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## Sector Partnership Leadership Council Convenes

New state council provides strategic direction and works to expand sector partnership policy in Iowa to close industry-specific skills gaps in communities across the state.

On Sept. 2, representatives from business, education, community, and government organizations met for the first meeting of the Sector Partnership Leadership Council. The meeting was hosted by the Iowa Department of Education's Division of Community Colleges and Workforce Preparation and facilitated by the Council for Adult and Experiential Learning (CAEL).

Sector partnerships are comprised of representatives from businesses within

a given industry sector (such as information technology, health care, advanced manufacturing, and transportation), along with other key support partners, who work together to identify regional labor market challenges. These partnerships focus on closing industry-specific skill gaps in their communities by reducing barriers to employment, creating career pathways to high-quality jobs, and aligning education to workforce

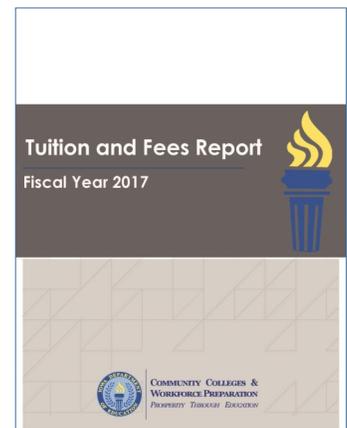
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## Tuition and Fees Report Released for Fiscal Year (FY) 2017

Average in-state tuition and fees for full-time students attending Iowa's community colleges increased 4.4 percent over last year, reaching \$171.31 per credit hour in FY 17.

According to the recently released Tuition and Fees Report for FY 17, a full-time Iowa resident will pay between \$4,410 and \$5,670 for 30 credit hours, depending upon which community college the student attends in the state.

The annual community college tuition and fees report details the tuition and fee charges at each of Iowa's 15 community colleges. In addition, the



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## Cont'd: Sector Partnership Leadership Council Convenes

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needs. The council will provide the strategic direction for this work across the state—identifying and addressing system-level policy and technical needs.

The meeting, while focused on establishing a direction for the council, also touched on many issues important to business and industry, namely the difficulty in finding individuals with appropriate skills to fill vacant positions and the need for more coordinated methods for bringing together key stakeholders at the local and regional level to address such challenges. It was agreed that the council is well positioned to tackle many of these issues, particularly related to the establishment of a state-level policy framework for sector partnerships and the coordination of regional sector partnership activities.

The council was also briefed on the status of initiatives related to sector partnerships already underway. One such initiative relates to creating career pathway maps for the information technology (IT) sector. Through funds made available under a United States Department of Labor grant, the Iowa Department of Education and Iowa Workforce Development (IWD) contracted CAEL to work with IT industry experts to create a state-level and regionally specific career pathways for key occupations within the sector. The Department and IWD are also working with CAEL to establish and train a cadre of sector partnership facilitators across the state.

Sector partnerships are increasingly recognized as an effective method for aligning education, economic, and workforce development systems to address industry-identified labor market needs. To that end, sector partnerships develop and continuously evaluate goals, policies, and service-delivery strategies to meet the needs of employers in a given sector. Effective sector partnerships are industry-driven, meaning that industries identify needs and assume the lead role in

## Council Members

Kim Becicka, Kirkwood Community College

Jean Clabaugh, Wells Fargo Consumer Lending

Drew Conrad, University of Northern Iowa

Kristin Dietzel, Greater Dubuque Development Corp.

Kevin Elsbery, Mercy Health Network

Rita Grimm, Iowa Economic Development Authority

Mark Hanawalt, United Equipment Accessories

Roark Horn, School Administrators of Iowa

Chris Hummer, Don Hummer Trucking

Kari McCann, Iowa Council of Foundations

Renee Miller, United Way of Central Iowa

Dave Mitchell, Iowa Vocational Rehabilitation Services

Tracy Ousey, Washington County Hospital

Lynn Pickard, Iowa Laborers Education and Training Trust Fund

Denny Presnall, Farm Bureau Life and Mutual Insurance

Mike Ralston, Iowa Association of Business and Industry

Ginny Shindelar, Associated Builders and Contractors

Elliott Smith, Iowa Business Council

John Stineman, Iowa Chamber Alliance

David Takes, Doerfer Companies

Oather Taylor, Alliant Energy

Beth Townsend, Iowa Workforce Development

Liang Chee Wee, Northeast Iowa Community College

developing strategies which address their identified needs.

The next council meeting will be scheduled in the near future with the primary objective of finalizing the council's charter. For more information on the council and sector partnerships, please visit the Department's [website](#).

Contact Barbara Burrows at 515-281-0319 or [barbara.burrows@iowa.gov](mailto:barbara.burrows@iowa.gov) with questions.

## Division Announces Changes to Career and Technical Education/Perkins Unit

New technical assistance teams streamline processes and expedite problem resolution regarding secondary and postsecondary career and technical education (CTE) in Iowa.

The Division of Community Colleges and Workforce Preparation has streamlined processes to better serve districts and colleges through the creation of technical assistance teams. With this change, effective for the 2016-17 fiscal year, each team will focus on a specific CTE/Perkins area where questions frequently arise.

These areas include:

- ▶ Grant Management (local applications, budgets, and claims)
- ▶ Secondary CTE Reporting Application
- ▶ Technical Assistance
- ▶ Accountability Target Negotiation
- ▶ Perkins Grant Claims Review Process

As questions arise in one of these areas, contact the appropriate team member listed below. He or she will provide you an answer after consulting with other team

members. For questions related to a specific service area, continue to work with the individual contact assigned to that area. If you are unsure of whom to contact, or your question doesn't fall within one of these categories, please contact the CTE Bureau's administrative consultant, Pat Thieben, at [pat.thieben@iowa.gov](mailto:pat.thieben@iowa.gov) or 515-281-4707. It is likely that more teams will be added as the division implements HF 2392, the legislation modernizing CTE in Iowa.

Through this new structure, we hope to provide better service and a faster resolution to questions. In addition to answering day-to-day questions, the team members are also available for presentations and webinars. Please contact Pradeep Kotamraju if you have any questions about the transition. He can be reached at [pradeep.kotamraju@iowa.gov](mailto:pradeep.kotamraju@iowa.gov) or 515-281-4716.

### **Technical Assistance Teams**

#### **Lead:**

Pat Thieben, 515-281-4707  
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#### **Secondary:**

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Chris Russell, 515-725-2247  
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(CurricUNET Only)

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### **Perkins Target Negotiation**

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### **Perkins Grant Claims**

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## Iowa Selected for National Career Pathways Initiatives

The Iowa Department of Education will help the nation grow and advance career pathway systems through its involvement in two new pathway initiatives: Advancing Career Pathways—Career and Technical Education (CTE) Leaders Academy and an Intensive Technical Assistance project.

The Iowa Department of Education (IDOE) has been selected by the United States Department of Education's Office of Career, Technical, and Adult Education (OCTAE) and Manhattan Strategy Group (MSG) to participate in two new career pathways initiatives: Advancing Career Pathways—CTE Leaders Academy and an Intensive Technical Assistance project. Pradeep Kotamraju, bureau chief for the division's CTE bureau, will serve as the state lead for both projects. These projects come at a unique time with current reform efforts involving the creation of career pathways in two areas: both secondary and adult education have been prompted by state-level initiatives through HF 2392 (CTE redesign), and by the federal Workforce Innovation and Opportunity Act (WIOA) Unified State Plan.

Through OCTAE's new CTE Leaders Academy, Iowa joins a cohort of seven states (with Alabama, Arkansas, California, Florida, Michigan, and Rhode Island) that are engaged in leading career pathways systems implementation in a year-long institute. Participants will focus on leadership development through the practice of change agency skills and transformative leadership. In addition, they will examine the Six Key Elements of Career Pathways, and learn about the implementation of best practices in the field, such as those highlighted in the [Advancing CTE in State and Local Career Pathways initiative](#). Upon completion of the academy, participants will have:

- ▶ a deeper knowledge of career pathways systems, including a firm understanding of the foundational elements of career pathways systems and their application to CTE;

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### OCTAE Overview

#### About:

The Office of Career, Technical, and Adult Education (OCTAE) administers, and coordinates programs related to adult education and literacy, career and technical education, and community colleges.

#### OCTAE CTE Initiatives:

- ▶ Administer state formula and discretionary grant programs under The Carl D. Perkins Career and Technical Education Act.
- ▶ Provide assistance to states to improve program quality, implementation, and accountability.
- ▶ Establish national initiatives that help states implement rigorous career and technical education programs.

#### Updates:

OCTAE publishes a [newsletter](#) and [blog](#) with the latest information about career and technical education.

The [Perkins Collaborative Resource Network](#) also provides information and resources about career and technical education.

## Updated Guide Reflects Changes to the State Accreditation Process

The division recently updated its Iowa Community Colleges State Accreditation Guide to reflect recent updates to state code and processes. A valuable resource for community colleges preparing for a state accreditation review, the guide covers state law, department guidelines, and information about site visits.

State law sets the accreditation standards for Iowa's community colleges. These standards include

the Higher Learning Commission's (HLC) accreditation criteria, as well as additional state standards. To avoid duplication with HLC, Iowa's accreditation process focuses state reviews on standards in state law not reviewed by the HLC, as well as issues identified by the state or colleges. Therefore, the rules for the state accreditation process, as currently approved, set the standards for Iowa's community colleges as HLC's five criteria and a

### NEW UPDATES

- ▶ Equity review process components.
- ▶ Faculty qualification and load guidance.
- ▶ Program review procedures.
- ▶ Updates to HLC standards and processes.

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## Proposed Iowa Administrative Code Chapter 46 to Advance

The division is preparing to advance Iowa Administrative Code chapter 46 rules, which implement the provisions of [House File \(HF\) 2392](#) division II, to the State Board of Education. Passed unanimously with overwhelming bipartisan support in both chambers of the Iowa General Assembly and signed into law by Governor Terry Branstad in May 2016, HF 2392 implements the bold vision for career and technical education (CTE) proposed in the [final report](#) of the Secondary Career and Technical Education Task Force.

While comprehensive guidance on the chapter 46 rules will be issued soon, there are numerous resources regarding implementation on the Department's website. The Department is committed to an open and inclusive rules process; therefore, public input on the proposed rules was solicited prior to the formal adoption process.

The Department is currently reviewing all of the submitted comments prior to advancing the proposed rules to the State Board of Education on Nov. 16, 2016. Once the rules are formally adopted, there will be another opportunity for public comment.

Contact Pradeep Kotamraju at [pradeep.kotamraju@iowa.gov](mailto:pradeep.kotamraju@iowa.gov) or 515-281-4716 with any comments or questions.



### Information and Updates

Find the latest information on CTE redesign and watch for updates on the Department's [website](#).

### Submit comments or questions:

- 1) Email [Perkins@iowa.gov](mailto:Perkins@iowa.gov); or
- 2) Complete the [online form](#).

### Future Public Comment Period:

There will be another public comment period after the rules are formally adopted by the State Board of Education. Stay tuned for more information and forthcoming guidance.

## Green Ribbon Schools Applications Available

The [United States Department of Education Green Ribbon Schools \(ED-GRS\)](#) recognition award honors public and private elementary, middle, and high schools, districts, and postsecondary institutions that demonstrate progress in the following three pillars:

1. Reducing environmental impact and costs, including waste, water, energy use, and alternative transportation;
2. Improving the health and wellness of students and staff; and
3. Providing effective sustainability education.

The Green Ribbon Schools, District Sustainability, and Postsecondary Sustainability awardees are nationally recognized as some of the nation's most successful educational institutions in reducing their environmental impact and costs, improving health and wellness, and providing effective sustainability education.



The following applications for the FY17 Green Ribbon Schools program are available at [IowaGrants.gov](http://IowaGrants.gov):

- ▶ Individual School Application
- ▶ District Sustainability Award Application
- ▶ College/University Application

Applications must be submitted to the Iowa Department of Education by Jan. 1, 2017. The Department will review applications based on each applicant's demonstrated progress toward the goals of each of the three pillars outlined above.

More information on the GRS program is available on the U.S. Department of Education [website](#). For application assistance, contact Gary Schwartz at [gary.schwartz@iowa.gov](mailto:gary.schwartz@iowa.gov) or 515-281-4743.

## Public Input Sought on Every Student Succeeds Act

The Department has scheduled nine public input meetings this fall to gather input to aid in the development of a plan to meet the federal Every Student Succeeds Act (ESSA).

ESSA, which replaces the No Child Left Behind Act of 2001 and will be fully implemented starting in the 2017-18 school year, provides a more reasonable balance between the role of states and the federal government in accountability for the success of all children.

Each meeting will be held from 5:00 to 7:00 p.m. and will open with an overview of ESSA and the Department's goals for developing the state plan.

Dates and locations of the meetings can be found on the Department's [website](#). In addition to the public meetings, questions, and feedback can also be submitted by sending an email to [essa@iowa.gov](mailto:essa@iowa.gov).



## ESSA RESOURCES

The Department posts the latest information and resources on ESSA, including Iowa's transition plan, frequently asked questions, and recorded webinars at <https://www.educateiowa.gov/pk-12/every-student-succeeds-act>.

## Iowa Intermediary Networks Connect Business and Education

Since Oct. 2013, the Iowa Intermediary Network, a statewide network comprised of 15 regional work-based learning intermediary networks, has connected education with business and industry to provide students with work-based learning opportunities. These networks offer relevant, real-world learning activities to students and teachers.

In the first two years of the grant, student experiences exceeded 77,000 in all regions across the state and within every career cluster. This data does not include the experiences for fiscal year (FY) 2016, which will be reported at the end of this year. Work-based learning activities included both work-site activities (internships, job shadowing, and tours) and other experiences (career fairs, CTE workshops, business speakers, and mock interviews). Each year the state appropriates \$1.45 million for this effort, which is distributed to the 15 intermediary networks through a competitive bidding process.

In addition, the division partnered with Iowa Vocational Rehabilitation Services (IVRS) to expand the potential for the intermediary networks to reach even more secondary students. Through this partnership, 14 Iowa community colleges will receive an IVRS grant of \$100,000 for their intermediary network programs to provide targeted services to secondary students who have disabilities and/or who receive education services under an Individual Education Plan or Section 504 Plan. The primary responsibilities under this grant involve developing and leading initiatives and projects that create robust partnerships with regional K-12 school districts, businesses, industries, organizations, and other community partnerships to enhance career-awareness, work site learning opportunities, and early career connections for students with disabilities. The awardees have until Jan. 1, 2017 to hire staff and implement their programs and services.

More information on the Iowa Intermediary Network is available on the Department's [website](#). Contact Kelli Diemer at [kelli.diemer@iowa.gov](mailto:kelli.diemer@iowa.gov) or 515-281-3615 with questions.



### Making Connections for Work-Based Learning

#### ***Programs Offered through the Network:***

- ▶ Connect students to internships, work-place simulations, and apprenticeships.
- ▶ Link classroom instruction with workplace skills.
- ▶ Allow students to experience firsthand what skills are needed on the job.

#### ***IVRS Grant Recipients***

Northeast Iowa Community College (Area I)  
 North Iowa Area Community College (Area II)  
 Iowa Lakes Community College (Area III)  
 Northwest Iowa Community College (Area IV)  
 Iowa Central Community College (Area V)  
 Iowa Valley Community College District (Area VI)  
 Hawkeye Community College (Area VII)  
 Eastern Iowa Community Colleges (Area IX)  
 Kirkwood Community College (Area X)  
 Des Moines Area Community College (Area XI)  
 Western Iowa Tech Community College (Area XII)  
 Southwestern Community College (Area XIV)  
 Indian Hills Community College (Area XV)  
 Southeastern Community College (Area XVI)

## Cont'd: Iowa Selected for National Career Pathways Initiatives

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- ▶ a clearer vision of the pivotal role of CTE in their state's career pathways system and how it aligns with key partners' career pathways efforts;
- ▶ the leadership skills and tools necessary to engage stakeholders and provide technical assistance and mentoring to local leaders; and
- ▶ an implementation plan for sustaining career pathways systems in their state.

Through the Intensive Technical Assistance project, Iowa will join a cohort of five states (with Arkansas, Hawaii, Michigan, and Nebraska) engaged in developing, implementing, and sustaining career pathways systems in a year-long process (Aug. 2016-Aug. 2017). Through this work, the selected states will deepen their knowledge of career pathways and systems building strategies to elevate secondary CTE's role in the broader vision for career pathways and implementation efforts. OCTAE's Intensive Technical Assistance will support the selected states by sharing strategies and connecting the CTE field to best practices, targeted expertise, resources, and collegial collaboration using research-based methodologies and tools.

Iowa has formed a team comprised of key stakeholders including: CTE leadership at the secondary level; leading local CTE implementers; workforce and economic development offices; and critical partners for CTE. The tailored assistance will be aimed towards equipping state teams with the

## CTE Leaders Academy

### Project Outcomes and Benefits

The year-long leadership academy will:

- ▶ engage CTE Leaders Academy in a design student format;
- ▶ provide opportunities for collaborative problem solving;
- ▶ expand leadership abilities through the practice of change agency skills and transformative leadership; and
- ▶ position CTE leaders to transform and scale effective career pathways systems.

knowledge and skills to integrate secondary CTE into the development, implementation, and sustainability of effective career pathways systems.

The Department is excited about these dual opportunities and the timely alignment with the recent passing of HF 2392, which aims to redesign secondary CTE to ensure consistent and equitable access to high-quality CTE and concurrent enrollment opportunities for all Iowa students.

For more information, contact Pradeep Kotamraju at [pradeep.kotamraju@iowa.gov](mailto:pradeep.kotamraju@iowa.gov) or 515-281-4716.

## Cont'd: Updated Guide Reflects Changes to the State Accreditation Process

*(Continued from page 5)*

number of additional state requirements, including minimum faculty standards, faculty load, special needs, career and technical program review, strategic planning, physical plant and facilities, quality faculty plans, and Senior Year Plus standards.

Proposed rule changes in 281—IAC 24 that align Iowa's standards with HLC standards for faculty qualifications have been incorporated into the guide. In particular, definitions for field of instruction, qualifying graduate field, and recent and relevant tested experience, have been updated to provide better guidance to stakeholders involved in the faculty qualification review process. Revisions to this section of the guide also include the

establishment of a faculty standards council.

The state's minimum faculty standards will change during the 2016-17 academic year to align with HLC standards. Once enacted, this guide will be updated and reissued.

As the division implements changes to the accreditation process, it will continue to seek feedback from stakeholders. The Iowa Community College Accreditation Advisory Committee continues to play an important role in assisting with the development of review protocol and providing feedback to the division.

Contact Barbara Burrows at [barbara.burrows@iowa.gov](mailto:barbara.burrows@iowa.gov) or 515-281-0319, or Chris Russell at [chris.russell@iowa.gov](mailto:chris.russell@iowa.gov) or 515-725-2247 with comments or questions.

### Accreditation Standards

#### HLC Accreditation Criteria:

- Criterion 1 Mission
- Criterion 2 Integrity: Ethical and Responsible Conduct
- Criterion 3 Teaching and Learning: Quality, Resources, and Support
- Criterion 4 Teaching and Learning: Evaluation and Improvement
- Criterion 5 Resources, Planning, and Institutional Effectiveness

#### Additional State Standards:

- ▶ Faculty Qualifications
- ▶ Faculty Load
- ▶ Special Needs and Protected Classes
- ▶ CTE Program Evaluation
- ▶ Strategic Planning
- ▶ Physical Plant and Facilities
- ▶ Quality Faculty Plan
- ▶ Senior Year Plus Programs



2017 Teacher of the Year  
Shelly Vroegh  
Lakewood Elementary School  
Norwalk Community School  
District

Gov. Branstad and Lt. Gov. Kim Reynolds announced the 2017 Iowa Teacher of the Year at an assembly held at Lakewood Elementary School in Norwalk on Oct. 28. Shelly Vroegh, a fifth-grade teacher and instructional coach at the school, received the honor.

Watch a [video](#) of the ceremony on the Department's Facebook page.

## MIS Data Edit Check Tool

The division has developed a data submission “self” validation tool for colleges to use prior to submitting Academic Year (AY) 2015-16 data. With the reporting changes causing challenges for some colleges, the tool assists with data formatting, cleaning, validation, and conformation.

The tool utilizes a Microsoft (MS) Office common component, MS Access database that contains all relevant reference data sets, import-export procedures, validation logic, and confirmation reports for each of the data sets required during AY 2015-16 data submission. As such, the tool imitates the clean-up procedure applied by the Department to submitted data sets by doing the following:

- ▶ Imports prescribed data sets;
- ▶ Validates prescribed data format;
- ▶ Verifies internal and relational logic;
- ▶ Creates aggregated confirmation reports; and
- ▶ Exports cleaned data in prescribed formats.

Utilization of the tool reduces data processing and reconciliation time, simultaneously

improving submitted data quality. Though the tool is designed primarily for Iowa community college MIS reporting officers, the interface is intuitive, so it can be used by non-IT specialists as well.

The tool includes a streaming tutorial, mock data sets with no valid personally identifiable information, as well as detailed instructions and reference hyperlinks to the latest MIS Reporting Manual, all of which can be accessed from the [Community College Data Reporting](#) page of the Department's website.

While use of the tool is not mandatory, any “un-clean” data received by the Department will be sent back to the college.

Colleges overwhelmingly found the tool helpful in accelerating the data submission process and improving data accuracy. Questions, suggestions, and requests for group or individual tutorials/demonstrations can be addressed to Vlad Bassis at [vladimir.bassis@iowa.gov](mailto:vladimir.bassis@iowa.gov) or 515-281-3671. He will be happy to help your data team proactively streamline the reporting process and save valuable time for all involved.

## Community Colleges Reach Milestone with Registered Apprenticeship College Consortium

The U.S. Department of Labor's Office of Apprenticeship recently announced that all 15 Iowa community colleges are now registered as members of the Registered Apprenticeship College Consortium (RACC).

RACC is a national network of postsecondary institutions, employers, unions, and associations working to create opportunities for apprentice graduates who may want to further enhance their skills by completing associate or bachelor's degrees.

The participation of Iowa's community colleges in RACC offers apprentices a way to earn college credit for their registered apprenticeship experience, accelerating associate degree attainment.

The announcement comes just before the commencement of National Apprenticeship Week on Nov. 14. Events held throughout the week will highlight how registered apprenticeships help build a skilled workforce.

Information about National Apprenticeship Week events being held in Iowa and across the nation is available on the [U.S. Department of Labor's website](#).

## Cont'd: FY 2017 Tuition and Fees Report Released

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report also identifies regional and national trends, as well as sources of general operating revenue.

Despite slight increases in local, state, and federal funding over the past few years, tuition and fees account for over half of the total general operating revenue for FY 17, at approximately 52.1 percent. Based on the most recent Integrated Postsecondary Education Data System (IPEDS) data available, Iowa had the third highest average total cost of enrollment in the region, after Minnesota and South Dakota. Nationally, Iowa's average cost of enrollment was greater than or equal to 85 percent of all reporting states.

Contact Monte Burroughs at [monte.burroughs@iowa.gov](mailto:monte.burroughs@iowa.gov) or 515-281-3753 with questions.

## Report Highlights

- ▶ Average in-state tuition and fees for full-time students increased 4.4 percent in FY 2017, to \$171.31 per credit hour.
- ▶ Tuition and fees accounted for 52.1 percent of total operating revenue in FY 2015.
- ▶ Nationally, Iowa ranked 44th in average total enrollment costs in FY 2015.



One woman who recently completed her high school equivalency diploma at Eastern Iowa Community Colleges' West Davenport Center shares her journey and proves it's never too late to learn.

*"It took me a long time to get here. I left school in 1959 and finished in 2015. I was as stubborn as Ada and Gray, the two mules I used to plow the fields with."*

Mary Campbell, daughter of sharecroppers, widowed mother of five, grandmother, community advocate, and now—high school graduate.

Read the full story on the Department's [website](#).



Postsecondary CTE Student Organization:  
Upcoming Conferences

### ***Iowa Phi Beta Lambda***

2016 PBL SFLC Conference  
November 11-12, 2016

### ***Iowa Business Professionals of America (BPA)***

Spring Leadership Conference  
February 19-21, 2017

### ***Iowa Health Occupations Students of America (HOSA)***

State Leadership Conference  
March 12-14, 2017



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**The Community College Leader Update is a quarterly publication of the Iowa Department of Education, Division of Community Colleges and Workforce Preparation.**

Sign-up on the division's [website](#) to receive the Community College Leader Bulletin in your inbox.

## Future Ready Iowa Alliance to Address Workforce Goals

The Future Ready Iowa Alliance will work to strengthen Iowa's workforce and develop a plan to reach the state's goal of 70 percent of Iowa's workforce having education or training beyond high school by 2025.

On Aug. 29, Governor Terry Branstad signed [Executive Order 88](#) at the Career Academy of Pella, creating the Future Ready Iowa Alliance. Charged with developing a strategy to meet the state's 70 percent educational attainment goal, the alliance will develop a plan to improve equity in postsecondary enrollment, increase the percent of Iowans who obtain quality education or training beyond high school, and ensure education and credentials align with the state's high-demand job needs.

The state received a \$100,000 challenge grant from the Lumina Foundation to help achieve what Lumina president, Jamie Merisotis, calls "one of the most ambitious educational attainment goals in the nation."

An additional amount of approximately \$30,000, remaining from the Future Ready Iowa Summit, will also help fund these efforts.

The alliance is being led by Lt. Governor Kim Reynolds and Dan Houston, chairman, president and CEO of Principal Financial Group, and includes representatives from state government, business, labor, non-profit organizations, economic development, and education, among others. The current membership list is accessible at [www.openup.iowa.gov](http://www.openup.iowa.gov).

The alliance met for the first time on Oct. 28. The next meeting will take place on Jan. 3, 2017, in the DuPont West Room at the Botanical Center, 909 Robert D. Ray Drive in Des Moines.