



**Be Bold IV – Incentive Case Studies**

# Overview and Objectives of Case Studies

Case studies of talent attraction / retention efforts operated across the public and private sectors will allow us to review different potential future program models

## Definition

- “Case Studies” represent profiles of programs that other states have in place to attract and retain workers
- Case studies will be used to highlight and benchmark against relevant initiatives that have been implemented elsewhere, and to identify program elements for consideration in future state Wisconsin initiatives

## Identification and Research Methodology

- Deloitte first conducted a high level analysis of the universe of talent attraction / retention initiatives offered nationally to develop a categorization of distinct program types to be considered. Note that any given talent initiative may have elements of multiple program types
- Deloitte then assessed existing programs within the State of Wisconsin in order to identify what types of programs were already well understood and being used, and which program design elements might be considered novel and valuable during future state planning. Specifically, program types that do not have widespread presence in Wisconsin will be prioritized for further study
- Deloitte then then utilized additional key criteria (e.g. outcomes, competitiveness) to evaluate remaining programs to assess which will be most valuable to highlight
- Finally, Deloitte ensured that case studies identified are funded / managed by a diverse set of different program sponsors and that they address a diverse set of career periods in a workers life

## Sampling Considerations

### Program Sponsor Types



**State Sponsored**



**Local Sponsored**



**University Sponsored**



**Corporate Sponsored**

### Career Periods Addressed



**Pre-Grad**



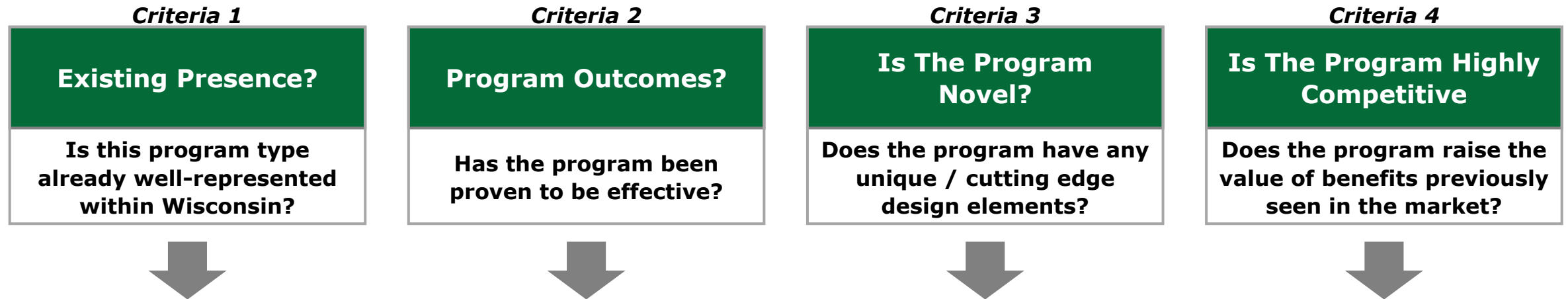
**Post-Grad**



**Mid-Career**

## Case Study Criteria

To identify the most relevant case studies to document, we applied four criteria to filter through 26 talent program types identified



<b>26 Program Types</b>			
Apprenticeship	Infrastructure (e.g. High-Speed Internet)	Student Loan Reimbursement	Community Enhancement / QoL Enhancement
Guidance / Mentoring / Informational Resources	Job Promotion / Posting / Fairs	Co-Op Programs / Internship Programs	Network Development
College / University Outreach	Worker Recognition	Career Transition Support	Business Investment Promotion
Education Grants / Subsidies	Attrition Prevention	Family Outreach	Start-Up Incubation / Capital Raising Support
International Talent / Immigration	Business Promotion	Family Financial Support	Talent Allocation Solutions (e.g. Sharing)
Relocation Subsidies	Training Subsidies	Home-Buying / Home-Building Assistance	Target Group Applicant Promotion / Support
Community Marketing / Promotion		Termination / Layoff Prevention	

## 5 Types of Programs To Focus On

Our filtering criteria allowed us to focus the assessment on five specific types of initiatives where we see the highest degree of innovation and potential differentiability

1



### Education Grants / Subsidies

Programs targeting students before they enter college / university with the goal of promoting local education resources

2



### Relocation Subsidies

Initiatives providing financial support to people that meet specific skills requirements if they move to a certain community

3



### Student Loan Support

Programs that will reimburse a portion of student loans for graduates depending on certain location / employment decisions

5



### Family Financial Support

Programs that offer incentives that are targeted towards workers' families (e.g. child care, college savings, etc.)

6



### Home-Buying / Home-Building Assistance

Programs that will utilize financial support in the purchase of a home to incentivize worker migration / employment

## Case Study #1 – New Haven Promise



### Program Overview

The New Haven Promise program offers annual awards that will cover up to full tuition at eligible 2 to 4 year Connecticut public universities. The program is intended to serve high-performing students who have received a significant portion of K-12 education through the New Haven Public School System

### Program Sponsorship

The program is sponsored by Yale University. The Community Foundation for Greater New Haven provides administrative support

### Requirements and Administration Details

Students must fulfill the following requirements to be eligible:

- 40 Hours Of Community Service In High School
- 90% Attendance Record Or Better, 3.0 GPA Or Higher At Graduation
- Positive Disciplinary Record (No Expulsions)
- Attended New Haven Public Schools for 4 continuous years at a minimum before HS Graduation (for 65% tuition reimbursement), with students receiving full reimbursement if they attended continuously from K-12
- A smaller amount is awarded (\$2500 per year) for in-state private schools

### Program Type

**Career Period:** Mid-Late Career or Pre-Grad

#### Program Type(s):

- Education Grants / Subsidies
- Family Financial Support / Education Planning Support

### Program Impact

Since the program was started in 2011, the number of eligible students receiving awards annually has risen from ~150 to ~350 in 2017. The majority of students out of the program have attended 4 year public universities

### Observations / Insights

The program's design allows it to be an effective retention metric for the parents of K-12 students because:

- The scholarship amount is high compared to similar programs and allows for a broad base of potentially eligible applicants
- Benefits are lost immediately if parents move away while children are still in grade school. Therefore, the program ensures at least 4 years of economic benefit per household for each student who receives the scholarship

**Sources:** New Haven Promise Website (<http://newhavenpromise.org>); Rand Education (Daughtery, Gonzalez)

**Case Study #2 –**

University of Maine Flagship Match Program

**Program Overview**

The University of Maine is now matching in-state tuition rates for out-of-state students living in 9 other states (Massachusetts, New Hampshire, Vermont, Connecticut, New Jersey, Pennsylvania, Illinois, Rhode Island or California) based on the in-state tuition rates of flagship state schools in those other states

**Program Sponsorship**

The program is sponsored and administered directly by the University of Maine (the flagship of the University of Maine System)

**Requirements and Administration Details**

Students must fulfill the following requirements to be eligible:

- Students in eligible states with GPA of 3.0 and SAT of 1120 (or ACT of 22) for full match of in-state tuition; students not in eligible states will receive a \$13,200 grant. All other students will receive a \$9,000 grant
- Awards are distributed on an annual basis, and students will be reevaluated after each semester to determine award amount
- Students must maintain a GPA of 3.0 + for continued full tuition match; students with GPAs between 2.0 and 3.0 will receive a \$9,000 grant, and students with GPAs lower than 2.0 will no longer be eligible for the award

**Program Type**

**Career Period:** Pre-Grad

**Program Type(s):**

- Education Grants / Subsidies

**Program Impact**

By the program's second year, out-of-state enrollments had reached an all time high of 3,820 students, representing a 399 increase over the previous year and a 20% increase over the past five years

**Observations / Insights**

The program did not significantly change discount rates when netted against past financial aid / grant programs

Driven by new tuitions, the University was able to achieve \$2.5M in additional revenue in 2017, which was credited in allowing the school to freeze in-state tuition levels

The program will be paired with a "Flagship Internship Program" in 2017-2018, which will aim at retaining out-of-state students post-graduation

**Sources:** UMaine Flagship Match Website (<https://go.umaine.edu/apply/scholarships/flagship-match/>); InsideHigherEd.com



## Case Study #3 – Excelsior Program



### Program Overview

The program allows for New York residents to qualify for tuition-free enrollment at all CUNY and SUNY two- and four-year colleges if students are willing to commit to working within the state for a fixed period of time post-graduation

### Program Sponsorship

The program is sponsored by the State of New York and is managed by New York's Higher Education Services Corporation

### Requirements and Administration Details

Students must fulfill the following requirements to be eligible:

- Be a resident of New York State (for at least 12 continuous months)
- Have household income under \$125,000
- Plan to live and work in New York following graduation for the length of time they participate in the scholarship program. For example, a student who enrolls in a 4 year program and completes their degrees in 4 years is expected to remain in the state for four years following graduation
- **Note:** If students leave the state following graduation before fulfilling their residency requirement, a claw-back mechanism converts awards to 10 year 0 interest loan

### Program Type

**Career Period:** Pre-Grad

**Program Type(s):**

- Education Grants / Subsidies

### Program Impact

While the program was just instituted in 2017, in its first year there were 75,000 students who applied, which was more than 3 times the anticipated amount. 940,000 families are estimated to be eligible by 2019

### Observations / Insights

This program is unique in terms of pairing a large magnitude state-sponsored scholarship program with strict residency requirements and claw-back mechanisms

The state legislature appropriated \$87 M for the first year of the program, which may be insufficient to cover all qualified applicants leading to a shortfall

Critics of the program have pointed to the administrative difficulties of managing residency verification processes and administrating loans for noncompliant graduates

**Sources:** New York Higher Education Corporation Website (<https://www.hesc.ny.gov>), The New York Times, InsideHigherEd.com

## Case Study #4 – St. Clair Michigan Come Home Program



### Program Overview

The “Come Home Program” is a talent attraction initiative that provides grants (or reverse scholarships) of up to \$15,000 to graduates with degrees in STEAM fields if those graduates commit to relocating to St. Clair County, Michigan

### Program Sponsorship

The program is managed by the Community Foundation of St. Clair County and is funded by local private donors

### Requirements and Administration Details

Graduates must fulfill the following requirements to be eligible:

- Have received a degree within a STEAM field from an accredited 2 or 4 year program within the past 10 years
- Have active student debt (note that award funds must be used to service student debt)
- Currently reside outside of St. Clair County
- Secure a job or create a business within 120 days of moving to St. Clair

Acceptance, and the specific amount and terms of the award are determined on a case-by-case basis by a selection committee

### Program Type

**Career Period:** Post-Grad

**Program Type(s):**

- Student Loan Support
- Relocation Subsidies

### Program Impact

The program was started in 2016, and as of 2018 there have been 8 applicants (out of 40) that have been accepted for the program. Accepted applicants included multiple teachers and healthcare workers

### Observations / Insights

According to program administrators, this program is the first community supported back-end scholarship instituted in the country

The case-by-case nature of the scholarship allows the community to target candidates to meet specific talent needs via the selection committee

Note that the county has a population of 150,000+

**Sources:** Come Home Program Website ([http://www.stclairfoundation.org/funds/more/reverse\\_scholarship\\_fund](http://www.stclairfoundation.org/funds/more/reverse_scholarship_fund)); The Times Herald



## Case Study #5 – Work North Platte



### Program Overview

This program is designed to support local North Platte employer hiring efforts by offering to match employer incentives offered to job-seekers (with maximum matching funds of \$5,000)

### Program Sponsorship

The program is sponsored and managed by the North Platte Chamber of Commerce. Employers are responsible for instituting and managing claw-back mechanisms for employees who leave before the required residency period

### Requirements and Administration Details

Terms of the incentive are as follows:

- Each employer can only provide 2 incentives at a maximum
- Matching funds will be used as a "performance based forgivable loan", and can be used towards relocation, student loans, and other relocation / job preparation related reasons
- This "performance based forgivable loan" is fully forgiven after 3 years
- Annual documentation on employees must be provided to the Chamber Development Corporation
- Employer must compensate employee a minimum of \$20/hour by year 3

### Program Type

**Career Period:** Post-Grad / Mid Career

#### Program Type(s):

- Student Loan Support
- Relocation Subsidies

### Program Impact

As of April 2018, only 2 awards have been successfully awarded

### Observations / Insights

The program is unique in that it ensures employer investment in candidates and utilizes employers for marketing, screening and ongoing requirements compliance oversight

The incentive has been directly used in job postings from North Platte employers (e.g. "\$10,000 Hiring Incentive – Train Crew – North Platte, Nebraska)

In 2018, the terms of the program were extended to local Community College graduates and High School graduates

**Sources:** Work North Platte Program Website (WorkNP.com); North Platte Area Chamber of Commerce (NPArea.com); The Wall Street Journal

## Case Study #6 – Live Midtown Program



### Program Overview

The Live Midtown effort was a 5 year program intended to provide forgivable loans for down payment support to eligible candidates who relocated and purchased homes to midtown Detroit. Additionally, the program offered annual rental allowances for qualifying candidates who chose not to purchase a home

### Program Sponsorship

The program was managed by Midtown Detroit, Inc. and was supported by local businesses and foundations (e.g. BCBS)

### Requirements and Administration Details

Applicants needed to meet the following requirements to be eligible:

- Employed by qualifying Detroit-based company
- Home purchased or rental signed within program boundaries
- Provide annual updates to ensure residency

Applicants were given the following award types:

- \$20,000 as a forgivable 5 year loan
- \$2,500 in rental assistance in the first year and \$1,000 in later years

### Program Type

**Career Period:** Post-Grad / Mid Career

#### Program Type(s):

- Relocation Subsidies
- Home-Buying / Home-Building Assistance

### Program Impact

The program ended in 2016 per its 5 year plan. During its implementation period, multiple additional employers signed on to support the effort, and the original targeted areas had a 97% occupancy rate by the programs close

The program is reported to have led to 1202 additional residents and 913 retained residents for total estimated economic impact of \$22 Million over the 5 years

### Observations / Insights

The “Live Midtown” program was the largest scale relocation program and also had the highest value subsidies across studied programs

The program is unique in only allowing employees of supporting organizations to qualify for benefits

**Sources:** Live Midtown Program Website (LiveMidtown.org); Midtown Detroit, Inc. 2018 Community Update; Detroit Free Press

**Case Study #7 –**

UCHealth RN Bonus and Travellers Program

**Program Overview**

To fill hundreds of open nursing positions, UC Health improved benefits to nursing employees, including those who are near entry-level. Enhanced benefits for newly hired nurses include \$10,000 relocation packages, \$4,000 annually for continuing education, and the choice to do 13 week rotational programs with housing stipends

**Program Sponsorship**

The Program is sponsored and managed by the UC Health System of Hospitals

**Requirements and Administration Details**

Nurses must fulfill the following requirements to be eligible:

- Graduate of an accredited Registered/Professional Nursing program if less than 3 years' experience. BSNs preferred across applicants
- Have 6 months nursing experience
- State licensure as a Registered Nurse (RN)
- BLS through the American Heart Association or the American Red Cross CPR for the Professional Rescuer with card in-hand before start date.
- ACLS and PALS required within 6 months of hire

**Program Type**

**Career Period:** Post-Grad / Mid Career

**Program Type(s):**

- Education Grants / Subsidies
- Relocation Subsidies

**Program Impact**

The program was instituted in 2018 in an effort to rapidly hire 330 new nurses. Thus far, hiring results have not been reported by the organization

**Observations / Insights**

This program has been singled out by multiple nursing and healthcare related publications as one of the most aggressive packages designed to address nurse shortages

The program is specifically intended to seek out candidates who live out of state in response to a lack of nursing graduates in the organization's states of operations (Wyoming, Nebraska, Colorado)

**Sources:** UC Health Website (UCHealth.org), UC Health Careers Website Job Postings (Career.UCHealth.Com); Beckers Hospital Review; CNN.com

## Case Study #8 – Energy Capital Cooperative



### Program Overview

This program represents an early childhood development-focused cooperative that owns a center based in Hazen, ND and provides early childhood development services to local employees. The center accommodates children from birth to kindergarten, and also provides summer and before / after school care for K-12 students

The philosophy of the cooperative is to utilize high parent involvement and a play-based pre-school curriculum to meet development needs of children of different stages / ages

### Program Sponsorship

The program's startup costs were funded by 8 local employers (each from the energy sector) and the center is managed by a cooperative that is led by a 9 person board of directors.

The board currently consists of representatives from employers but will eventually transition to being fully parent led

### Requirements and Administration Details

Employees of the 8 founding employers will have first chance at available spots with remaining spots offered to the local community

Parents enroll by simply attending a site visit and then providing medical records, citizenship records, and contact information

### Program Type

**Career Period:** Mid Career

#### Program Type(s):

- Family Financial Support

### Program Impact

Since the child care center was opened in May of 2017, the center has received 68 enrollments and has capacity for an additional 9 children

### Observations / Insights

Childcare had been highlighted as a challenge for the community by local economic development organizations and was a key component to the regional growth strategy

The childcare cooperative was organized as a 501c3 organization to insulate against liability, allow the co-op to charge for services, and enable tax deductible donations

Overall, the program required <\$20,000 initial investment per employer and took 16 months to launch after plans were made in 2016

**Sources:** University of Wisconsin – Madison, Center for Cooperatives, “Cooperatives & Community Care Needs”; Energy Capital Cooperative Website ([energycapitalcooperative.com](http://energycapitalcooperative.com))