



NASBE

National Association of  
State Boards of Education

# Career Readiness and Work-Based Learning

---

Experiences in Seven States

# Agenda for Today

- Welcome and Introductions
- State presentations
  - Colorado
  - Delaware
  - Kentucky
  - Washington
- Guided discussion
- Questions and Answers
  - use the comment box to submit questions

# Welcome and Introductions



**Randy Spaulding**  
Executive Director  
Washington State Board  
of Education



**Robert Hull**  
Executive Vice President  
National Association of  
State Boards of Education



# Moderator



**MJ Bolt**

Member, Washington  
State Board of Education,  
Eastern Washington  
Representative from  
Spokane Valley





## **Presenters:**

**Gretchen Morgan**

President

CareeWise Colorado

**Misti Ruthven**

Executive Director of

Innovation and Pathways

Colorado Department of

Education

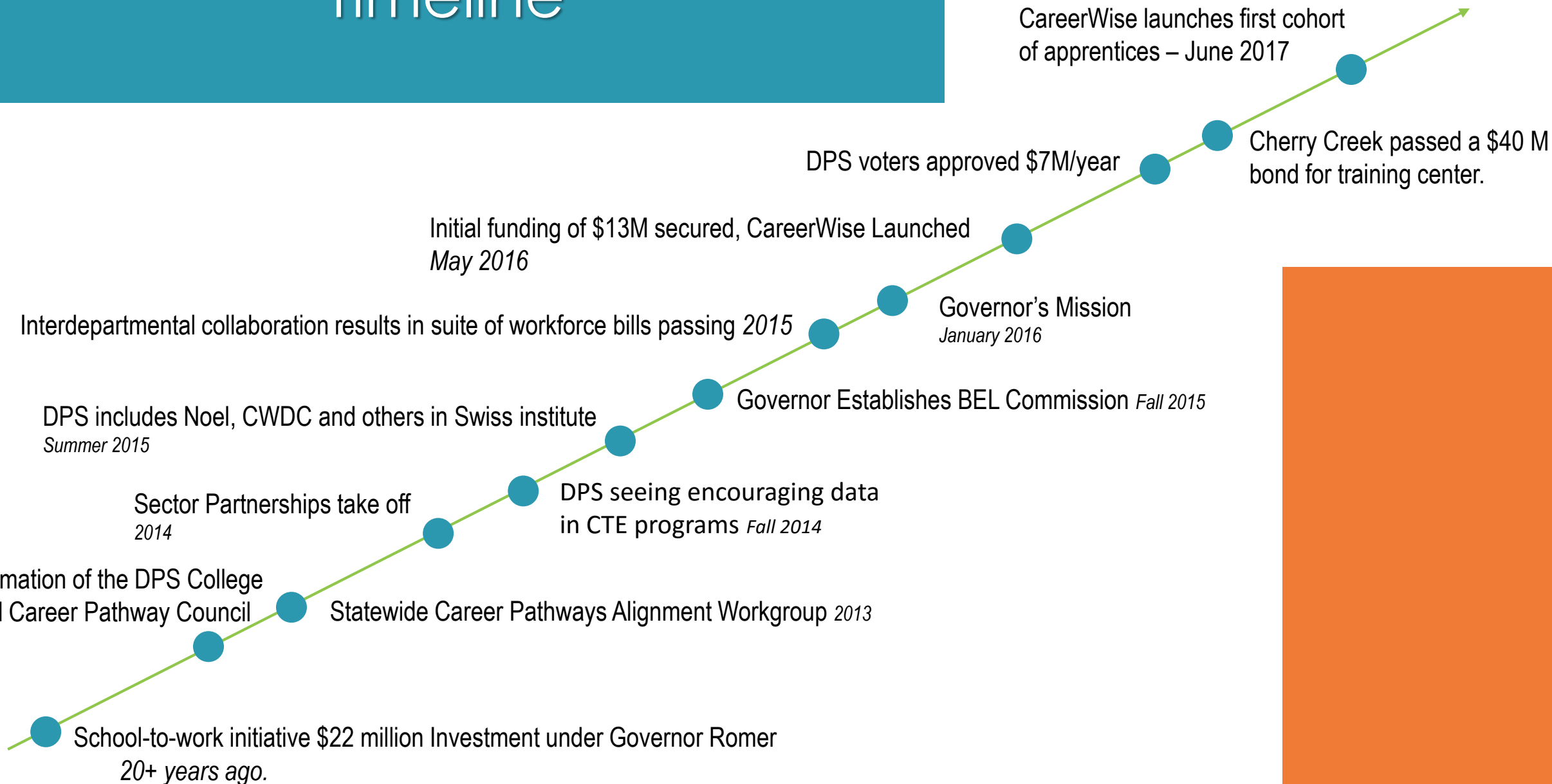




# Work-based Learning in Colorado

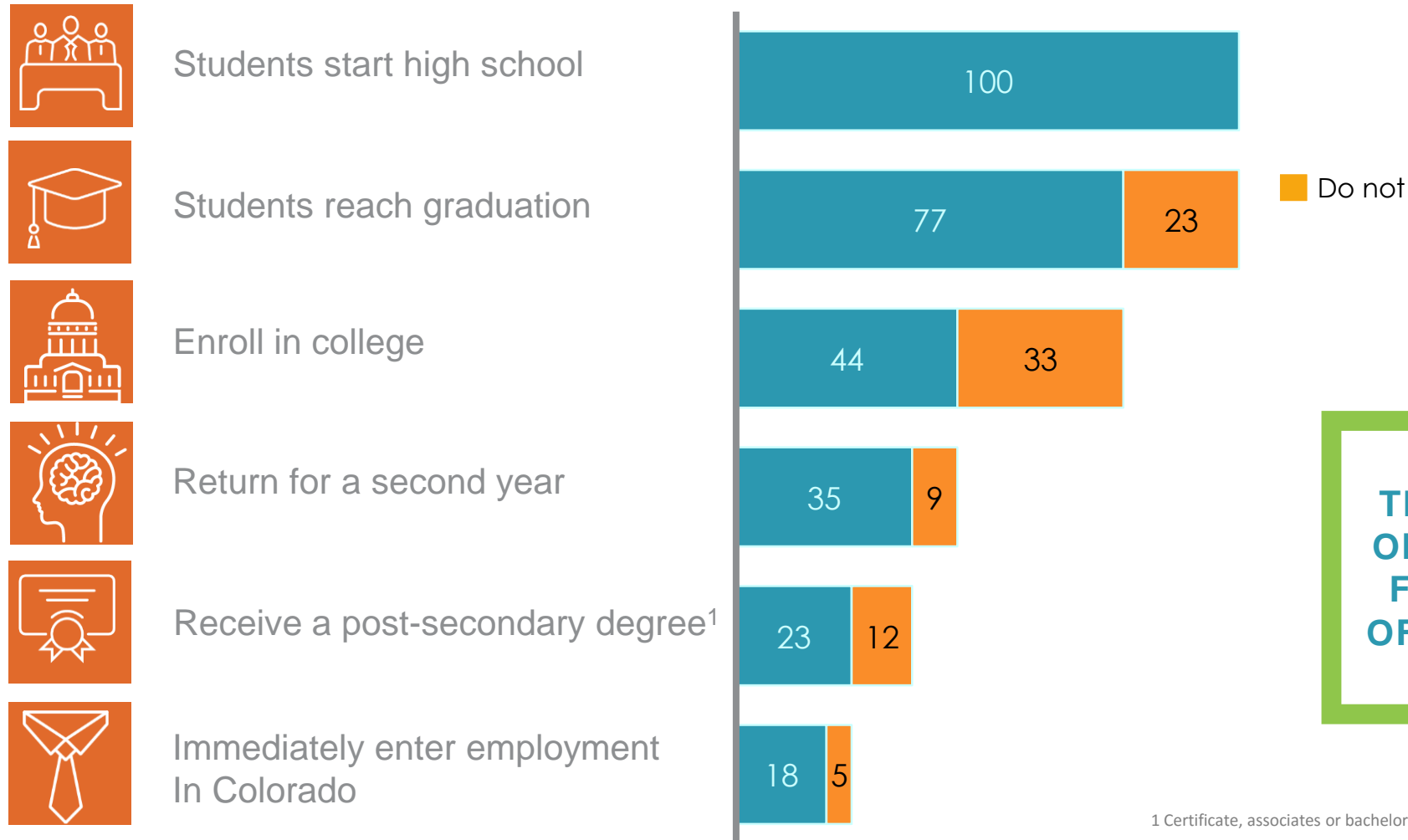


# Timeline





# COLORADO'S EDUCATION SYSTEM



**THE SYSTEM  
ONLY WORKS  
FOR 18-23%  
OF STUDENTS**

<sup>1</sup> Certificate, associates or bachelor's degree within 150% of allotted time

SOURCE: The Colorado Talent Pipeline Report 2015





Recruiting, hiring  
& training costs  
Colorado  
businesses  
\$24K+ per  
employee



Middle-skilled  
positions take  
15% longer to  
fill in Colorado  
compared to the  
national average<sup>1</sup>

# RECRUITING EMPLOYEES

An estimated 25,000  
weekly job vacancies in  
high-growth industries go  
unfilled because of a  
**LACK OF SKILLED  
WORKERS**,  
costing the state more than  
\$300 million in lost GDP<sup>2</sup>



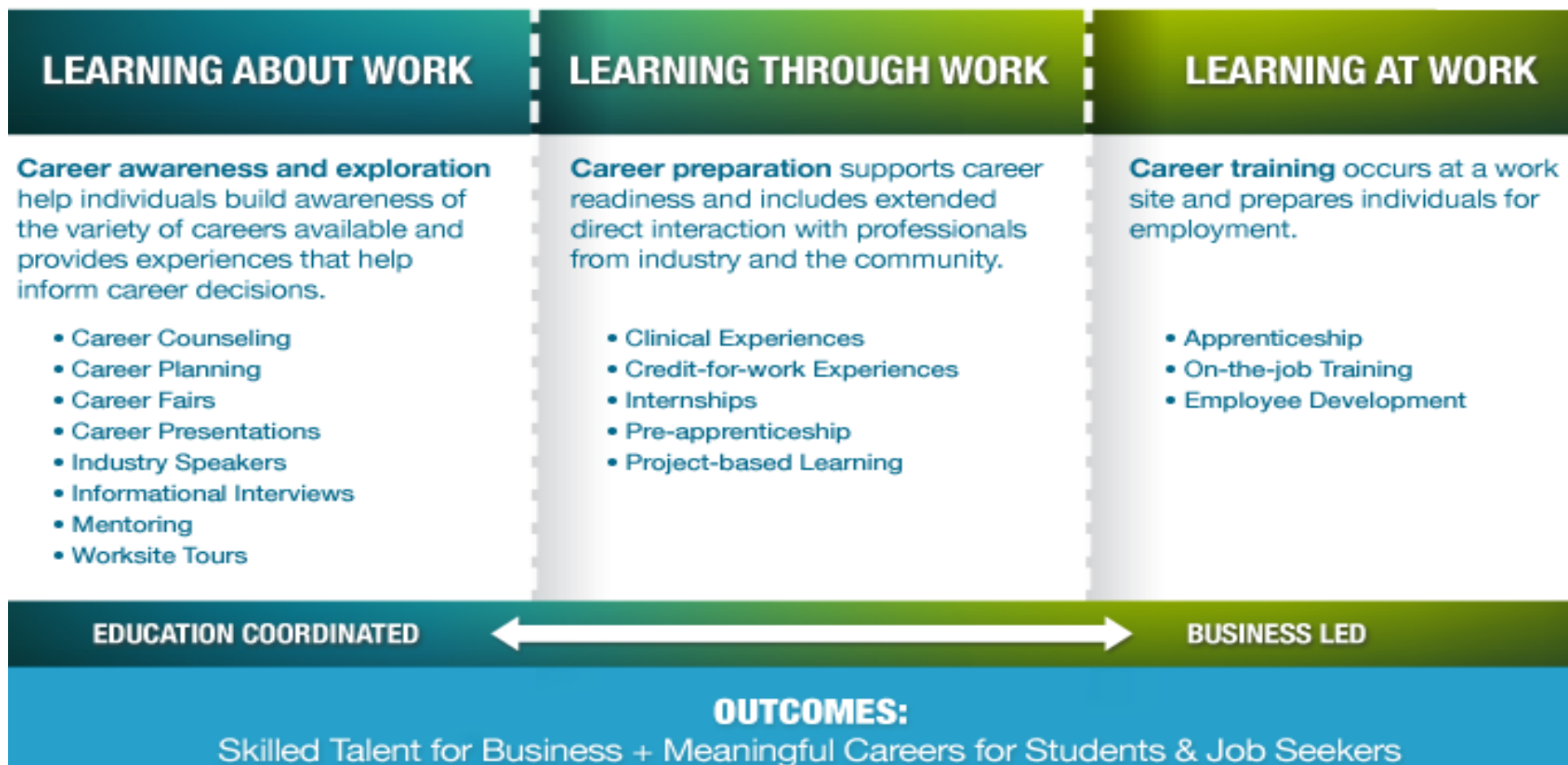
<sup>1</sup> Burning Glass Technologies, Interim Deliverable, "Overview of Colorado's Middle-Skill Job Market"; Colorado

<sup>2</sup> CPR.org, "Colorado Unveils \$9.5M Youth Apprenticeship Program", September 2016

# Colorado Landscape

## COLORADO'S WORK-BASED LEARNING CONTINUUM

Work-based learning is a continuum of activities that occur, in part or in whole, in the workplace, providing the learner with hands-on, real world experience.





Colorado Workforce  
Development Council



**COLORADO**  
Department of Education



**COLORADO**  
Department of  
Higher Education



**COLORADO**  
Department of  
Labor and Employment



**COLORADO**  
Office of Economic Development  
& International Trade



# BALANCING INCENTIVES & PROVIDING SUPPORTS

CareerWise Colorado  
connects industry and  
education to create a  
statewide, modern  
youth-apprenticeship system.

Apprentices earn a wage while gaining valuable workplace experience, a nationally recognized industry certification and debt-free college credit.

## APPRENTICE



Industry benefits from tangible financial ROI as it makes the shift from being consumers of talent to producers of talent.

## BUSINESS



## EDUCATION

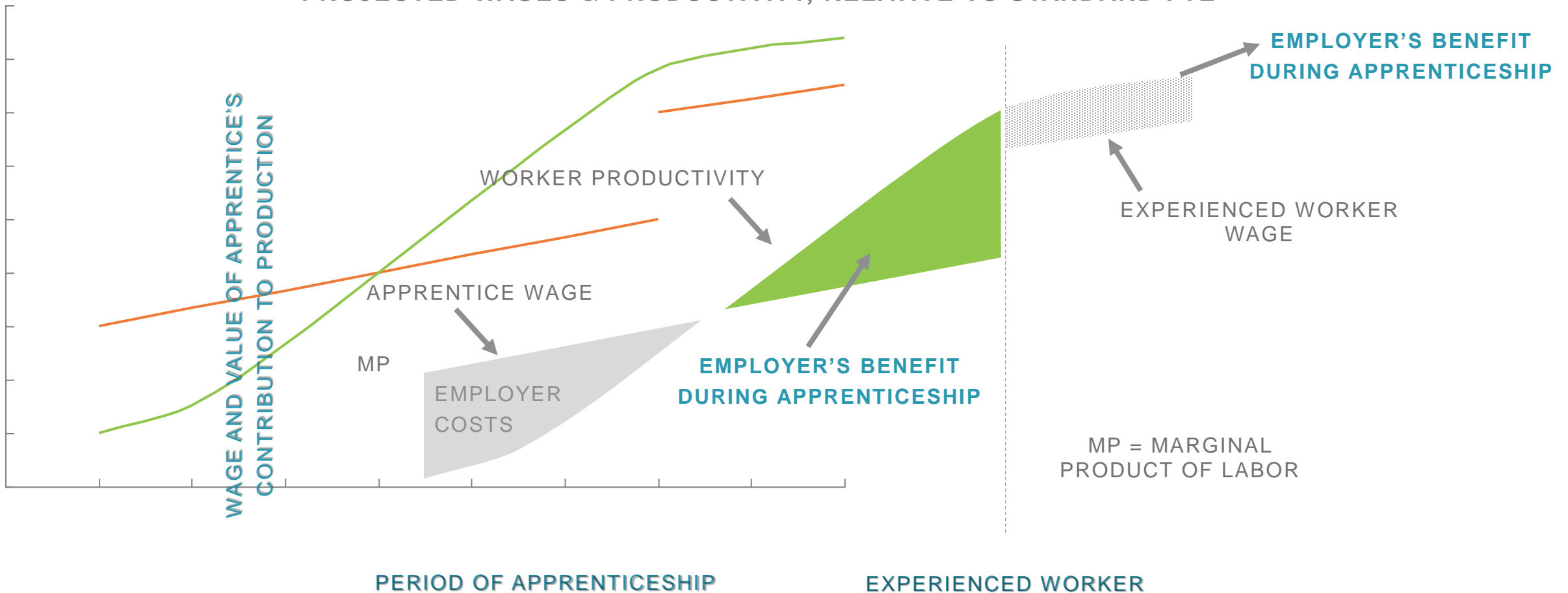


K-12 and higher education institutions improve student outcomes with increased student engagement and attendance, graduation rates and college-credit attainment.

COMPANIES ARE PROJECTED TO EARN  
**POSITIVE ROI**  
ON APPRENTICE WORK

Swiss firms saw an ROI of 10% during the training period,  
and additional ROI once apprentices became full-time  
employees<sup>1</sup>




PROJECTED WAGES & PRODUCTIVITY, RELATIVE TO STANDARD FTE






<sup>1</sup> Wolter et al (2006)

# HERE'S HOW IT WORKS.

CAREERWISE APPRENTICES SPLIT TIME BETWEEN SCHOOL, TRAINING CENTERS, AND WORK ON A SCHEDULE THAT WORKS FOR STUDENTS AND BUSINESSES

	YEAR 1	YEAR 2	YEAR 3
 <b>AT HIGH SCHOOL</b> Core academic courses at school (e.g., math), some community college coursework	~3 days a week	~2 days a week	NA
 <b>ON-THE-JOB</b> On-the-job training, in form of occupation, rotation or projects	16 hours a week	24 hours a week	32-40 hours a week
 <b>AT COMMUNITY COLLEGE</b> Multi-skill training curriculum in pathway-	~150 hours a year	~175 hours a year	~200 hours a year

# AFTER APPRENTICESHIP

	YEAR 1	YEAR 2	YEAR 3
 <b>AT HIGH SCHOOL</b> Core academic courses at school (e.g., math), some community college coursework	~3 days a week	~2 days a week	NA
 <b>ON-THE-JOB</b> On the job training, in form of occupation, rotation or projects	16 hours a week	24 hours a week	32-40 hours a week
 <b>AT TRAINING CENTER</b> Multi-skill training curriculum in pathway-specific skills	~150 hours a year	~175 hours a year	~200 hours a year

OPTION MULTIPLIER *Or Both!*

Student signs on as full-time  
**EMPLOYEE**



Student continues  
**EDUCATION**  
with 2- or 4-year degree



ADVANCED  
MANUFACTURINGProduction  
technicianQuality control  
inspectorMaintenance  
technician

Logistics

COORSTEK  
Amazing Solutions®INTERTECH  
PLASTICS

Nordson

INFORMATION  
TECHNOLOGYComputer  
Technician

Software QA Tester

Junior Coder

DaVita.

University of Colorado  
Denver

NOW

INTRAWEST

Home  
AdvisorFINANCIAL  
SERVICES

Accounting Clerk

Insurance  
Services ExpertFinancial  
Coordinator

Customer Support

PINNACOL  
ASSURANCEEKS&H  
AUDIT | TAX | CONSULTINGCOLAVRIA  
HOSPITALITYBUSINESS  
OPERATIONS

Project Coordinator

Purchasing  
CoordinatorOperations  
Specialist

stonebridge

Otter  
BOX™

SKILLFUL

JANUS

## HEALTHCARE

LAUNCHING FOR  
2018/19 CLASSCertified Nursing  
Assistant (CNA)  
to Licensed  
Practical Nurse  
(LPN)VIVAGE®  
• SENIOR LIVING •Sava  
SeniorCareNew Pathways &  
Occupations  
Add Diversity  
Each Year

## Evaluating for 2019

- Cybersecurity
- GIS
- CAD/BIM
- Salesforce Designer or Admin



We've made significant progress  
in a just a year and a half

2017

116

YOUTH APPRENTICES

40

EMPLOYERS

4

**PATHWAYS**

Manufacturing,  
Technology,  
Business Operations  
& Financial Services

10

**OCCUPATION  
TRAINING  
PLANS**

3

**COMMUNITIES**

Front Range,  
Western Slope  
& Northern  
Colorado

4

**SCHOOL  
DISTRICTS**

Cherry Creek, DPS,  
Jeffco and Mesa 51

25

PARTICIPATING SCHOOLS

8

**HIGHER  
EDUCATION  
PARTNERS**

2018

240+

YOUTH APPRENTICES

60

EMPLOYERS

5

**PATHWAYS**

Manufacturing,  
Technology,  
Business Operations,  
Financial Services &  
Healthcare

12

**OCCUPATION  
TRAINING  
PLANS**

4

**COMMUNITIES**

Front Range,  
Western Slope  
Northern Colorado  
& Eagle County

7

**SCHOOL  
DISTRICTS**

Cherry Creek, DPS,  
Eagle County,  
Jeffco, Mesa 51,  
Poudre Schools &  
Westminster

41

PARTICIPATING SCHOOLS

9

**HIGHER  
EDUCATION  
PARTNERS**

# Presenters

## **Shana Payne**

Director of Higher Education  
Delaware Higher Education Office

## **Luke Rhine**

Director, Career and Technical Education  
and STEM Initiatives  
Delaware Department of Education

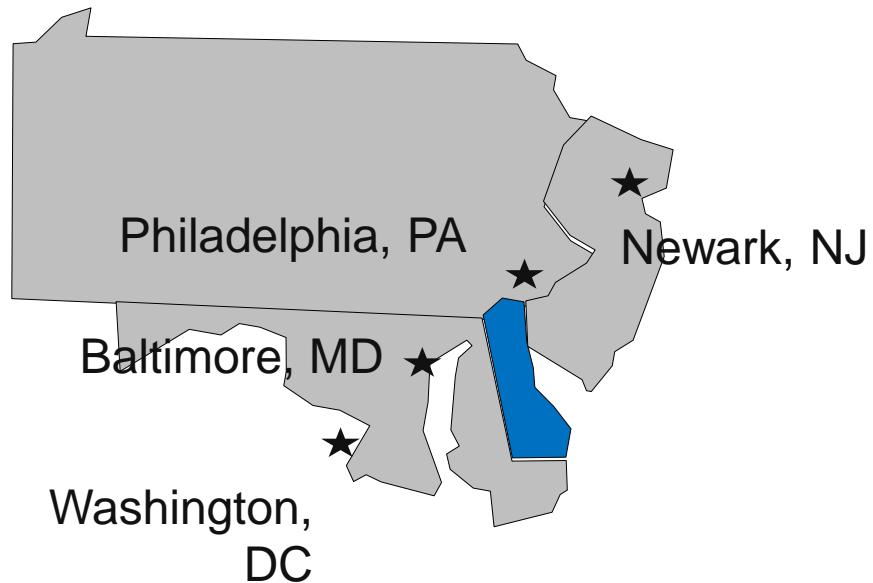


# Delaware's Career and College Ready Model



**Delaware**  
Department of Education

# Delaware Context



**Total DE Population: 907,135**

<i>Delaware Public School Data (2013-14)</i>	
<i>Delaware District/School Data</i>	
<i>School Districts</i>	<b>16</b>
<i>Vo-Tech School Districts</i>	<b>3</b>
<i>Total Charter Public Schools</i>	<b>21</b>
<i>Total Public Schools</i>	<b>238</b>
<i>Student Enrollment (Percent All Students Enrollment)</i>	
<i>Total Students</i>	<b>152,552</b>
<i>Traditional Public School</i>	<b>121,076 (79.4%)</b>
<i>Charter Public School</i>	<b>10,438 (6.8%)</b>
<i>Private School</i>	<b>21,038 (13.8%)</b>
<i>Public School Student Demographics</i>	
<i>White</i>	<b>46.6%</b>
<i>African-American</i>	<b>31.2%</b>
<i>Hispanic/Latino</i>	<b>15.3%</b>
<i>Low-Income</i>	<b>35%</b>
<i>English Learner</i>	<b>6.0%</b>

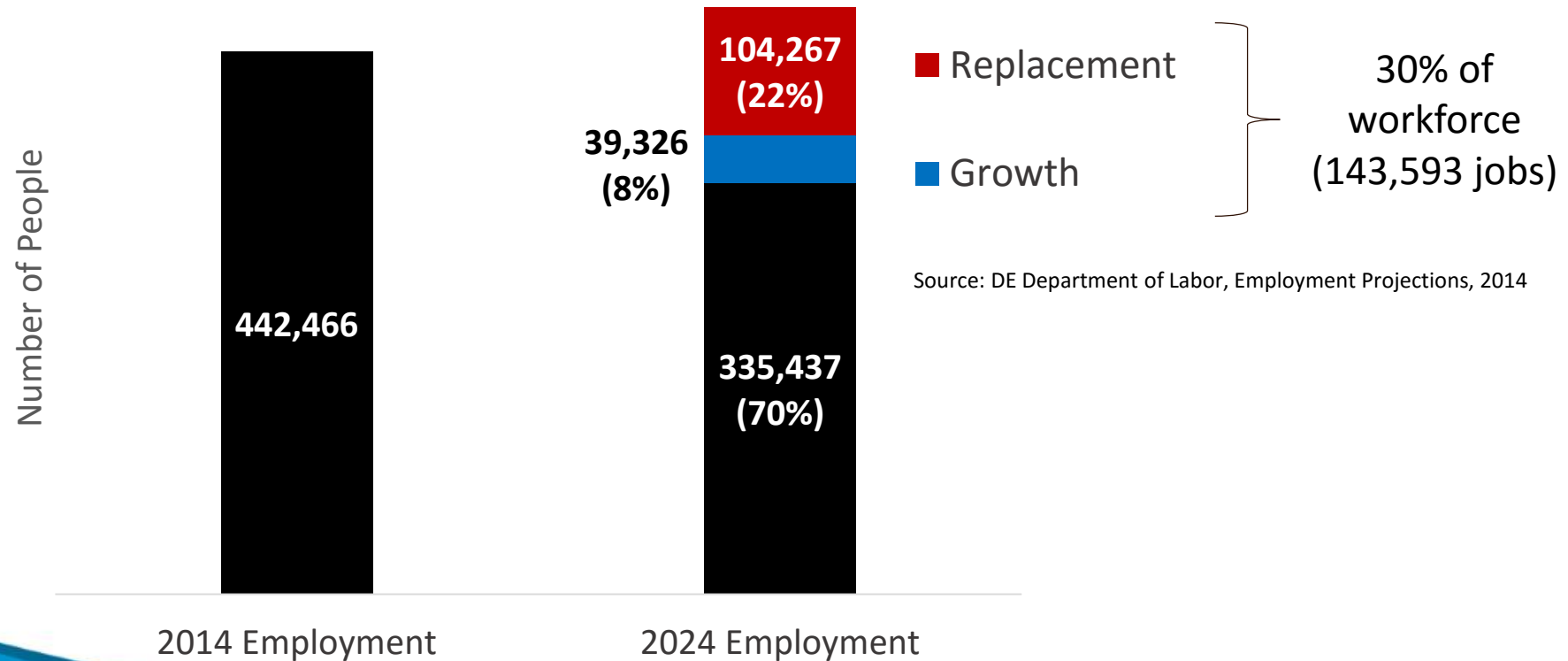
# Guiding Question

What are my career goals and how do my educational plans align?

# Job Growth & Replacement

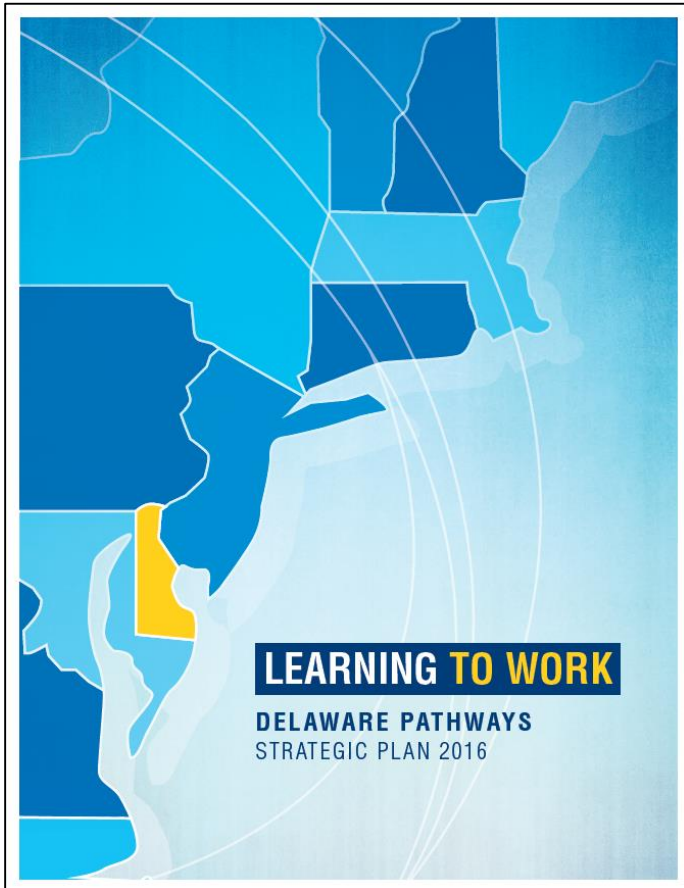
**By 2024, Delaware will hire or replace 30% of its workforce**

Delaware Employment Projections, 2014-2024





# Priority Areas



Delaware  
Department of  
Education

Build a career preparation system that aligns to the state and regional economies

Delaware Technical  
Community College

Scale and sustain meaningful work-based learning experiences

Delaware  
Department of  
Labor

Integrate our education and workforce development efforts

United Way of  
Delaware & Rodel  
Foundation

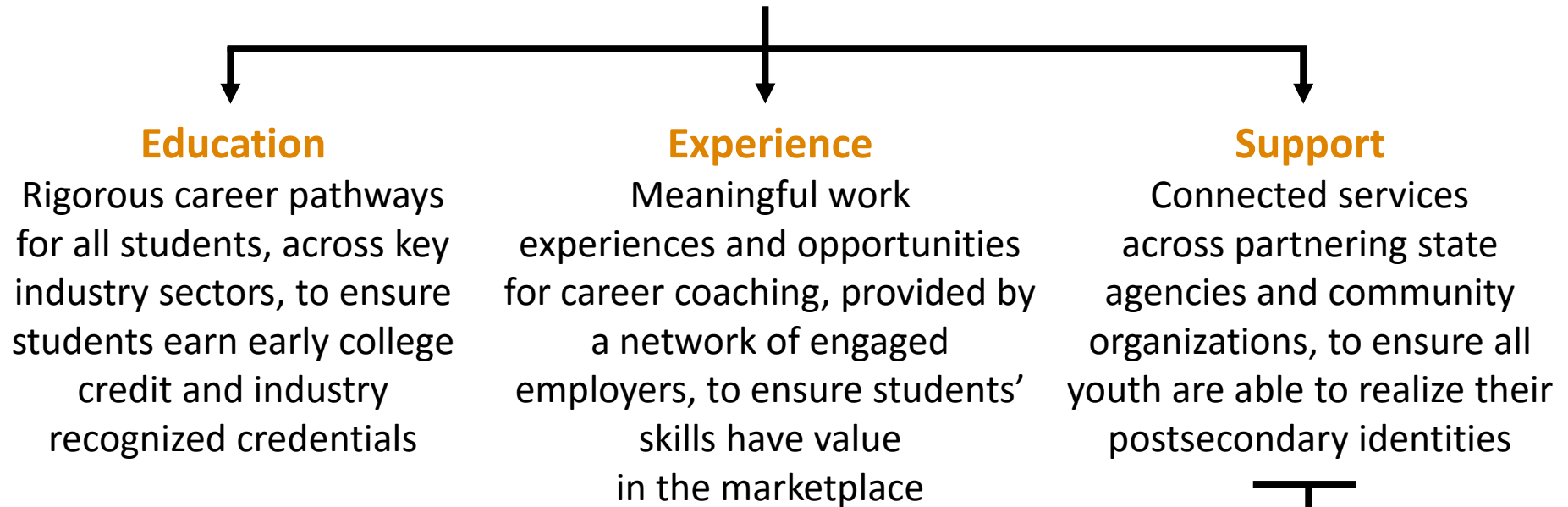
Coordinate financial support across various sectors

Delaware Workforce  
Development Board

Engage employers, educators, and service providers

# Systems Model

## Delaware's Career Pathways System

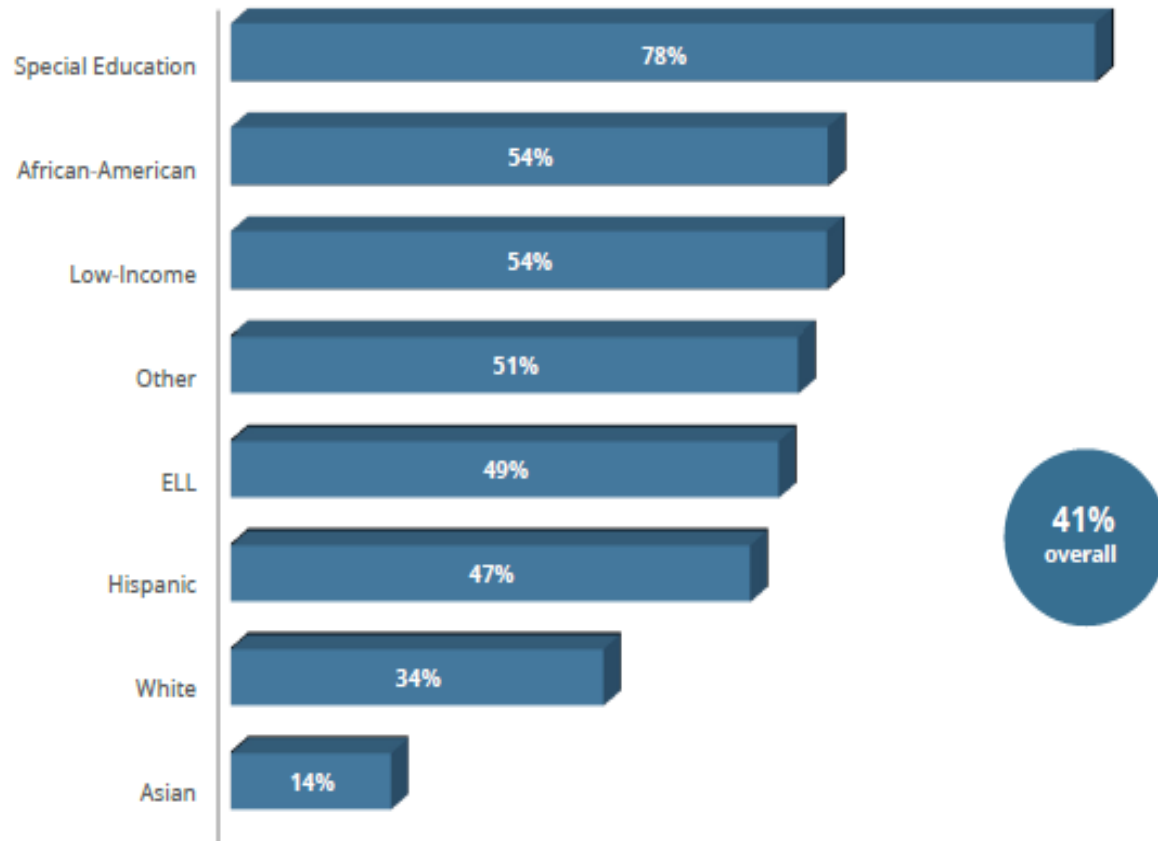


### Opportunities for all Students

Acquiring both academic and technical skills in combination with meaningful work experience gives students the freedom to choose their life's path

# Readiness?

*Percentage of students requiring remediation  
by subgroup (Class of 2015)*



## College Ready

25% met SAT  
benchmark in Math  
and Reading

## Career Ready

24% completed an  
industry recognized  
credential

# What Does It Take To Get Ready?

- **12<sup>th</sup> Grade Transition Supports**
  - College Application Month
  - FAFSA completion
  - Decision Day
- **College Level Courses**
  - Dual Enrollment
  - Advanced Placement
- **Reduce Remediation**
  - P20 Subcommittees
  - Foundations Courses
  - Stronger professional learning systems
  - Monitor progress [www.doe.k12.de.us/collegesuccess](http://www.doe.k12.de.us/collegesuccess)

# What's Next?

## Statewide Advisement Model

**Advisory Curriculum**

**Work-Based Learning**

**Professional Learning**

### Foundational Principles

**Driven By Student, Parent and School Voice**

**Strengthen 7-14 Pathways for High Demand Careers**

**School-Community-Higher Ed Partnerships**

**School and Community Based Program Coordinators**

# Contact Us

## **Shana Payne**

Delaware Higher Education Office

401 Federal Street

Dover, DE 19901

[www.delawaregoestocollege.org](http://www.delawaregoestocollege.org)

[shana.payne@doe.k12.de.us](mailto:shana.payne@doe.k12.de.us)

## **Luke Rhine**

Delaware Department of Education

401 Federal Street

Dover, DE 19901

[luke.rhine@doe.k12.de.us](mailto:luke.rhine@doe.k12.de.us)

# Kentucky

Terry Holliday

Retired Commissioner of Education

2009-2015



# Kentucky Highlights

- Brief History of Career Readiness Focus
  - Senate Bill 1 2009
  - Career Readiness Legislation
  - NCLB Waiver
- Work Based Learning
  - Toyota Model
  - Tech Ready Apprentices for Careers in Kentucky (TRACK)
  - Ford
  - UPS
  - KY FAME

# National Highlights

- Brief Update
  - KY and LA accountability models
  - Council of Chief State School Officers Task Force
  - Opportunities and Options: Making Career Preparation Work for Students
  - Pathways to Prosperity – Jobs for the Future
  - William Symonds – Arizona State – career initiative
  - JP Morgan Chase – New Skills for Youth grants
  - Advance CTE – Learning that Works resource center
  - CCSSO Career Readiness Network

# **A CASE FOR CHANGE: THE MOVEMENT TOWARD EMPLOYER LED WORKFORCE SYSTEMS**

**NASBE: CAREER READINESS AND WORK-BASED LEARNING WEBINAR | MAY 30, 2018**

**KIM MENKE – REGIONAL DIRECTOR, TMNA GOVERNMENT AFFAIRS**

- KY FAME**
- KY WORKFORCE CENTER**
- KY WORKFORCE INNOVATION & OPPORTUNITY BOARD**



# EMPLOYER LED SOLUTIONS – GET INVOLVED !



- **EDUCATION**

- PreK – 12<sup>th</sup> School System
- Area Tech Centers/Community Colleges

- **GOVERNMENT** (Local/Region/State)

- Education/Workforce Boards
- Economic Development Agencies

- **BUSINESS**

- Chamber of Commerce
- Manufacturers Association
- KY Federation Advanced Manufacturing Education (FAME)

# Kentucky Federation for Advanced Manufacturing Education (**KY FAME**)

## KY FAME

- Transforming Kentucky's manufacturing workforce to ensure the economic success of the Commonwealth

## Mission & Goals

- KYFAME is an industry-led public private partnership implementing the world-class model for developing manufacturing talent.
- FAME accomplishes this by:
  - Identifying critical skill needs in manufacturing
  - Creating market driven career paths for manufacturing
  - Standardizing curriculum and program delivery
  - Providing meaningful work experience concurrent to the educational experience
  - Marketing manufacturing careers
  - Recruiting the next generation of employees through student sponsorship



KENTUCKY FEDERATION FOR ADVANCED  
MANUFACTURING EDUCATION

## HISTORY

Originated  
from 20 year  
continuing education  
program at Toyota

KY FAME  
industry partnership  
launched in 2009.

Original collaborative  
included 9  
manufacturers  
in the  
Central KY region

First student  
sponsorship program  
(AMT) at Bluegrass  
Community &  
Technical College  
in 2010/11

1  
company

22  
AMT student

Announcement of state  
organization in January  
2015  
State level board of  
directors

200 companies  
currently sponsoring  
approximately  
650 students

## Advanced Manufacturing Technician (AMT)

Primary program used by KY FAME to create a skilled workforce in skilled maintenance.

Integrated, career pathway associate degree program provided by KCTCS colleges.

Combines workplace experience with a simulated classroom environment.

KY FAME members sponsors students, who then participate in AMT

The  
**National Career  
Pathway Network**  
recognized the AMT  
program as the BEST  
Career Pathway Program  
in the U.S.

Sample Work Week					
	1 - Week				
	M	Tu	W	TH	F
	Work	School	School	Work	Work
8-10 Hrs					
2-4 Hrs	Homework & Study				

Attend classes 2 full days per week;  
Work at sponsoring company 3 full days per week



## Advanced Manufacturing Technician (AMT) Integrative Curriculum

Technical Skills		Personal Behaviors	Manufacturing Core Exercises
Electricity	Welding	Attendance	Safety Culture
Fluid Power	Machining	Communication	Workplace Organization
Motor Controls	Drawings	Diligence	Lean Manufacturing
Maintaining Industrial Equipment	System Trouble Shooting	Interpersonal Relations & Initiative	Machinery Maintenance & Reliability
PLCs	Robotics	Teamwork	Problem Solving

# Growing KY FAME

Since it became a statewide organization in 2015:



- ⚙️ **10 Regional chapters**
- ⚙️ **200 + Member companies**
- ⚙️ **232 Graduates**

**In the fall of 2018, 800 + students will be enrolled in KY FAME endorsed programs.**

# Advanced Manufacturing Technician (AMT) Federations for Advanced Manufacturing Education (FAME) Program Status

- = TOYOTA Factory group with AMT Program (8)
- = Employer group (not Toyota) with AMT Program (14)
- College Partners supporting AMT Program (22)
- Manufacturing Collaboratives (20)
- Total employers engaged - 300

## AMT PROGRAMS & FAME GROUPS KEY

1. Bluegrass CTC / KY FAME-Bluegrass
2. Danville CTC / KY FAME-Bluegrass
3. Bridgemont CTC / Toyota
4. Vincennes Univ. / IN FAME-Princeton
5. Itawamba CC / Toyota
6. Alamo Colleges / TX FAME-Alamo
7. Jackson State CC / TN FAME
8. Calhoun CC / AL FAME
9. Jefferson CTC / KY FAME-G. Louisville
10. State Tech Coll. of Missouri / MO FAME
11. Gateway CTC / KY FAME-Northern Kentucky
12. Elizabethtown CTC / KY FAME-Lincoln Trail
13. Springfield CTC / KY FAME-Lincoln Trail
14. Somerset CTC / KY FAME-Cumberlands
15. Owensboro CTC / KY FAME-G. Owensboro
16. Southeastern Ky. CTC / KY FAME-SKYFame
17. Madisonville CTC / KY FAME-West
18. Hopkinsville CTC / KY FAME-West
19. West Kentucky CTC / KY FAME-West
20. Maysville CTC / KY FAME-Northeast
21. Henderson CTC / KY FAME-Kyndle
22. Northwestern State Univ. & Northwest Louisiana TC / LA FAME-Cane River
- F. Northwestern State Univ. & Central Louisiana TCC / LA FAME-TBD (In Formation)

## FAME ORGANIZATIONS: 10 - States

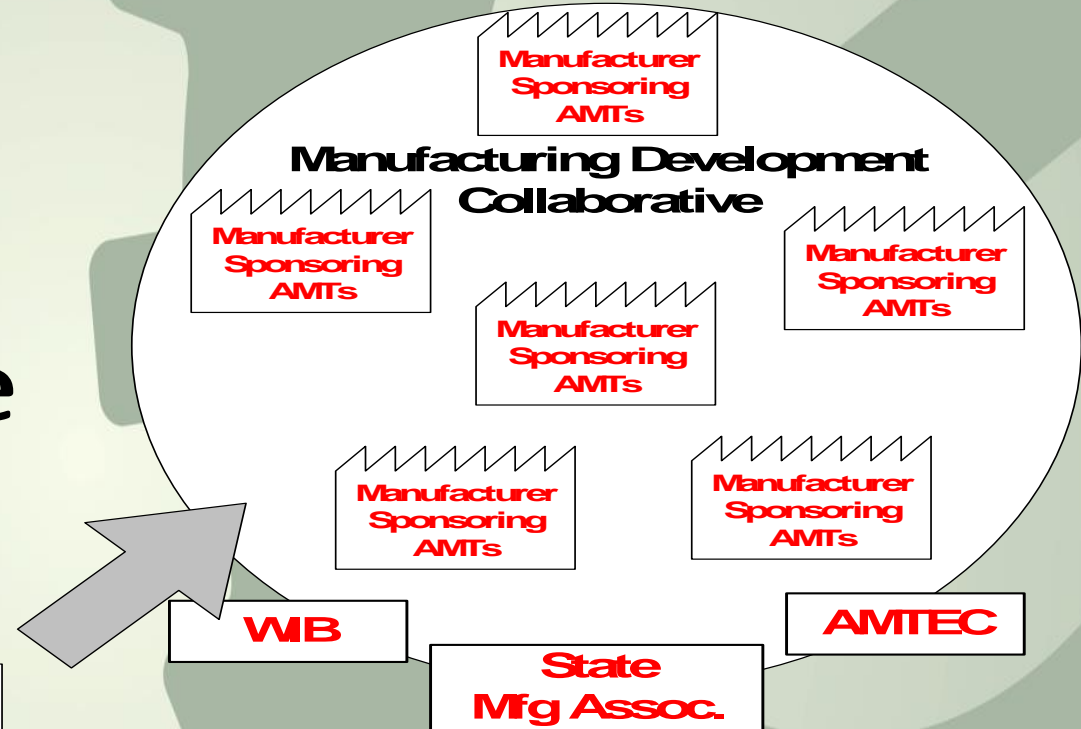
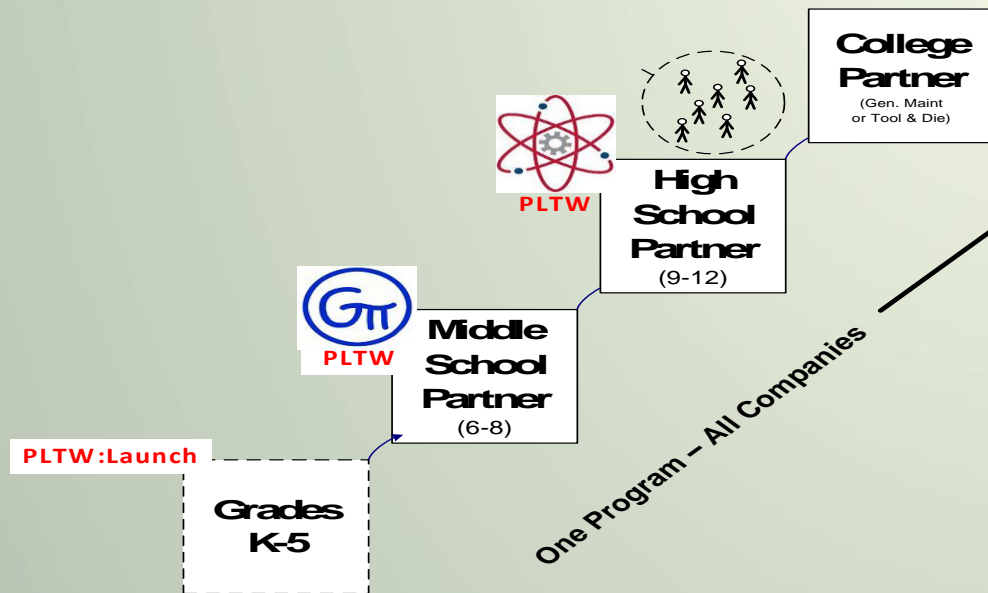
Alabama  
Indiana  
Kentucky  
Mississippi  
Missouri  
Tennessee  
Texas  
West Virginia

Arkansas  
Louisiana

# FAMe

FEDERATION FOR ADVANCED  
MANUFACTURING EDUCATION

## Talent Pipeline



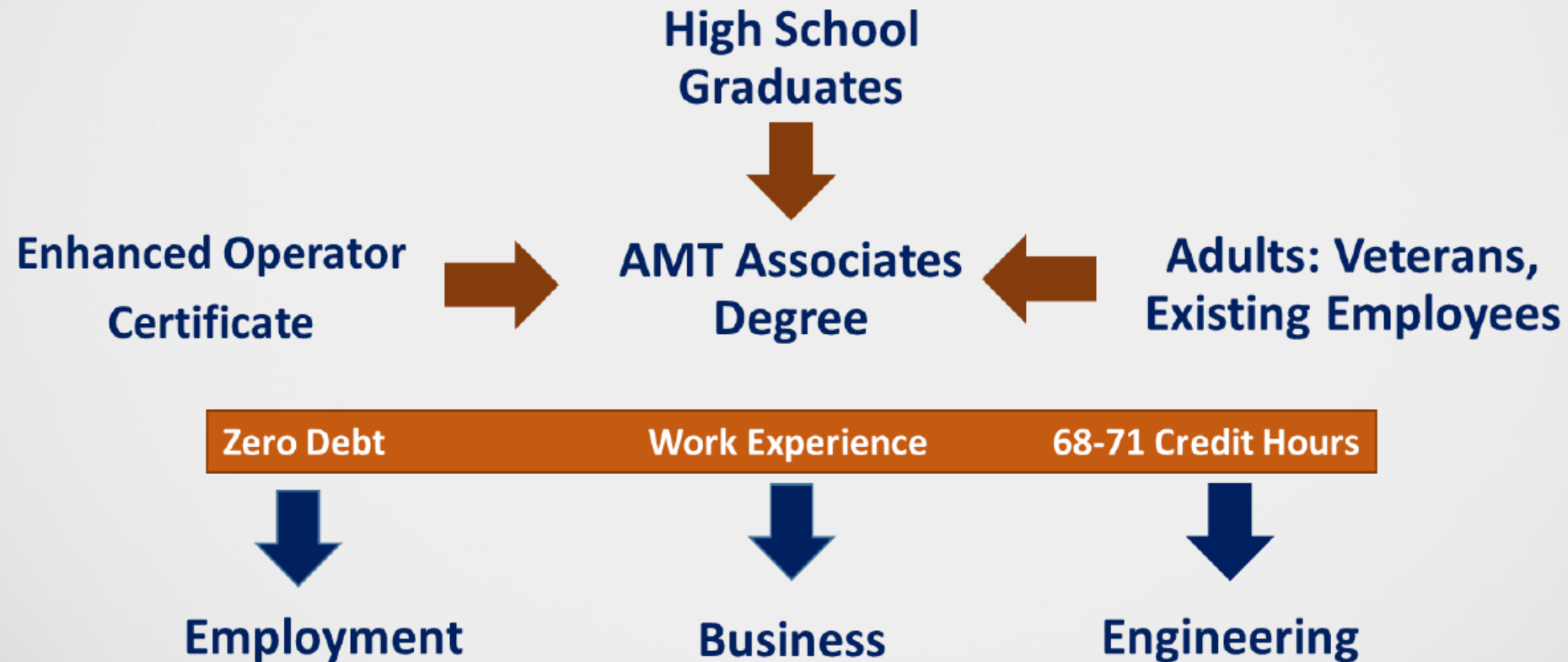
### ADVANTAGES

1. A larger student base is established for the school, making it easier for it to maintain required minimum numbers.
2. An individual company's needs can vary year-to-year, but the needs of other companies will still maintain a steady stream of students.
3. Several companies collectively asking the school to provide a specific product becomes a very strong voice / influence for the school to meet the requested need.
4. Companies can pool resources of all kinds so that each can get the full product while only devoting partial resources.
5. Increased usage helps to lower cost for all companies.
6. Close alignment of the WIB assists with resources.



KENTUCKY FEDERATION FOR ADVANCED  
MANUFACTURING EDUCATION

## Pathway Options







FEDERATION FOR ADVANCED  
MANUFACTURING EDUCATION

## Career Pathways

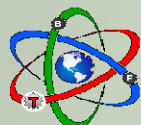
*Employers discovering  
their workforce of  
tomorrow – today.*

*Students launching into  
their careers today –  
with no school debt!*

FAME is the employers collaborative that supports each local AMT Program at a college partner. Local employers form a FAME group. A local college will then implement the AMT Program, and the employers will sponsor students who will attend school 2 days per week, and work at the sponsoring employer 3 days per week.

DISCLAIMER: "FAME," "AMT," and the "Advanced Manufacturing Career Pathways" are employer programs and not college or school programs. As partners with these programs many educational institutions may adopt the names and terms of the employer programs and activities to align with their own partnered programs. The use of similar terms in this document and others is not to be reasonably considered use in the same ways that colleges and schools would use them.

### TECHNICIAN/AMT



**Skilled Technician Career**  
Management  
Supervisor  
Work Leader  
Technician

**Skilled Technician Internship**

**Advanced Program**

### BUSINESS/AMB



**Manufacturing Business Careers**  
Human Resources,  
Production Control, Acct & Finance, Purchasing,  
External Affairs, etc.

**Executive M.B.A.**

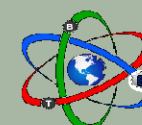
**Org Leadership M.S.**

**Lean Ops M.S.**

**Lean Manufacturing Masters Certificate**

**Operations Management B.S.**

### ENGINEER/AME



**OPERATIONS Engineering Careers**

**MFG DESIGN Engineering Careers**

**Post-Hire New Engineer Development**

**AME Advanced Manufacturing Engineering Program**  
Electrical / Industrial Mechanical  
B.S.

AME Pathway in Development/Testing

As of May, 2017: 305 companies in FAME groups.

*What's your passion?*

*What's your talent?*

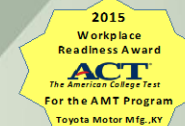
*How far do you want to go?*

**K-12**

**Project Lead the Way**



### 8 AWARDS

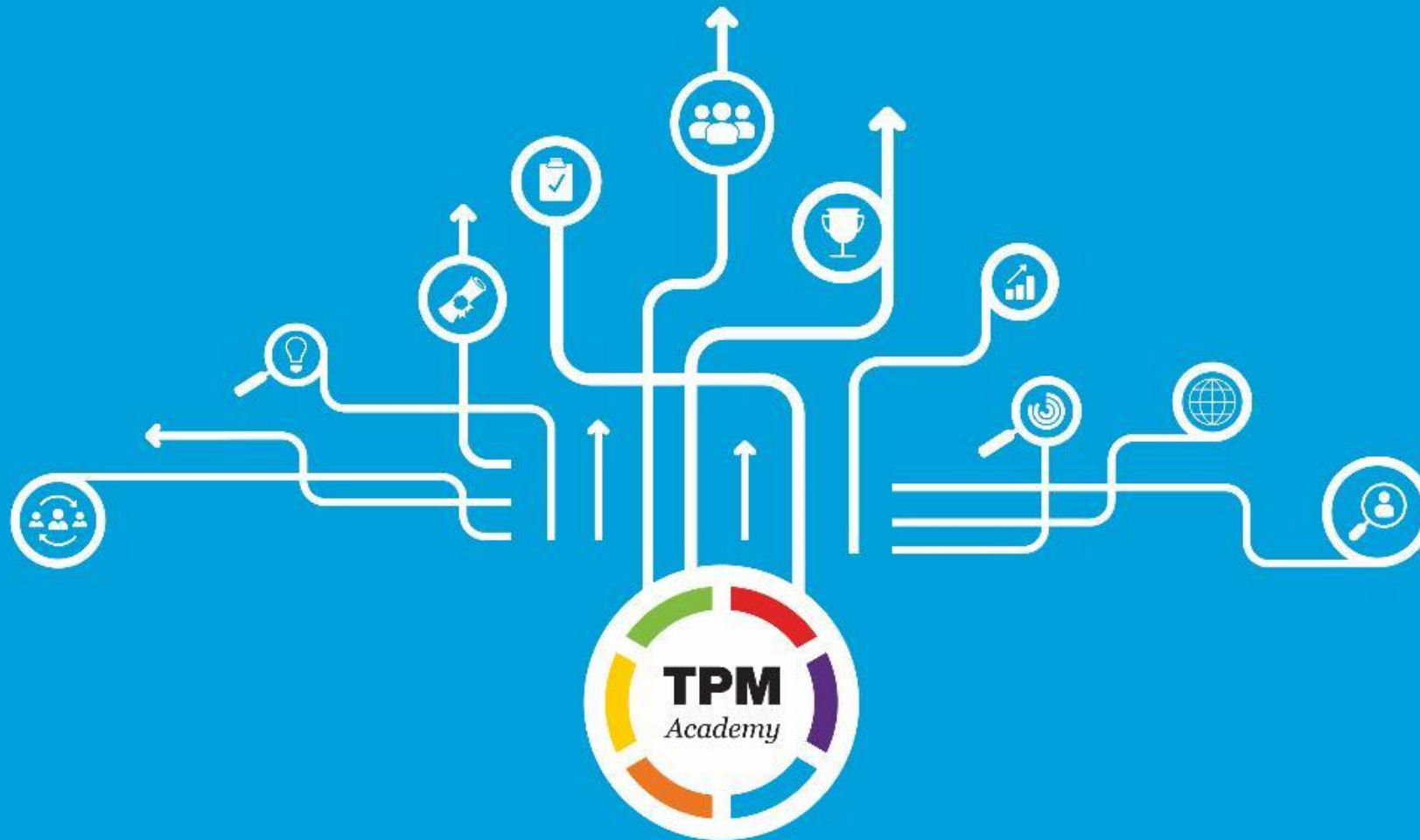




# Kentucky Chamber **WORK***FORCE* CENTER

**SERVING AS THE BUSINESS RESOURCE FOR  
EDUCATION AND WORKFORCE INITIATIVES.**





## TALENT PIPELINE MANAGEMENT ACADEMY

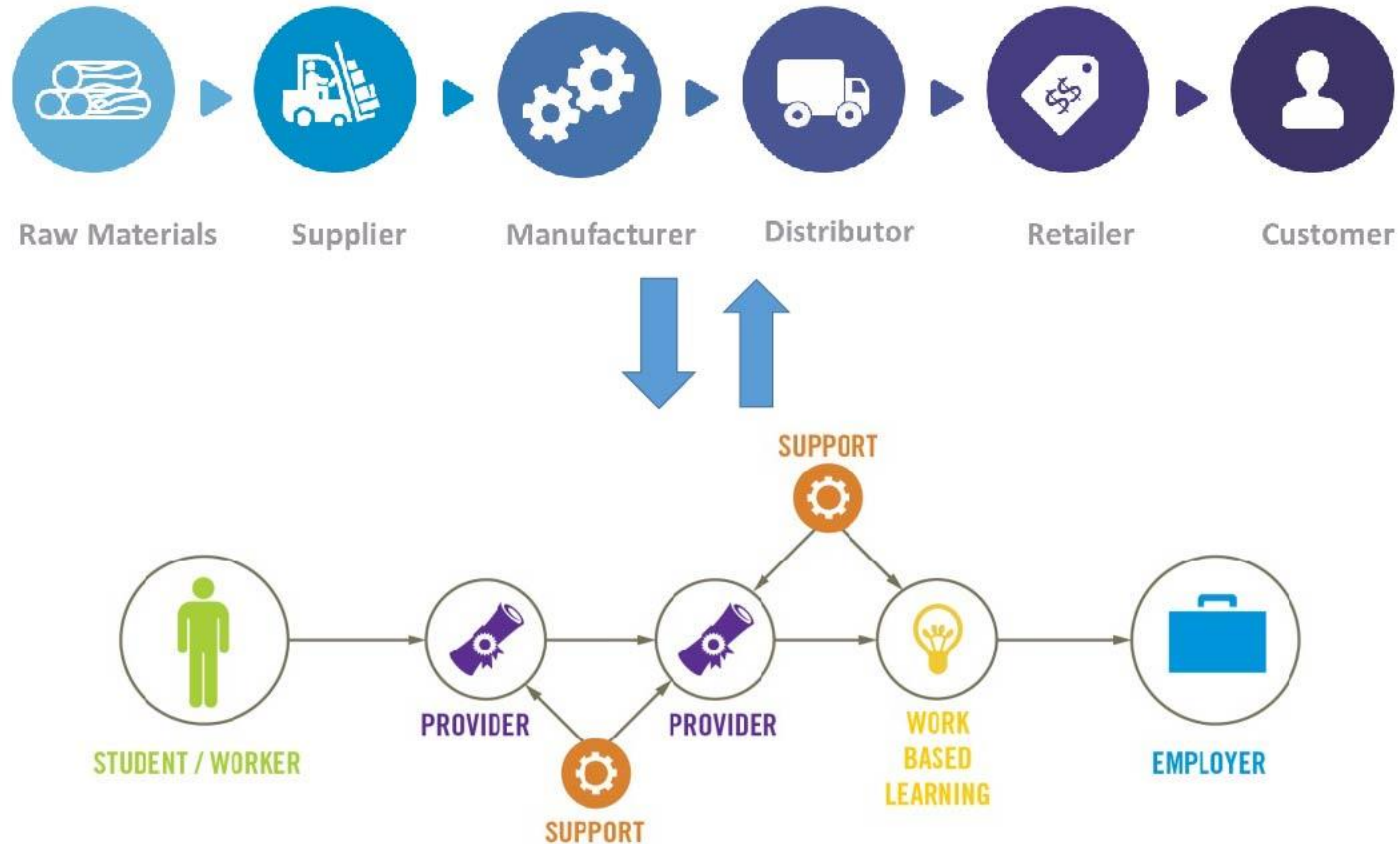


U.S. CHAMBER OF COMMERCE FOUNDATION





# OVERVIEW OF THE TPM APPROACH





**U.S. CHAMBER OF COMMERCE FOUNDATION**  
Center for Education and Workforce



- **65 communities** engaged in TPM
- **1,000 employers** plugged into data system





**U.S. CHAMBER OF COMMERCE FOUNDATION**  
Center for Education and Workforce



**2018 -2020 across the entire state:**

- **Manufacturing**
- **Healthcare**
- **Technology/Business Services**
- **Construction**
- **Logistics**





# EMPLOYER LED SOLUTIONS – GET INVOLVED !



- **Lifelong EDUCATION**
- **Local/State GOVERNMENT**
- **BUSINESS Collaborations**

**Marc Casale**

Founder and CEO

Kinetic West



Career Connect Washington:  
Strategic Plan

NASBE Webinar

*May 2018*

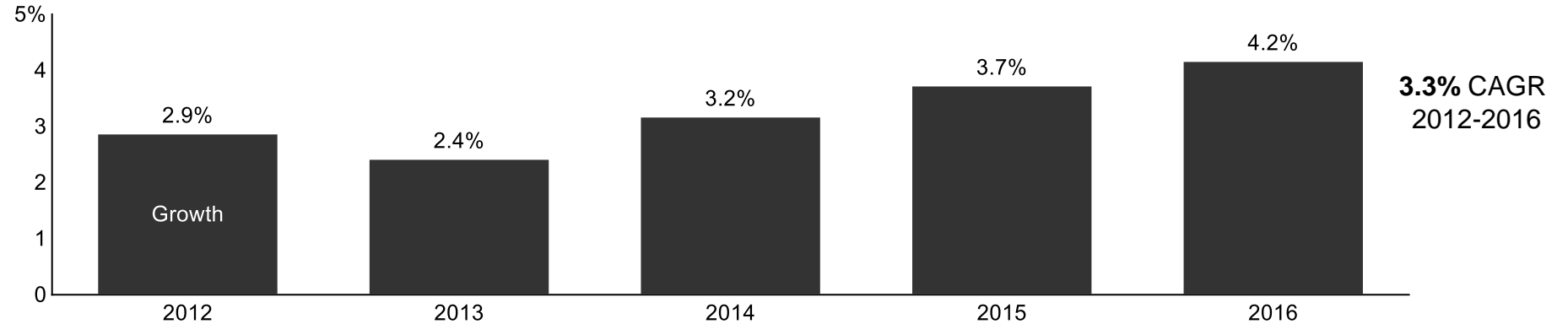
# CAREER CONNECT WASHINGTON



# The opportunity: Washington's economy is growing 3%+ per year, but the youth unemployment rate remains >2X that of WA overall

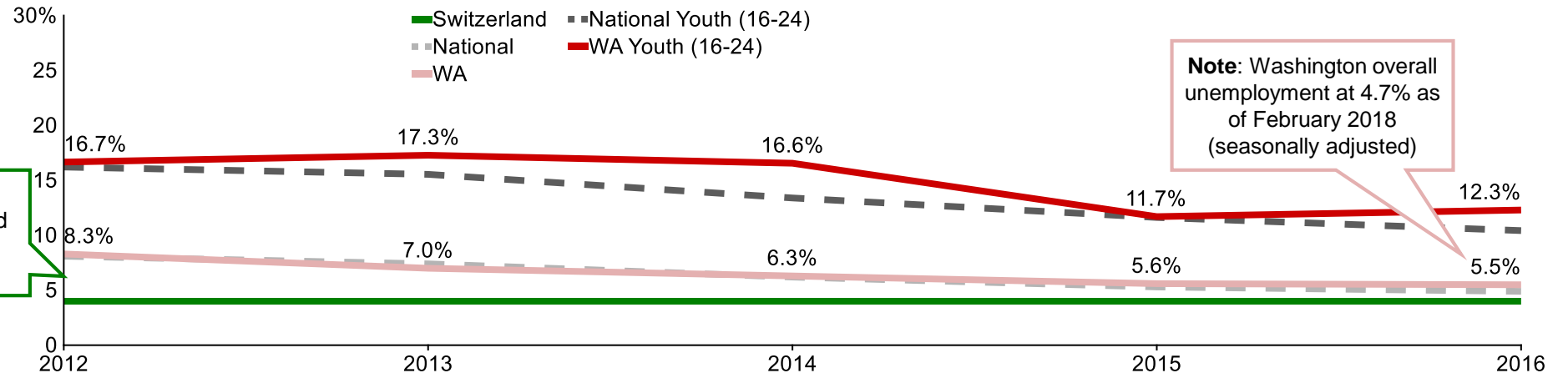
## Washington's economic (GDP) growth

Real YoY GDP Growth, Washington State



## Washington's youth unemployment

Unemployment rates (%)



**Reference point:** Youth unemployment in Switzerland is the same as overall unemployment at ~4%

**Note:** Washington overall unemployment at 4.7% as of February 2018 (seasonally adjusted)

Note: Unemployment rates do not include individuals who are not in the labor force (e.g., students). Unemployment rates are annual (not seasonally adjusted).  
Source: Bureau of Economic Analysis; Bureau of Labor Statistics; Employment Security Department; Interview with Swiss Industry Association

# The opportunity: Significant gap between supply and demand of skilled workers in Washington – and a large opportunity for Career Connect WA to fill it



**MANY EMPLOYERS  
SEEKING  
SKILLED LABOR**

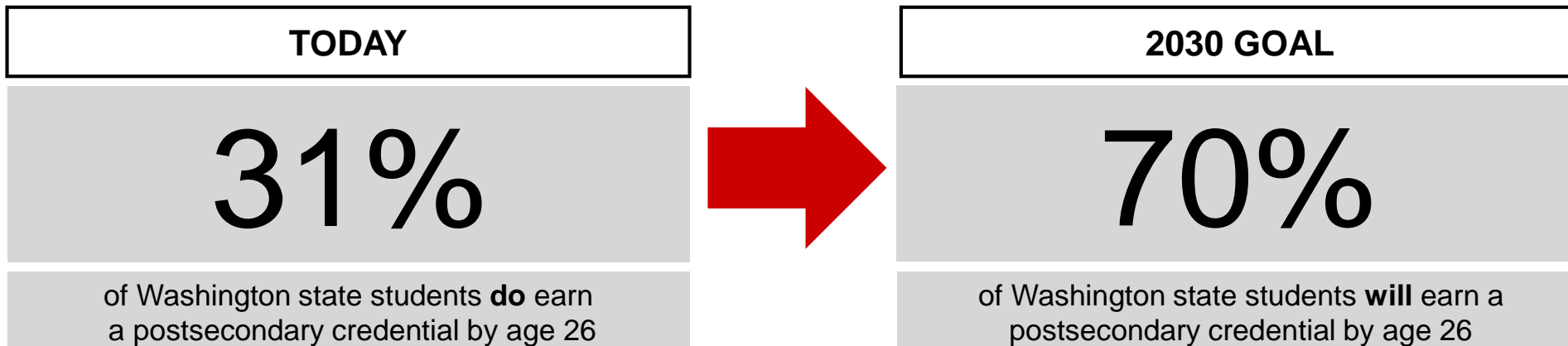
**740,000** job openings expected in WA in next five years;  
**70%** will require **postsecondary credentials**



**FEW GRADUATES  
WITH RIGHT  
SKILL SET**

Only **31%** of WA high school students earn a  
**postsecondary credential**

## OPPORTUNITY FOR CAREER CONNECTED LEARNING IN WASHINGTON:



# Context for our efforts: Success for this effort depends on a close partnership between business, labor, government, and education stakeholders across the state

**Project leadership – Maud Daudon**  
**Project management / coordination – Marc Casale**

## Business and Philanthropy Leadership Committee

### Industry Sector Leaders

Ben Bagherpour, Hans Bishop,  
 Ray Conner, David D'Hondt,  
 Perry England, Tim Engle,  
 Scott Morris, Susan Mullaney,  
 Brad Smith, Brad Tilden,  
 Ardine Williams, John Hurd

**BILL & MELINDA GATES foundation**

**Microsoft**  
**Bloomberg Philanthropies**

**ballmer GROUP**

**SIEMENS** | Foundation

James and  
 Judy K. Dimon  
 Foundation

### Funders

**WASHINGTON TECHNOLOGY**  
 industry association

### Industry Association Leaders



**LIFE SCIENCE WASHINGTON**

## Intermediaries and Experts (e.g., Road Map Project, Suzi and Eric LeVine)

## Industry Sector Groups (incl. employers, labor, etc)

- Healthcare
- IT
- Manufacturing
- Agriculture
- Maritime
- Life Sciences
- Utility
- Aerospace
- Construction

## Strategic Planning

**BAIN & COMPANY**

## National / Regional Expertise

**NEW AMERICA**

**JOBS FOR THE FUTURE**

## Communications

**SOUND VIEW STRATEGIES**



## Legislative Leadership Group



## Labor Leadership Group



**WASHINGTON BUILDING TRADES**

+ others not listed

## Education and Government Leadership Group— led by John Aultman, Kate Davis, and WA Legislature



## Regional Working Groups (e.g., WA STEM networks, regional workforce development)



+ others not listed

# Context for our efforts: To address this opportunity, there are many career-connected learning efforts already underway in Washington

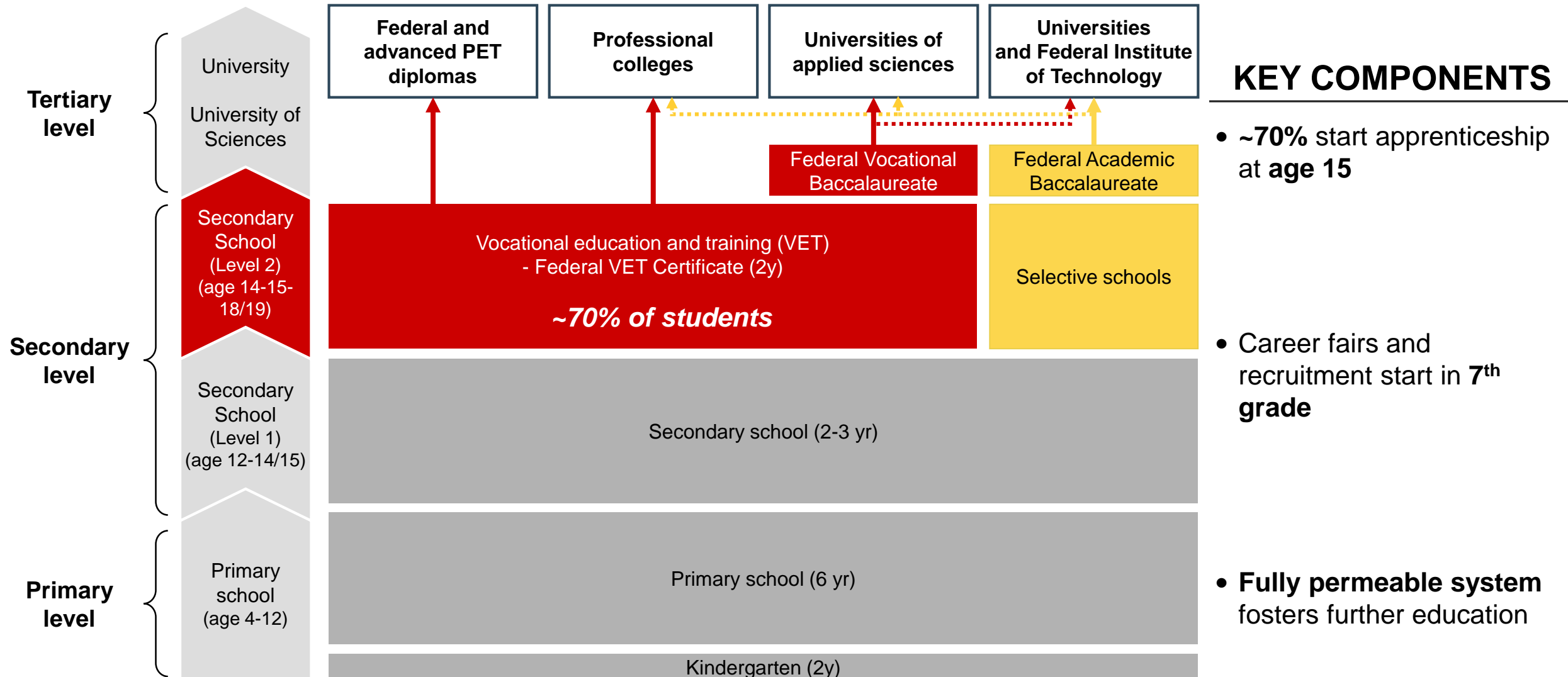
/ NOT EXHAUSTIVE



seattle metropolitan chamber of commerce



# A full-potential example: Swiss apprenticeship model has equalized unemployment rates for youth and general population (~3.1%)



Source: Graphic: SFS Group; Data: Die Lage auf dem Arbeitsmarkt – Swiss government September 2017 report



# We will create 6 key deliverables that will enable implementation of a system of career-connected education across Washington



## 10-year program vision

Student offering, career/ed pathways, % WA young adults enrolled, prioritized schools/districts, employer offering, prioritized industries



## Detailed system design

Identifying key tensions / tradeoffs, ways of integrating with existing programs, and target populations for both pilot and end-state phases



## 10-year growth plan

Initiatives, owners, phasing, costs, milestones, and tracking metrics



## Funding model

Including both philanthropy and self-funding



## Governance model

to be accountable for the rollout and realization of 10-year vision



## Engagement and communications plan

Including key actors who need to commit and support the system



# Our timeless vision for career-connected learning in Washington

/ DRAFT



**Timeless** articulation of principles, values, and core capabilities

Every young adult in Washington will have **multiple pathways toward economic self-sufficiency**, strengthened by a **comprehensive state-wide system for career-connected learning**.

- **Better outcomes for young adults:** Every young adult will have agency and support to choose from a suite of pathways to credentials beyond high school and high-potential careers, including but not limited to 4-year college, and with equity of opportunity for all demographics

## Young adults will...

- be academically prepared and work-ready
- be supported and guided in making choices about their education and careers
- have meaningful and engaging learning experiences
- complete those experiences
- gain valuable credentials for high-opportunity careers
- move forward on their path toward careers and / or further education.

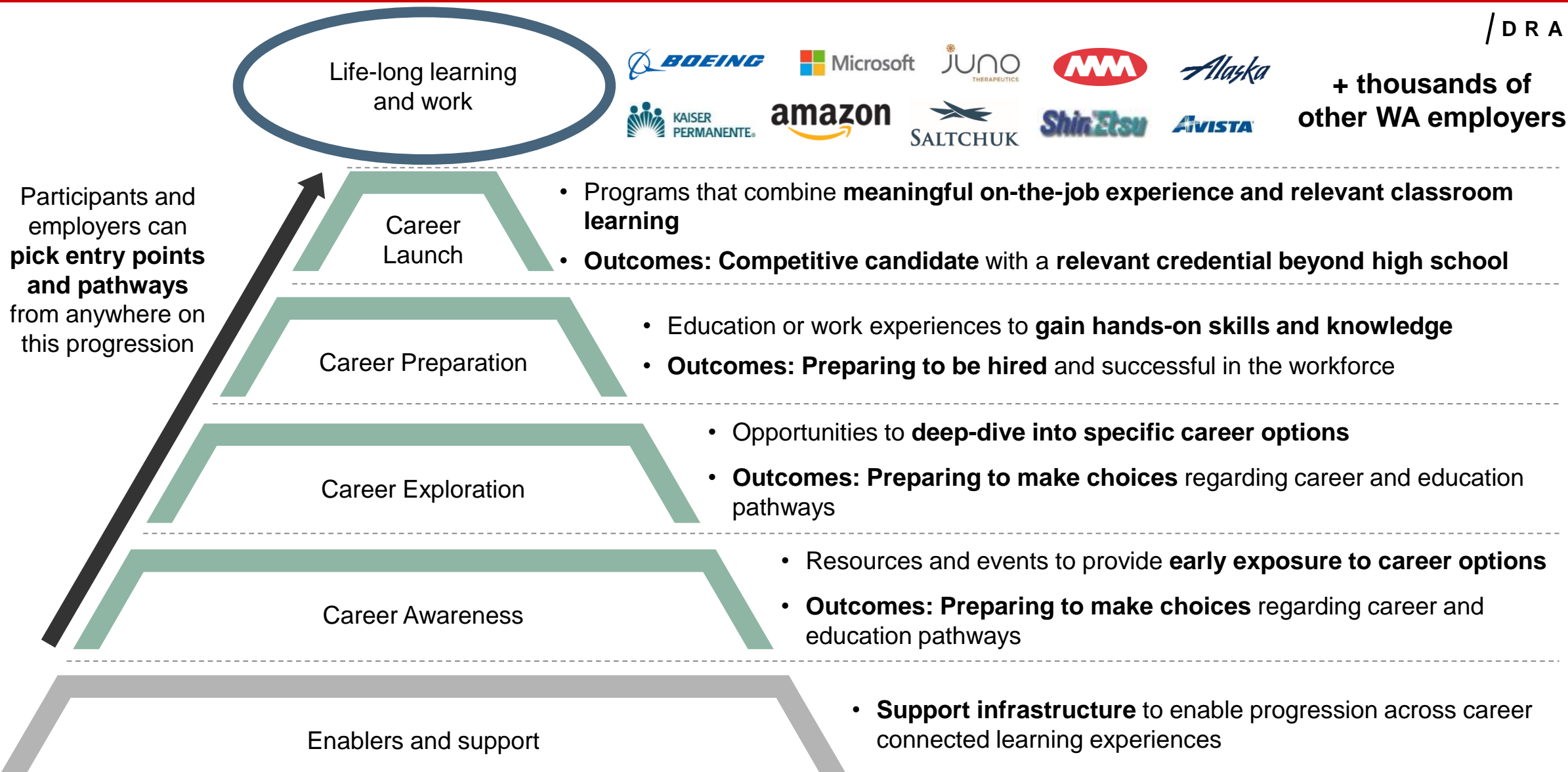
- **Better outcomes for employers:** Improve talent pipeline with a deeper and more diverse pool of local talent, who are work-ready and trained with relevant career skills

## Employers will...

- have easy, accessible engagement in career-connected learning efforts
- Increase / expand sponsorship of young adults in career-connected learning
- have access to talented candidates that are prepared and trained to fill workforce gaps
- improve retention of that talent over time
- have a workforce of life-long learners, passionate about their career choices
- be well positioned to upskill workforce to meet changing industry needs

# Career-connected learning is a range of different experiences

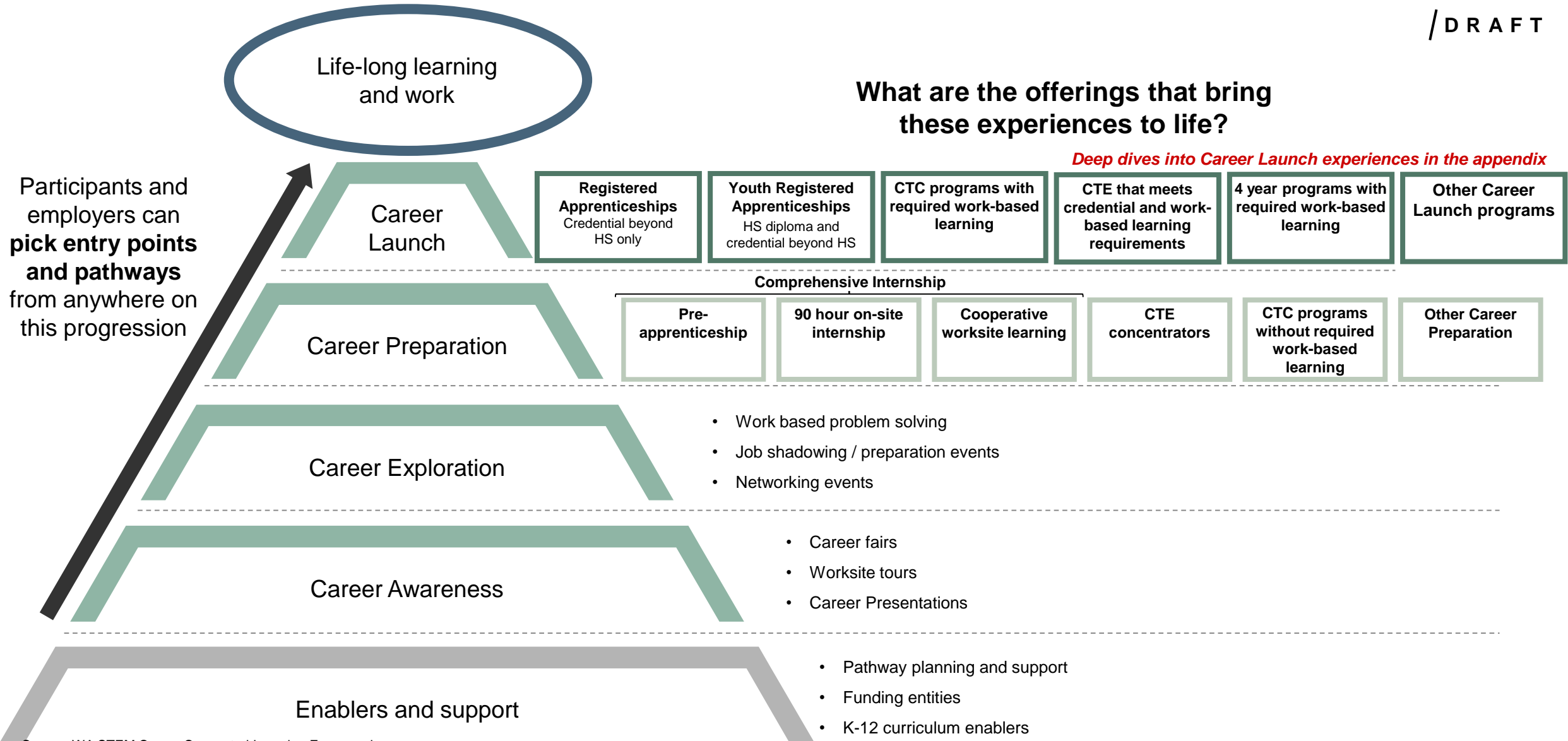
/ DRAFT



Source: WA STEM Career Connected Learning Framework

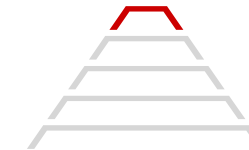
# There are many examples of these experiences in existence today

/ DRAFT



Source: WA STEM Career Connected Learning Framework

Career Launch can come in many forms, but satisfies these criteria

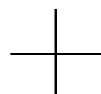


/ DRAFT

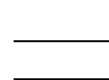
## Career Launch Programs: Positioning our young adults for careers



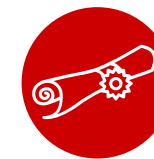
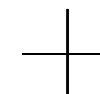
**Meaningful  
on-the-job  
experience**



**Relevant  
classroom  
learning**



**Competitive  
candidate**



**Relevant  
credential  
beyond high  
school**

- ✓ At employer site or skills center (or similar)
- ✓ Paid and/or for academic credit
- ✓ High-quality supervision and mentorship plan
- ✓ Clear development plan

- ✓ Curriculum and program requirements developed with input from employers/industry
- ✓ Certified instructors
- ✓ Dedicated student support (academic and career)

- ✓ Able to successfully compete for careers
- ✓ Careers offer economic self-sufficiency
- ✓ Jobs are accessible for young adults

- ✓ Credential attained

**OR**

- ✓ Significant progress (at least one year) towards a 2 or 4 year credential

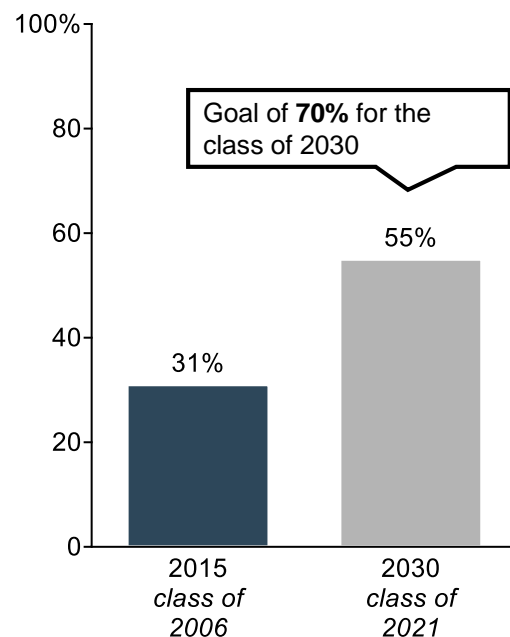
*Discussion of careers in focus for Career Launch in the appendix*

# We will know we are successful when Washington improves across 4 key metrics

/ ILLUSTRATIVE

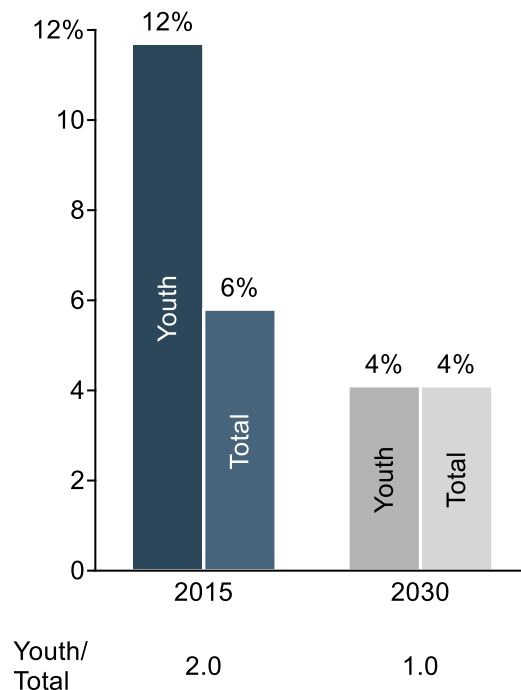
## Increased postsecondary credential attainment...

% WA high school students who earn a postsecondary credential by age 26



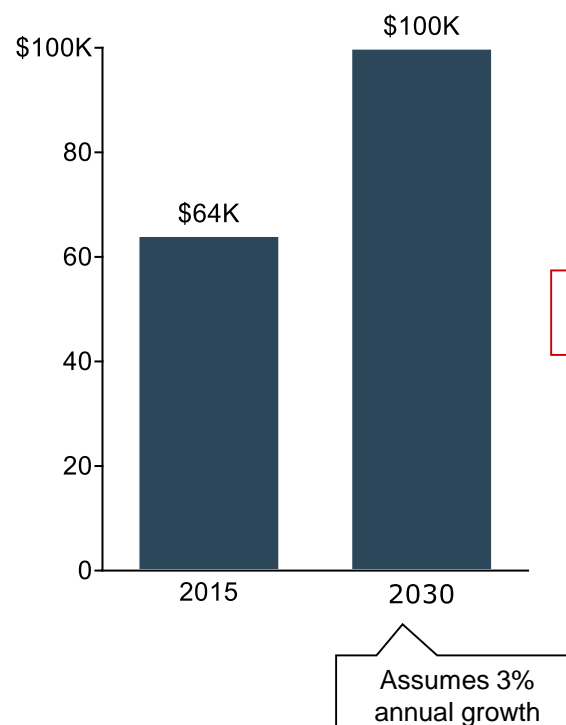
## ...increased youth employment...

WA unemployment rate



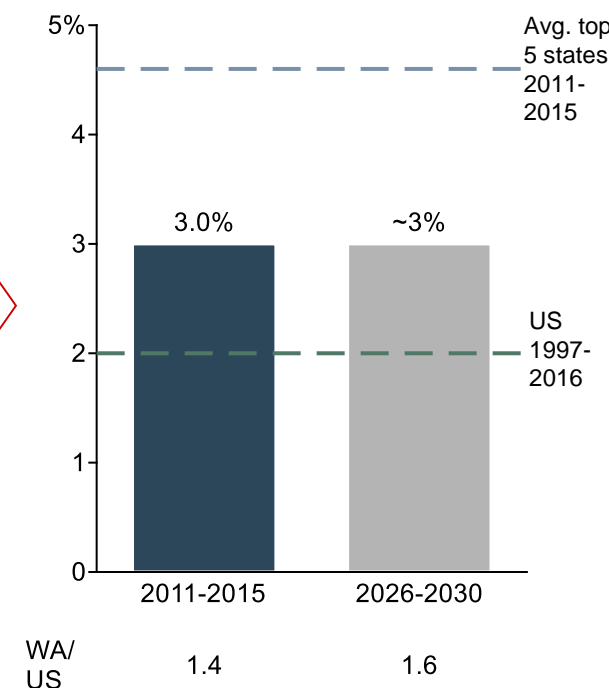
## ...and increased economic mobility...

WA Median Household Income



## ...will all drive economic prosperity in Washington

WA 5 year real GDP CAGR



Note: Assumes both youth (16-24) and WA total unemployment reach US average unemployment (4.1%); Assumes US 5 year real GDP CAGR of 2% from 2026-2030; Assumes top quartile states on average ~1.5X US 5 year real GDP CAGR based on top quartile states for 2011-2015

Source: WA Roundtables Pathway to Great Jobs in Washington State; Bureau of Economic Analysis; Bureau of Labor Statistics; U.S. Census Bureau

# Next steps for June meeting and beyond



In June, we will be joined by the Government and Education working group and labor representatives for a **read out to Governor Inslee** on the progress and next steps for Career Connect Washington

**June**



Build out our **recommendation for governance**, including the governing body which will stand up and mobilize the system, at least in the near-term

**June**



Build out our **recommendation for the funding model**, which will include an estimate of costs (both start-up and 'run rate') and a path forward for meeting gaps

**June-October**



Create an **action plan for the near term, prioritizing early wins**, in order to reach our 10 year ambition

**June-beyond**

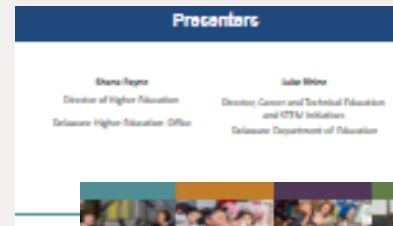
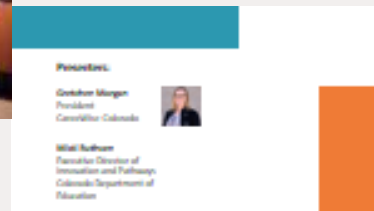
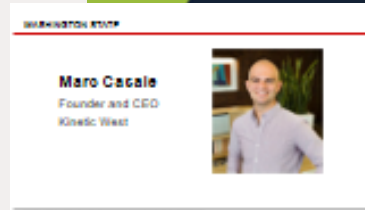


# Discussion



## Kentucky

Terry Holliday  
Retired Commissioner of Education  
2009-2015



## Discussion Topics:

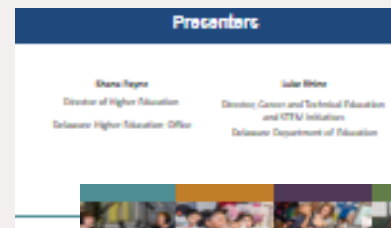
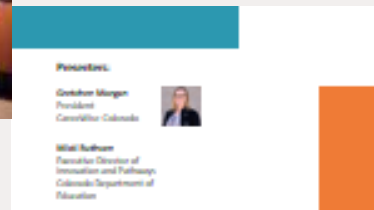
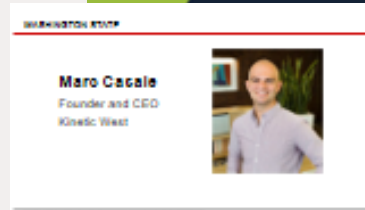
- Equitable access to opportunities
- Inter-agency coordination and collaboration
- Alignment with graduation requirements and postsecondary pathways
- Indicators of success
- Employer engagement

# Questions and Answers



Kentucky

Terry Holliday  
Retired Commissioner of Education  
2009-2015



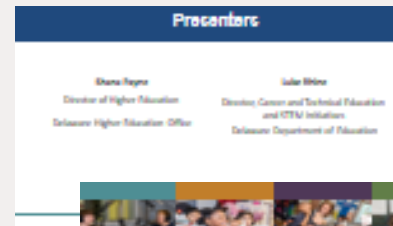
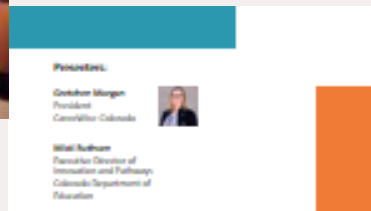
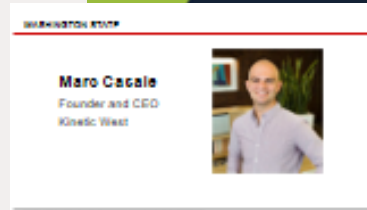
Use the comment box to submit questions

# Thank you!



Kentucky

Terry Holliday  
Retired Commissioner of Education  
2009-2015



The webinar and additional information will be available at the WA State Board of Education website: [www.sbe.wa.gov](http://www.sbe.wa.gov)

Contact:  
[Linda.drake@k12.wa.us](mailto:Linda.drake@k12.wa.us)