

# Total Talent

*Equipping All Michiganders with the  
Education and Skills Needed for Success in the  
Economy of Today and Tomorrow*

Prepared for **Michigan Higher Education Attainment Roundtable**  
Facilitated by the **Michigan College Access Network**

## EXECUTIVE SUMMARY



MICHIGAN  
COLLEGE ACCESS NETWORK



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Prepared for

Michigan Higher Education Attainment Roundtable  
Update to *Reaching for Opportunity (2015)*

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With support from

Michigan College Access Network (MCAN)  
The Kresge Foundation  
National College Access Network

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# Michigan Higher Education Attainment Roundtable

## MIHEART

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Robert Lefevre, Colby Cesaro

### **Business Leaders for Michigan (BLM)**

Tim Sowton

### **Council for a Strong America**

Nancy Fishman; Nancy Moody, Vice President, Public Affairs, DTE Energy, Member: Ready Nation; Major General (Ret.) Tom Cutler, USAF, Member Mission: Readiness; Sheriff Scott Wriggelsworth, Ingham County, Member Fight Crime: Invest in Kids

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### **Michigan Association of Intermediate School Administrators (MAISA)**

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### **Talent 2025**

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# Executive Summary

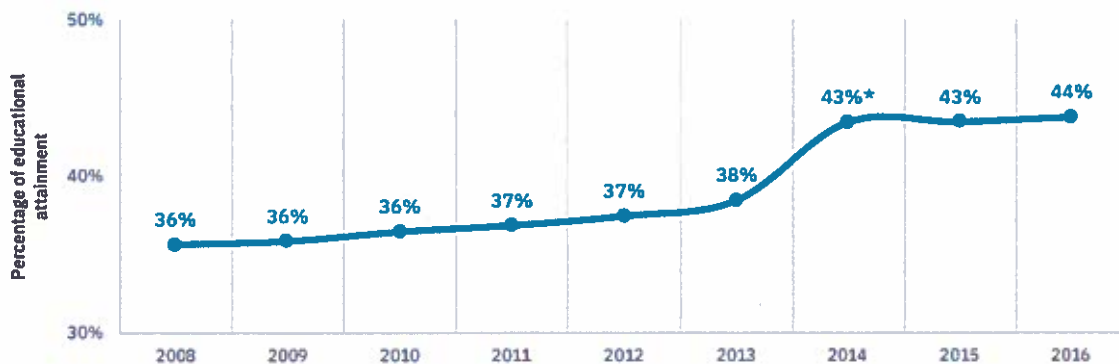
In 2004, the Cherry Commission report set an agenda for helping many more Michigan citizens achieve valuable postsecondary credentials. Subsequently many of the report's recommendations for state policy, community action, and institutional practices were made real. In 2014, after a 10-year hiatus, stakeholders in Michigan's decentralized education policy community voluntarily rejoined with the Governor, key cabinet agencies, Business Leaders for Michigan, regional thought leaders, and foundations to take stock of progress and lay out a new blueprint for continued action.

Since the release of the group's Reaching for Opportunity report in 2015, collaborative work by members of what has become the Michigan Higher Education Attainment Roundtable (MIHEART) has seen implementation of many of the recommendations, and important progress towards the goal of seeing 60% of Michigan citizens achieve a valuable and necessary postsecondary credential.

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**FIGURE 1** Michigan's progress

*To reach state goals, the state will not only have to maintain current rates of attainment but also significantly increase the number of people who enroll in programs and earn all types of credentials beyond high school. With the inclusion of workforce certificates (beginning in 2014), Michigan's overall rate of educational attainment has increased by 8.1 percent points since 2008.*



\*Note: Since 2014, workforce-relevant certificates have been included in the total of postsecondary credentials.  
Lumina Foundation, Stronger Nation Report 2016

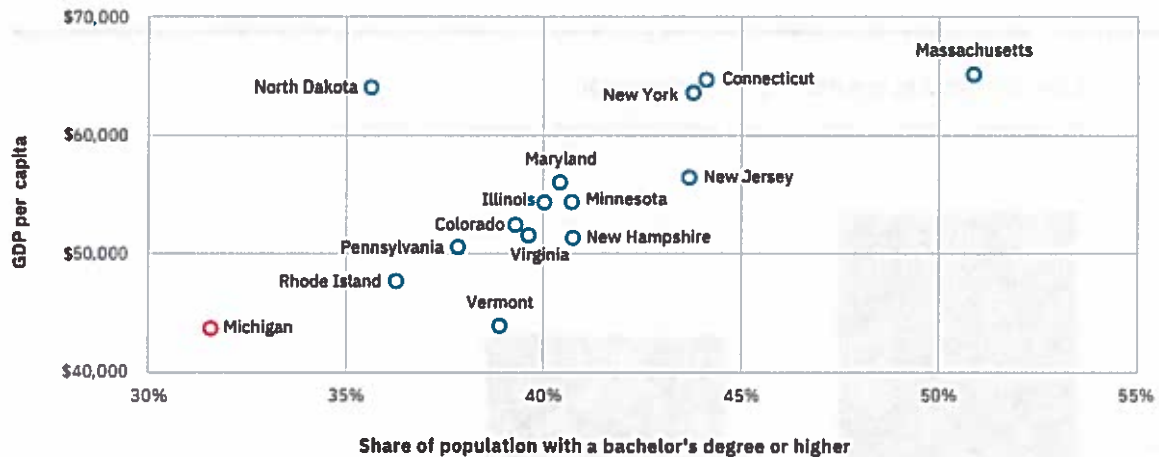
## In recent years Michigan has:

- ▶ Reintroduced an emphasis on career development and planning in our K-12 schools
- ▶ Improved the continuing education requirements for school counselors with an emphasis on college and career readiness

- ▶ Increased the number of high school students participating in early postsecondary credit-earning programs
- ▶ Expanded Career-Technical Education (CTE)
- ▶ Scaled successful community college success initiatives to ensure more students are completing credentials
- ▶ Enhanced genuine collaboration among community colleges, public universities, and independent colleges to guide students in more efficient pathways toward credential completion.
- ▶ Strengthened the state’s education data infrastructure led by Michigan’s Center for Educational Performance and Information (CEPI) to improve reporting of postsecondary educational attainment outcomes, and better aid policymakers to utilize data to drive decision-making.
- ▶ Approved the Marshall Plan for Talent, providing funding to fuel Michigan’s talent development strategy.

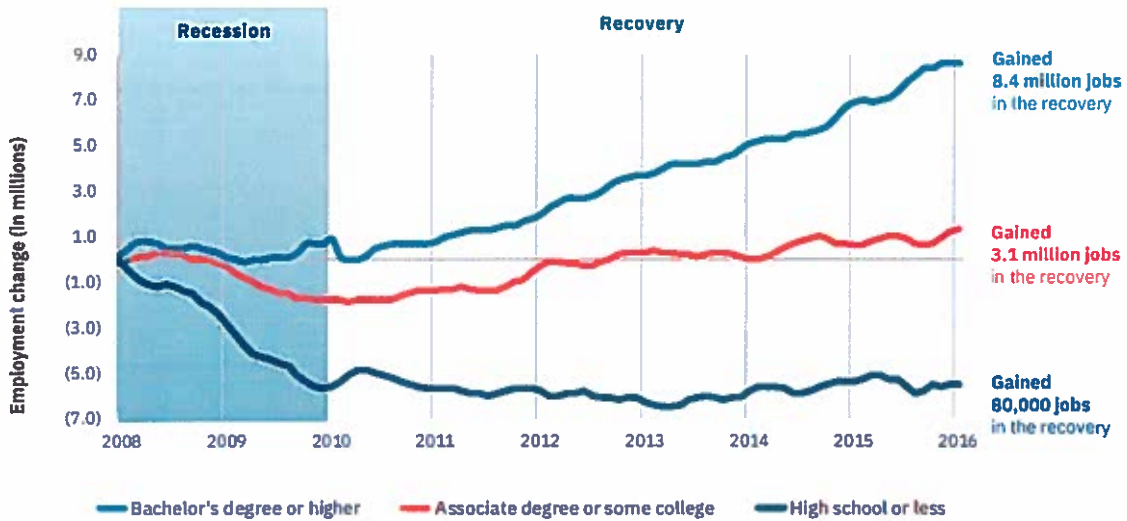
These collective efforts have contributed to Michigan raising the share of workers having attained a valuable postsecondary credential eight points in the past nine years– from 36% to 44%. But this is not nearly enough. Other states are outpacing Michigan in the talent race by marshaling greater will to implement real policy change.

**FIGURE 2** Top 15 states by higher education attainment and GDP per capita, in comparison to Michigan



US Census, Bureau of Economic Analysis, 2016

**FIGURE 3** Jobs gained and lost by education attainment level 2007-2016



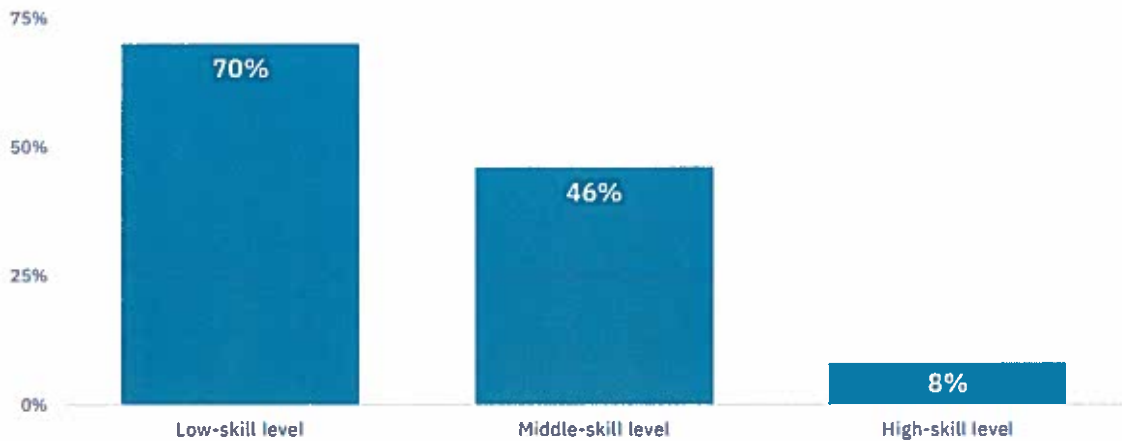
[cew.georgetown.edu/cew-reports/americas-divided-recovery/#interactive](http://cew.georgetown.edu/cew-reports/americas-divided-recovery/#interactive)

Today's workplace is changing fast to demand and reward greater skills and higher levels of postsecondary education. Since 2011, 99% of new jobs require education beyond a high school diploma.

High-skill jobs are growing, middle-skill jobs are changing from routinized production work to high-tech professional services, and low-skill jobs are disappearing. Over 70% of low-skill jobs stand to be automated in the next dozen years, and one-third of Michigan's workers holding these jobs will see them disappear entirely.

**FIGURE 4** Low-skill jobs at greatest risk of automation

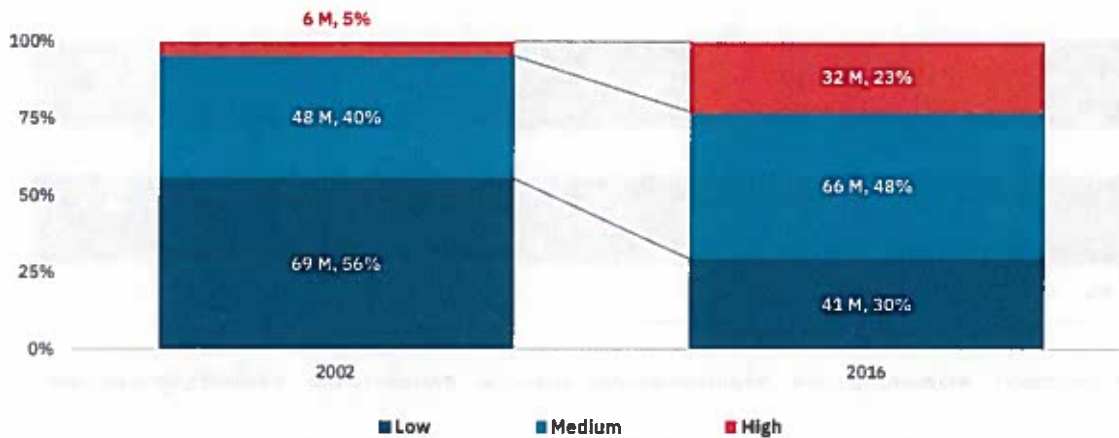
*Percentage of jobs, by skill level, at a high risk of being automated in 20 years.*



USA TODAY analysis of data from Carol Benedikt Frey and Michael A. Osborne, authors of "Future of Employment" and EMSI/ CareerBuilder; Frank Pempa and MaryJo Webster, USA TODAY.

The skills required in all good jobs are also changing fast -- requiring much higher levels of digital sophistication, technical expertise, and what were once called “soft” skills but today are critical skills like communication, problem-solving, creativity, and persistence, that foster success in the workplace.

**FIGURE 5** Employment by levels of job digitization  
Years 2002 and 2016



Brookings analysis of O\*NET and OES data

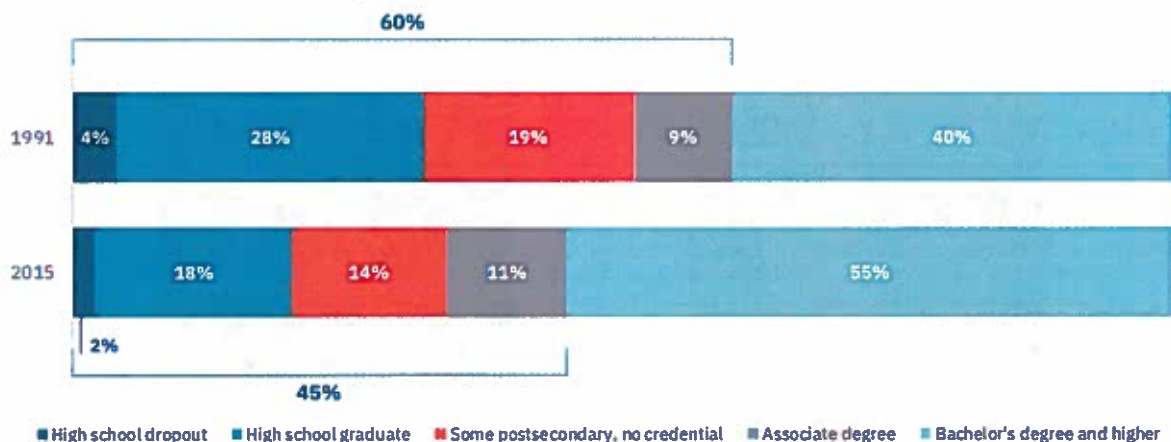
These economic realities demand that Michigan’s workers all earn a postsecondary degree or credential that allows them to get and keep a good paying job, and build the skills to adapt to the changing workplace of today and tomorrow.

They also demand that we reconsider our approach to education. Once upon a time, we prepared some workers as professionals with a college education, and others with a vocational program for an occupation to last a lifetime. This approach does not work today. We must coalesce our efforts and end the “College” versus “Career-Technical” debate. Michigan’s agenda must be College *and* Career not College or Career. In other words, we must unify policymakers and stakeholders with a simple message: A high school diploma is not enough to compete – Michigan’s talent pool needs more people with postsecondary credentials at all levels. And we can’t think of degrees or certificates as the end of learning but rather as valuable way stations on an evolving career path – a path where credentials are earned through a great diversity of learning programs that allow workers to continue earning additional credentials across their lifetime.

Today, a higher level of formal postsecondary credentialing pays greater dividends for the individual and our state’s economy. Current and future high-demand high-paying jobs require higher levels of formal degree and credential attainment. 43 out of the 50 Michigan “Hot Jobs”

require credentialing past high school; 36 of the 50 require a bachelor's degree or higher! As recently as 2001, over 60% of jobs that paid a decent wage could be had with less than a bachelor's degree, today it's less than 45%.

**FIGURE 6** Share of good jobs by educational attainment  
*Between 1991 and 2015, the share of good jobs going to workers without a bachelor's degree fell from 60 percent to 45 percent.*



Georgetown University Center on Education and the Workforce analysis of "Current Population Survey Annual Social Economic Supplement (March), 1992-1996."

To respond to these workplace realities, Michigan's leaders must act with urgency, and make talent attainment the Number 1 public policy priority moving forward.

This report notes the State's progress and accomplishments to date, reflects candidly on Michigan's talent attainment performance, looks ahead and offers a call to action for a "total talent" state agenda for ensuring all our citizens get the education and skills to succeed in the economy of today and tomorrow. This agenda includes "doubling down" on the strategies and programs that are currently working to increase the numbers of Michiganders affordably earning postsecondary credentials and that are helping squeeze maximum performance and efficiency from our state tax dollars invested in education. Within these strategies Michigan leaders must pay even more deliberate attention to close severe gaps in progress towards and ultimate credential attainment by race and income. For all learners Michigan must:

- ▶ Continue to enhance and improve career awareness and college/career counseling at both high school and postsecondary levels;
- ▶ Enhance collaboration between K-12 and Higher Education institutions to improve alignment, articulation and acceptance of credit in appropriately rigorous academic and CTE content areas.
- ▶ Improve transfer and credit acceptance between various higher education institutions for seamless and efficient learner progression to credential-earning;

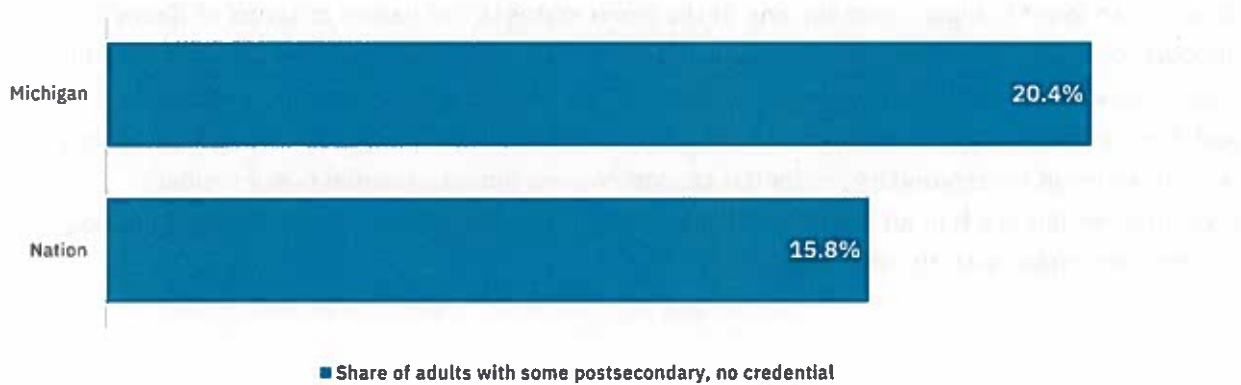


- ▶ Increase high school student participation in all forms of powerful and cost-saving early postsecondary credit-earning programs (dual enrollment, Early/Middle Colleges, Career-Technical Education (CTE) and AP/IB course taking)
- ▶ Enhance institutional credential completion and success strategies for learners among colleges and universities.

In addition, given Michigan’s population and recent history of reducing investments that help Michigan’s learners attain an education past high school -- two major challenges must be overcome that are Michigan’s largest obstacles to talent attainment:

- ▶ Engage Current Adult Workers in Postsecondary Credentialing: Given a declining school-aged population, in order to reach Goal 2025 Michigan must target the large numbers of today’s workers with only a high school diploma as their terminal credential. Michigan has the 5th highest rate in the nation of workers already in the labor market, that have some education past high school but without the security of a postsecondary credential. These workers are particularly at risk of seeing their current job disappear.

**FIGURE 7** Share of Michigan adults with some postsecondary, no credential vs. nation  
Michigan has the 5<sup>th</sup> highest share in the nation



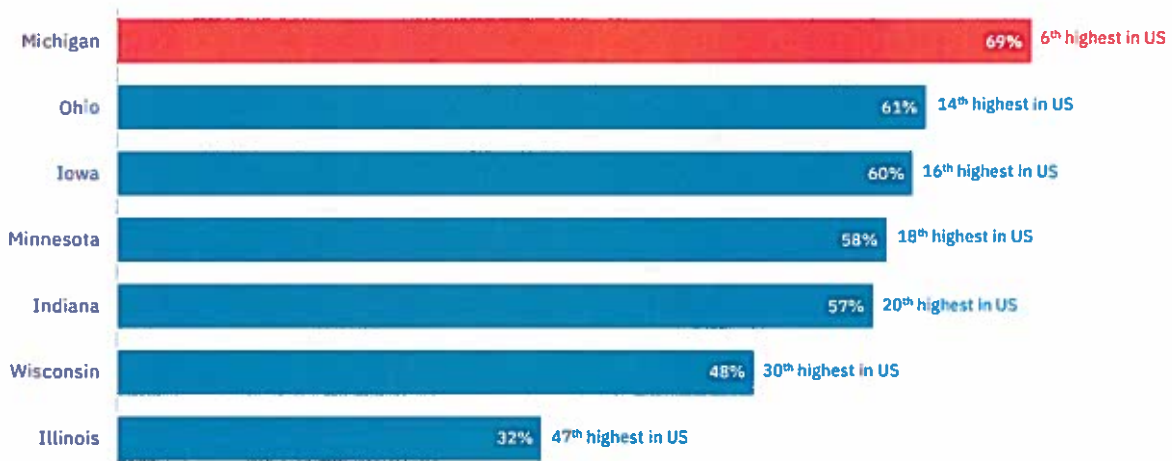
U.S. Census Bureau: <http://www.census.gov/programs-surveys/acs>, ACS 2016 1-year estimates

A priority must be to package existing state and federal resources to engage these adults and guarantee them the resources needed to ensure they earn a job-keeping, stackable postsecondary credential.

- ▶ Reduce the Burden on Families - Make Education Past High School Affordable: At one-time the State of Michigan paid for over 70% of the cost of higher education at one of

our state's institutions. Today that burden has been shifted to students and their families.

**FIGURE 8** Student/ Family share of college expenses



Michigan League for Public Policy

So much so that Michigan is among one of the worst states in the nation in terms of financial support for learners seeking postsecondary education, who don't have the resources to afford it. Many students and their families can't conceive of how they could afford a higher education, and don't pursue it. This means Michigan loses these individuals' talents for the future. To join the top states in postsecondary credential attainment and put an essential postsecondary credential within reach of all learners, Michigan has to commit to invest in need-based financial aid commensurate with the challenge ahead.