified needs; develop soft skills; create opportunities for early, part-time employment; make it easier for adults to explore additional industries.

Building Strong Partnerships: Hold roundtable quarterly meetings with different organizations to identify needs across the board in order to share information; avoid duplication of services; be aware of the expertise of each organization to refer individuals to appropriate resources.

Tampa Bay

Date: April 5, 2018

Location: Tampa, Florida

Guest Speakers:
- Madeline Pumariega, Chancellor, Florida College System
- Marlene Spalten, President & Chief Executive Officer, Community Foundation of Tampa Bay
- Grace Maseda, Vice President Marketing – Florida, Helios Education Foundation
- Bob Ward, President & Chief Executive Officer, The Florida Council of 100
- Andrea Henning, Executive Director, Collaborative Labs, St. Petersburg College
- Bill Goede, Tampa Bay Market President, Bank of America
- Tash Elwyn, President, Raymond James & Associates
- Rich Hume, Executive Vice President, Chief Operating Officer, Tech Data
- Rhea Law, Chair, Florida Offices, Buchanan Ingersoll & Rooney
- Joseph Lopano, Chief Executive Officer, Tampa International Airport
- Lou Plasencia, Chief Operating Officer, Plasencia Group

Key Takeaways: Topics included strategies for success in building talent. The following themes emerged.

Collaboration: Engage corporate business partnerships and faith-based partnerships with schools and local communities. Collaborate with business to involve employers in building curriculum.

Clear Pathways: Establish clear pathways for technical education to community college and community college to university.

Access: Bring state college educators into the employer's workplace. Create access points to engage non-traditional partners.

Training: Focus on the training of construction workers and transportation technicians to help support economic development in the area. Drive the
identification of need and assist with the delivery of education and training. We must encourage students to think about learning outside of the classroom.

**Support:** Have mentors and champions who can recognize talent and advocate for them and empower them without regard to experience or education.

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**Miami**

Date: June 21, 2018

Location: Miami, Florida

**Guest Speakers:**
- Madeline Pumarega, Chancellor, Florida College System
- Braulio Colón, Vice President, Florida Student Success Initiatives, Helios Education Foundation
- Nicole Washington, Higher Education Policy Consultant, Lumina Foundation
- Andrea Henning, Executive Director, Collaborative Labs, St. Petersburg College
- Tony Carvajal, Executive Vice President, Florida Chamber Foundation
- Brian Brackeen, Founder & CEO, KAIROS
- Carlos Fernandez-Guzman, President & CEO, Pacific National Bank
- Wendy Kallergis, President & CEO, Greater Miami & the Beaches Hotel Association
- Ken Roberts, Founder & President, World City
- David Shubert, AVP of Talent Acquisition, Baptist Health South Florida

**Agenda Topics:**
- Partnerships for Florida’s Workforce
- RISE to 55 – Higher Education Coordinating Council
- Creating Florida’s Talent Pipeline: Panel Presentation
- Championing Florida’s Future Businesses
COMMUNICATIONS AND OUTREACH

On July 31, 2017, the Florida College System Foundation, on behalf of the Higher Education Coordinating Council, contracted with a communications firm to produce a marketing strategy and materials to support outreach activities, convenings and local work plan efforts. The “Rise to 55” logo (Figure 8) and templates for publications were developed to communicate information and activities of the attainment work. A template for invitations and meeting packets were developed; these templates will be included in the forthcoming Toolkit for Increasing Educational Attainment so other regions may adopt and adapt them, based on local needs.

The firm also coordinated the issuance of press releases and media outreach for statewide and regional convenings to engage communities and raise awareness of Florida’s attainment goal. Press releases included: North Florida Community Leaders Embrace the “RISE” of Florida’s Educational Attainment Rate to 55 percent by 2025; Florida Workforce Needs Prompt New Goals for Educational Attainment: Gulf Coast Leaders Discuss the “RISE” of Florida’s Educational Attainment Rate to 55 Percent by 2025; Leaders in Economic and Workforce Development Gather to Address Central Florida’s Talent Gap; and Rise to 55 by 2025 Aims to Increase Postsecondary Education Attainment Levels by More than 50 Percent Across State of Florida, Including Tampa Bay Region. Earned media included:

- Panama City News Herald, November 13, 2017 – ‘Rise to 55’ aims to strengthen workforce, increase college attainment.
- WJHG News Channel 7 (NBC), November 13, 2017 – State and local officials push for more post-secondary degrees.
- Florida Philanthropic Network, December 13, 2017 – ‘Rise to 55’ aims to strengthen workforce, increase college attainment (statewide, out of Tampa).
- MyPanhandle.com, November 13, 2017 – State and local leaders working to increase educational attainment rate.
- Florida Trend, November 15, 2017 – Initiative aims to strengthen Florida’s workforce, increase college attainment.
- FloridaPolitics.com, November 18, 2017 – Takeaways from Tallahassee.
- Tallahassee Democrat, January 2, 2018 – ‘Rise to 55’ campaign sets ambitious goals for education, jobs.
See figure 9 for an example of earned media following a press release and convening.

Figure 9 Excerpt from Panama City News Herald

'Rise to 55' aims to strengthen workforce, increase college attainment

By ERYN DION
News Herald Reporter
Posted Nov 13, 2017 at 8:24 PM
Updated Nov 13, 2017 at 8:24 PM

PANAMA CITY — Twenty years ago, a high school diploma was a ticket to the middle class.

Now, the year after they graduate, a person with a high school diploma can expect to make only $16,000 a year, and 99 percent of the new jobs created after the recession went to someone with a college degree.

The Florida Higher Education Coordinating Council (HECC) is hoping to boost the number of Floridians with postsecondary education — industry certificates, Associate of Arts and Sciences, and baccalaureate degrees — by teaming up with local-level education and business partners. According to Florida College System Chancellor Madeline Pumariaga, 47 percent of adults in Florida ages 25 to 64 have attained a postsecondary education. HECC's goal is to have that number reach 55 percent by 2025 through an initiative called Rise to 55.

The following public-friendly reports and publications will be published to promote the outcomes of statewide and regional convenings as well as prepare other regions to undertake similar efforts around attainment:

- Educational attainment infographics
- "Reaffirming Florida's Goal" publication
- "Key Drivers of Educational Attainment" publication
- Statewide Convening outcomes
- Regional Convening outcomes
- Toolkit for Increasing Educational Attainment
NEXT STEPS

Attainment Innovation Partnership Awards

On May 1, 2018, Chancellor Pumariega, on behalf of the Higher Education Coordinating Council, issued an Invitation to Apply for the Attainment Innovation Partnership Awards with the intent to recognize both existing partnerships that strengthen and deepen attainment work, as well as new partnerships looking for seed funding to kick off regional attainment efforts. Eleven regions across the state of Florida submitted proposals: six for existing partnerships and five for new partnerships. Criteria for awards included: strength of partner organizations and partnerships, strong demonstrated need, target population of hard-to-serve or returning adults and innovation approach to closing attainment gaps. All 11 regions received awards ranging in size from $750 to $7,500 for activities summarized in Table 2. Recipients will be asked to attend a future HECC meeting to discuss progress on regional attainment efforts.

Table 2 Attainment Innovation Partnership Awards

<table>
<thead>
<tr>
<th>Submitting Agency (Region)</th>
<th>Type of Partnership</th>
<th>How Award Will Support Attainment Efforts</th>
</tr>
</thead>
</table>
| Central Florida College Access Network (Orange, Osceola and Seminole) | Existing | • Create a Central Florida Data Dashboard addressing degree attainment and employment statistics.  
  • Create tools for businesses to support Adult Learners.  
  • Establish workgroups in Osceola and Seminole Counties to address region-specific needs. |
| Chipola College (Calhoun, Holmes, Jackson, Liberty and Washington) | Existing | • Develop a mailer, letter from the college, contact information, and postage for use as a direct mail piece.  
  • Provide a one-time $100 scholarship credit to the first 20 students enrolling under the program as incentive to offset cost of returning to college. |
| LEAP (Hillsborough and Pinellas) | Existing | • Replicate the parent-supported college/career centers in Hillsborough and Pinellas counties to promote FAFSA completion and college enrollment. |
| Polk Vision (Polk) | Existing | • Revise and design new marketing and informational materials to be used in schools and in the community to engage students, families and business partners to support the college, career and military service going culture. |
| South Florida State College (DeSoto, Hardee and Highlands) | Existing | • Host quarterly STEM Pipeline Partnership meetings.  
  • Promote industry training, short-term credentials, and stackable certificates to increase regional attainment to returning adults. |
| Southwest Florida Community Foundation (Lee, Collier, Hendry, Glades and Charlotte) | Existing | • Assist the FutureMakers Coalition partners by supporting the development and deployment of the next phase of the coalition’s system and restructuring of our framework of work. |
| Achieve Escambia (Escambia) | New | • Create and deploy mobile FAFSA lab.  
• Train volunteers through FAFSA training module.  
• Implement Escambia Goes to College to educate adults, families and faith-based networks about effective college-going strategies.  
• Incentivize FAFSA completion. |
<table>
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</thead>
<tbody>
<tr>
<td>Eastern Florida State College (Brevard, Orange, Duval, Leon and Pinellas)</td>
<td>New</td>
<td>• Fund the keynote speaker and travel for the College Access Network Job Lists Think Tank convening.</td>
</tr>
<tr>
<td>Educate Tomorrow (Miami Dade)</td>
<td>New</td>
<td>• Support outreach efforts to ensure former foster youth enrolled in colleges and universities access scholarship, fee exemptions and other financial aid opportunities available to them.</td>
</tr>
</tbody>
</table>
| Gulf Coast State College & FSU Panama City (Bay, Gulf and Franklin) | New | • Design, print and mail promotional materials that invites potential participants to re-register in their desired program.  
• Invite a guest speaker to participate in the proposed workshop and provide stakeholders and participants with best practices performed by other colleges in the creation of pathways to secure academic attainment of students. |
| North Florida Community College (Jefferson, Madison, Lafayette, Taylor, Hamilton and Suwannee) | New | • Prepare and train advisors to conduct a calling campaign for reenrolling adult program leavers and offer a book scholarship incentive. |

**Toolkit for Increasing Educational Attainment**
The forthcoming Toolkit for Increasing Educational Attainment builds upon prior and current work funded by the Helios Foundation including the Credit When It’s Due partnership between the Florida College System and the Board of Governors, the Aspen Institute/Achieving the Dream Leadership Symposium and a current study by the University of Florida, College of Education, on re-engaging students in college. The goal of the Toolkit for Increasing Educational Attainment is to identify localized practices that contribute increasing educational attainment for making the case for increasing attainment in Florida and solidify Florida’s attainment goal. Currently in draft form, the toolkit contains the following content that will help local/regional stakeholders to implement policies and practices that will increase attainment in Florida.

- “RISE to 55” Overview
- Quick Guide to Florida’s Educational Attainment Goal
- How to Host a Convening on Educational Attainment
  - Overview
  - Goals
  - Attendees
  - Planning Timeline
• How to Communicate About Educational Attainment
  o Overview
  o Communication Goals
  o Target Audiences
  o Recommended Strategies and Tactics
  o Sample Media Advisory*
  o Sample News Release*
  o Sample Op-Ed

• Supplemental Resources Available for Download
  o Invitation
  o Attendee Packet
  o Media Advisory
  o News Release
  o Reports:
    o Lumina Foundation’s “A Stronger Nation – Florida” Report
    o Florida College Access Network’s “Degree Attainment Profile: State of Florida”
    o Florida Chamber of Commerce’s “Florida Jobs 2030” Report Executive Summary

*Samples from the Higher Education Coordinating Council’s Gulf Coast Regional Convening

Regional Key Drivers and Work Plans
Subsequent to the regional convenings, each group received a localized report focused on “Key Drivers of Educational Attainment” with next steps to increase attainment in their region and inclusive of the key-takeaways from the conversation that occurred during the convening. Table 3 summarizes the key drivers associated with each region.

<table>
<thead>
<tr>
<th></th>
<th>North Florida</th>
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<td>Best Practices</td>
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Using information collected through the regional convenings, the work plan template below describes the primary objective of the attainment goal and identifies three strategies, in support of the primary objective, to mobilize communities in support of attainment. Leaders across the state are encouraged to review the strategies and suggested action steps to prioritize activities as they consider beginning or strengthening attainment efforts. Identifying additional strategies and action steps is encouraged to ensure the efforts meet the local needs. It is also beneficial to identify the timelines and outcome for each action step.
### Regional Work Plan Template

#### Strategy 1: Build Strong Partnerships

<table>
<thead>
<tr>
<th>Suggested Action Steps</th>
<th>Timeline</th>
<th>Outcomes</th>
</tr>
</thead>
</table>
| **1) Establish Local College Access Network (if one does not currently exist)**  
- Collaborate with the Florida College Access Network (FCAN) to establish a Local College Access Network.  
- Expand Complete Florida marketing to adults with college credit, but no credential.  
- Utilize FCAN and Lumina data to understand local education and workforce needs.  
- Host a First Friday presentation of FCAN data (disaggregated by race, gender, high school). | | |
| **2) Convene Community Partners**  
- Host quarterly roundtable meetings with local businesses and community organizations to identify needs and solutions.  
- Inform community leaders of educational opportunities available at local colleges and universities.  
- Share success of partnerships between business and education sectors.  
- Develop personable attainment marketing material.  
- Encourage businesses to establish position tiers or levels to create opportunities for growth within the company. | | |
| **3) Connect Businesses with Students**  
- Encourage businesses to offer apprenticeships and internships.  
- Connect businesses with schools and colleges to mentor and expose students to available career opportunities.  
- Bring the classroom to businesses and provide employees the ability to continue their education at the workplace.  
- Require certifications for some jobs, where appropriate and as determined by employer needs.  
- Educate secondary schools about Career and Technical Education options.  
- Host cross-sector stakeholder meetings with business and education organizations. | | |

#### Strategy 2: Develop a Skilled Workforce

<table>
<thead>
<tr>
<th>Suggested Action Steps</th>
<th>Timeline</th>
<th>Outcomes</th>
</tr>
</thead>
</table>
| **1) Business and Workforce Opportunities**  
- Develop Internship opportunities with local businesses.  
- Incentivize businesses to offer tuition assistance or reimbursement programs for employees.  
- Embed soft skills, certifications and technical training into secondary and college program curriculum.  
- Allow state college faculty and leaders to visit employers and to make curriculum and training adjustments based on employers’ needs.  
- Expand apprenticeships opportunities.  
- Identify mentors and champions who can recognize talent to advocate and support students from college to career.  
- Establish clear pathways from secondary education to career and technical colleges, community colleges, and universities. | | |

---

*Florida Higher Education Coordinating Council | www.FloridaHigherEducation.org | FLtain@fldoe.org*
### Strategy 3: Ensure Educational Opportunities are Aligned to the Workforce

#### Suggested Action Steps

<table>
<thead>
<tr>
<th>1) Educational Enhancements</th>
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<tbody>
<tr>
<td>Offer students support services that promote persistence and retention.</td>
</tr>
<tr>
<td>Advise students to the right career path.</td>
</tr>
<tr>
<td>Educate secondary schools about Career and Technical Education options.</td>
</tr>
<tr>
<td>Help students and employees understand employer benefits and how to pursue educational opportunities.</td>
</tr>
<tr>
<td>Colleges can provide students with more information on non-traditional pathways such as certificate and associate in science programs.</td>
</tr>
<tr>
<td>Identify mentors and champions who can recognize talent to advocate and support students from college to career.</td>
</tr>
<tr>
<td>Establish clear pathways for technical education to community college and community college to university.</td>
</tr>
<tr>
<td>Contextualize barrier courses, such as math and science, to help students connect the content to industry.</td>
</tr>
<tr>
<td>Create opportunities for students to learn outside of the classroom.</td>
</tr>
<tr>
<td>Promote student enrollment in soft skill and workforce training programs in high school and college.</td>
</tr>
</tbody>
</table>

---

**Timeline:**

---

**Outcomes:**
HIGHER EDUCATION COordinating COUNCIL

Peter Antonacci  
President and CEO  
Enterprise Florida

Curtis Austin  
Executive Director  
Florida Association of Post-Secondary Schools and Colleges

Ken Burke, CPA – Vice Chair  
Clerk of the Circuit Court  
Pinellas County, Florida  
Appointed by the Governor

Marshall M. Criser III  
Chancellor  
Board of Governors  
State University System of Florida

Michelle Dennard  
President and CEO  
CareerSource Florida

Alan Levine – Chair  
President and CEO  
Mountain States Health Alliance  
Member, Florida Board of Governors

Dr. Ed Moore  
President  
Independent Colleges and Universities of Florida

Rep. Elizabeth Porter  
Member, Florida House of Representatives  
Appointed by the Speaker, Florida House of Representatives

Madeline Pumariega  
Chancellor  
Florida College System  
Florida Department of Education

Al Stimac  
President  
Manufacturers Association of Florida  
Appointed by the President, Florida Senate

Andy Tuck  
Owner, Tuck Groves,  
Natural AG Solutions LLC, and  
Southeast AG Management LLC  
Member, State Board of Education

HECC Designated Staff:  
Diane McCain  
Director, External Relations  
diane.mccain@flbog.edu  
(850) 245-9632
FLORIDA’S HIGHER EDUCATION ATTAINMENT PARTNERS

The Florida Higher Education Coordinating Council (HECC) was established in 2010 to advise members of the Florida Legislature, the State Board of Education and the State University System of Florida’s Board of Governors, on matters of public policy in higher education. Comprised of leaders in education, government and private industry, the HECC is uniquely positioned to identify needs and facilitate solutions that transform the postsecondary educational system to meet Florida’s economic development goals. www.floridahighereducation.org

Lumina Foundation is an independent, private foundation in Indianapolis, IN, that is committed to making opportunities for learning beyond high school available to all. Lumina envisions a system that is easy to navigate, delivers fair results and meets the nation’s need for talent through a broad range of credentials. The Foundation’s goal is to prepare people for informed citizenship and for success in a global economy. www.luminafoundation.org

Helios Education Foundation is dedicated to enriching lives by creating opportunities for individuals in Arizona and Florida to succeed in postsecondary education. As a result, it focuses efforts in three key areas: Early Childhood Education, the Transition Years (grades 5-12) and Postsecondary Scholarships. Since inception in 2004, Helios Education Foundation has invested more than $66 million in education-related programs and initiatives across the two states it serves. www.helios.org

CareerSource Florida is the statewide workforce policy and investment board. Our partners include the Department of Economic Opportunity, 24 local workforce development boards and 100 career centers throughout Florida. Together, we help connect businesses with the talented workforce and training needed to succeed and grow. www.careersourceflorida.com

Florida College Access Network (FCAN) is Florida’s first collaborative network committed to ensuring all Floridians have the opportunity to achieve an education beyond high school and prosper in Florida’s dynamic economy. Its mission is to create and sustain a statewide network that catalyzes and supports communities to increase college and career preparation, access, and completion for all Florida students. www.floridacollegeaccessnetwork.org
## BUDGET

### Lumina Foundation

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**Note:** As of June 19, 2018

### Helios Education Foundation

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