

**Career Connect Washington:
Strategic Plan – Detailed Materials**

UPDATED: January 16, 2019

**CAREER
CONNECT
WASHINGTON**

Context: Career Connect Washington System Design

In May 2017, Governor Inslee created the CCW Task Force (composed of leaders from business, labor, government, nonprofits, and education). The taskforce:

- Concluded that while WA has many excellent CCL programs, it lacked systemic supports to achieve the scale needed to have a transformative impact
- Recommended an inclusive planning process to develop a strategic plan including policy recommendations to overcome the barriers to scale and expansion with quality
- CCW system design effort builds off NGA work-based learning policy academy and 11 regional pilots (launched in May 2017)

CCW scope includes:

- Young adults up to age 29
- CCL opportunities in K-12, postsecondary (2 and 4-year)
- Registered Apprenticeships and other high-quality CCL programs

CCW plan was built with input from students, parents and many other key stakeholders

Budget and associated legislation was released in December 2018 and January 2019, respectively, with goal to seek legislative approval during 2019 legislative session.

A G E N D A

Career Connect Washington Plan

- i. Career Connected Learning Today**
- ii. Career Connect Washington System
- iii. Implementing Career Connect Washington

Appendices

The Problem: Students lack sufficient pathways to great careers

What people think^{1,2}...



believe that an **education beyond high school is necessary** today



believe **schools alone do not do enough to prepare students** for the real world

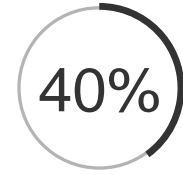


believe **Career Connected Learning programs** should be expanded

...and they're right



New jobs to be created by 2021 in Washington – most **needing a credential beyond high school**



Total of Washington students **gaining a credential or degree beyond high school**

...students and parents want more pathways

*"I like the idea of giving young people an opportunity to get their hands dirty. **You can only learn so much in a classroom.**"*

*"I'm not the kind of person who can sit down and study a textbook and memorize its contents. **I learn better when I have problems in front of me to get done.**"*

Goal: Connect young people to great careers while advancing their education

Finding a Solution: Plan was built with the help of thousands of our citizens

Education

- Students & Parents
- Teachers & Counselors
- Superintendents
- 4-Year and Community College Presidents

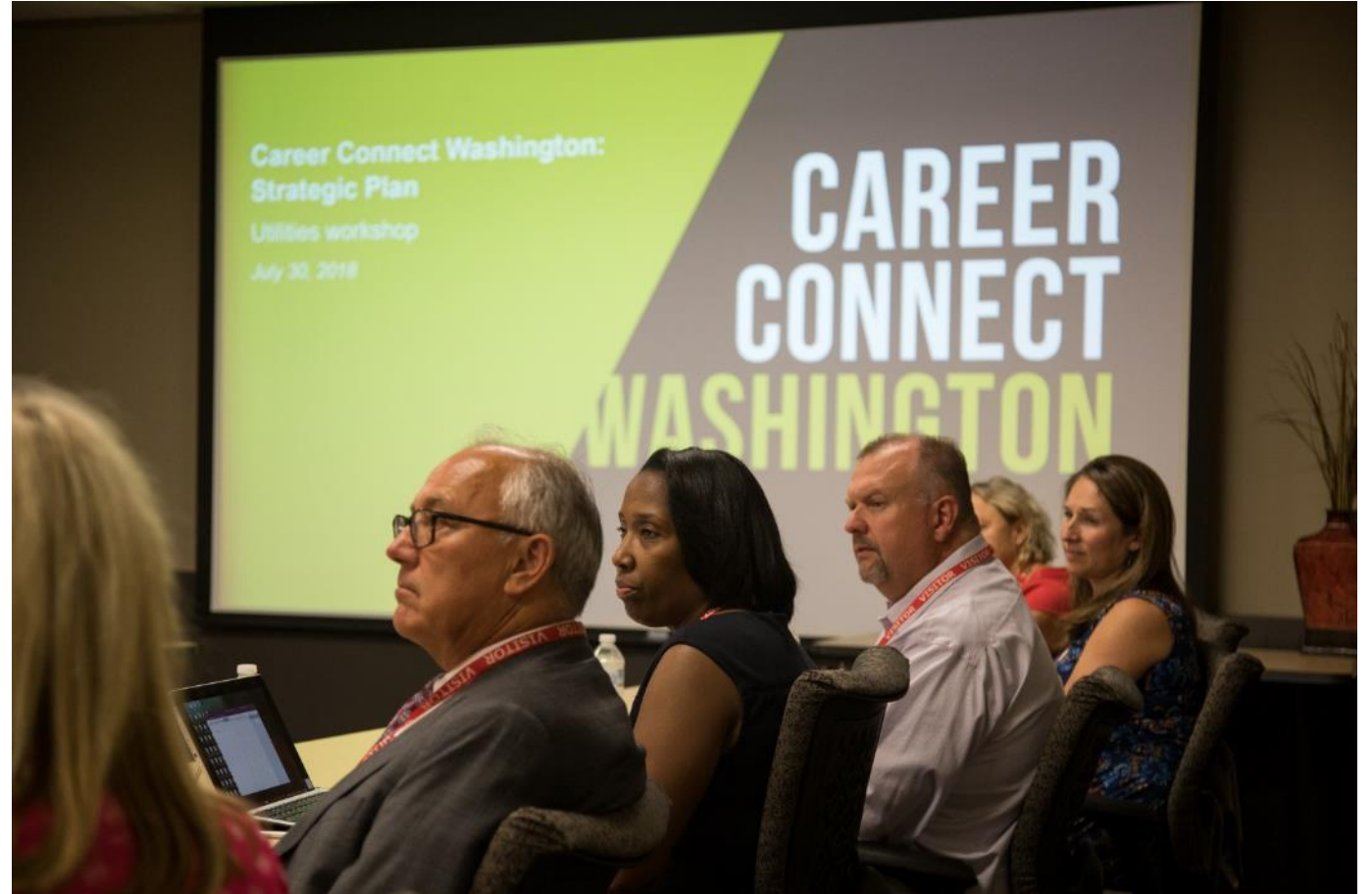
Business & Industry Leaders

Government/State Agency Staff

Labor Leaders

Community Leaders and Nonprofits

Regional Leaders



The Reality Today: Disconnected pathways between education and employment



Education
(K-12 and Postsecondary)



Employment



Consequences for students

- One dominant way to learn; few “hands-on” opportunities
- 70% of WA jobs require a credential post high school, but only 40% of WA students achieve this
- High youth unemployment (14%), worse among underserved groups

Consequences for employers

- Employers not finding talent that meets their needs (jobs going unfilled)
- Employers forced to hire many from out of state (costing them time and money)
- Employers have trouble finding diverse candidates

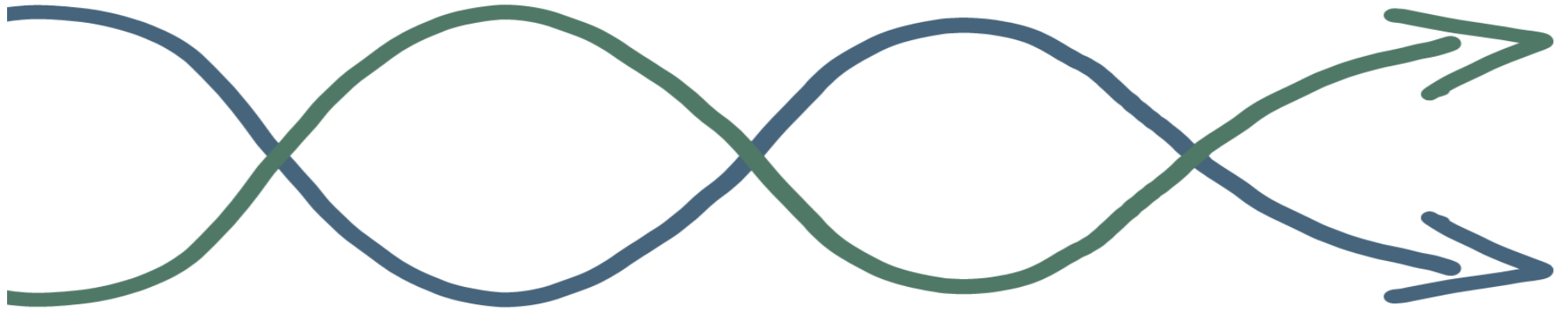
The Solution: Career Connect Learning is a braided pathway that connects students to the career opportunities around them, starting early in their schooling



Employment



Education
(K-12 and Postsecondary)



Benefits for students

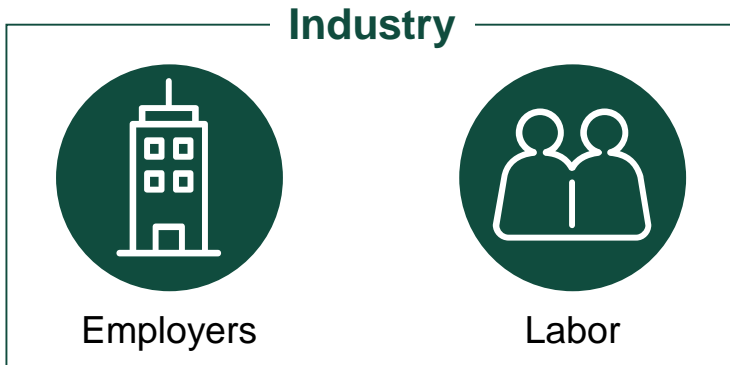
- Applied, hands-on, learning opportunity
- Provides real life, paid, work experience
- Earn post-high school credit and credentials
- Supports equitable access jobs for all students

Benefits for employers

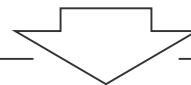
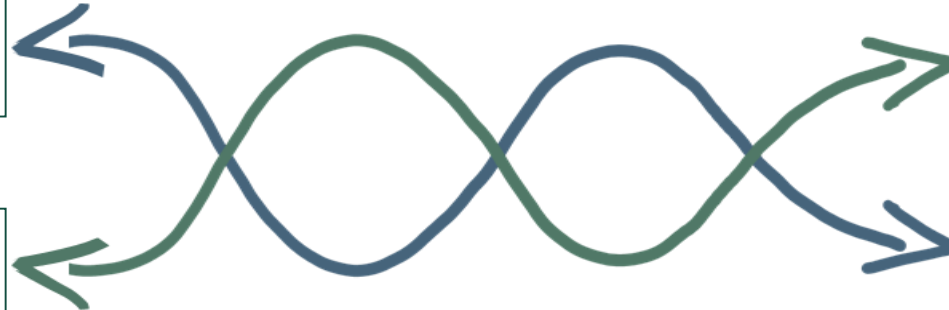
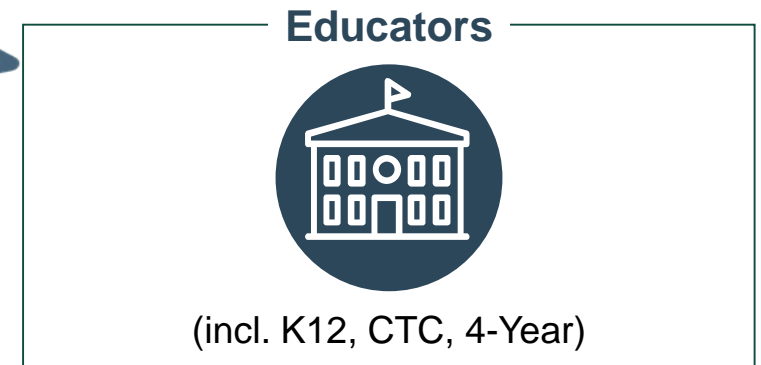
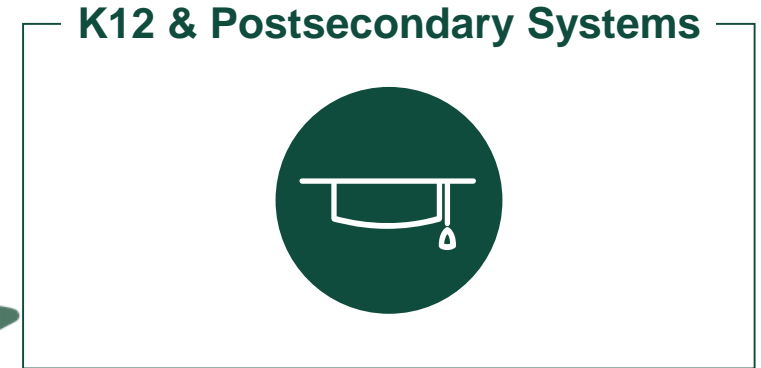
- Develops robust talent pipeline
- Reduces hiring costs
- Increases retention through strong student connections
- Adds diversity to candidate pool

The Solution: Connected pathways require a connected system

Employment



Education



CCW can provide the connective tissue to grow CCL programs statewide

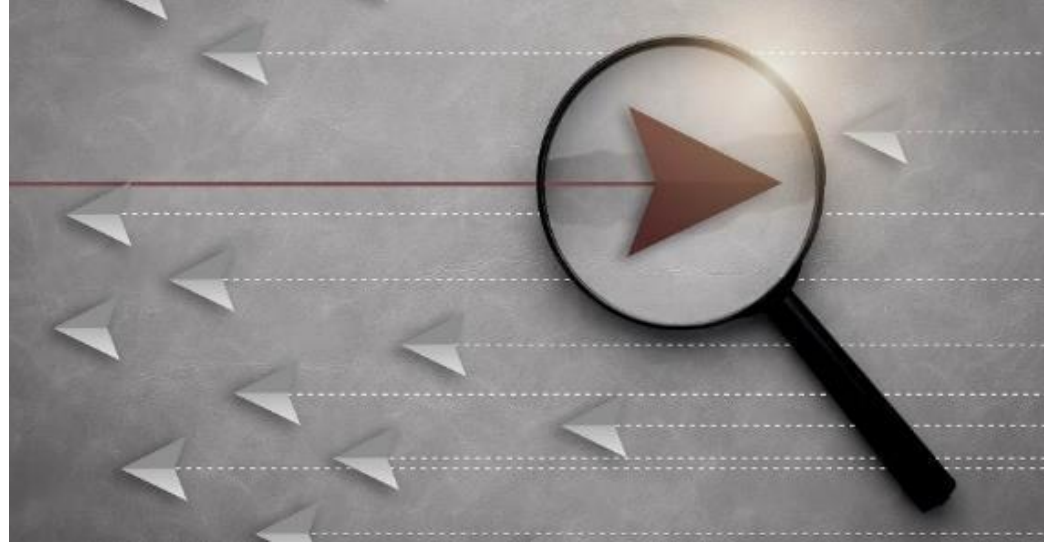
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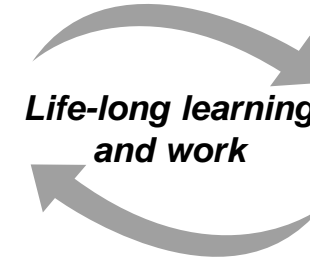
Vision for career connected learning in Washington



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

Each type of CCL continuum is essential to launching students into their careers and ongoing education

What are the offerings that bring these experiences to life?



Destination

Postsecondary credential, paid work experience, career connection

Career Launch

Registered Apprenticeships
Credential beyond HS only

Youth Registered Apprenticeships
HS diploma and cred. beyond HS

CTC programs with required work-based learning

CTE that meets credential and work-based learning req's

4 year programs with required work-based learning

Other Career Launch programs

Comprehensive Internship

Pre-apprenticeship

90 hour on-site internship

Cooperative worksite learning

CTE concentrators

CTC programs without required work-based learning

Other Career Preparation

Career Preparation

Academic credit, career connection

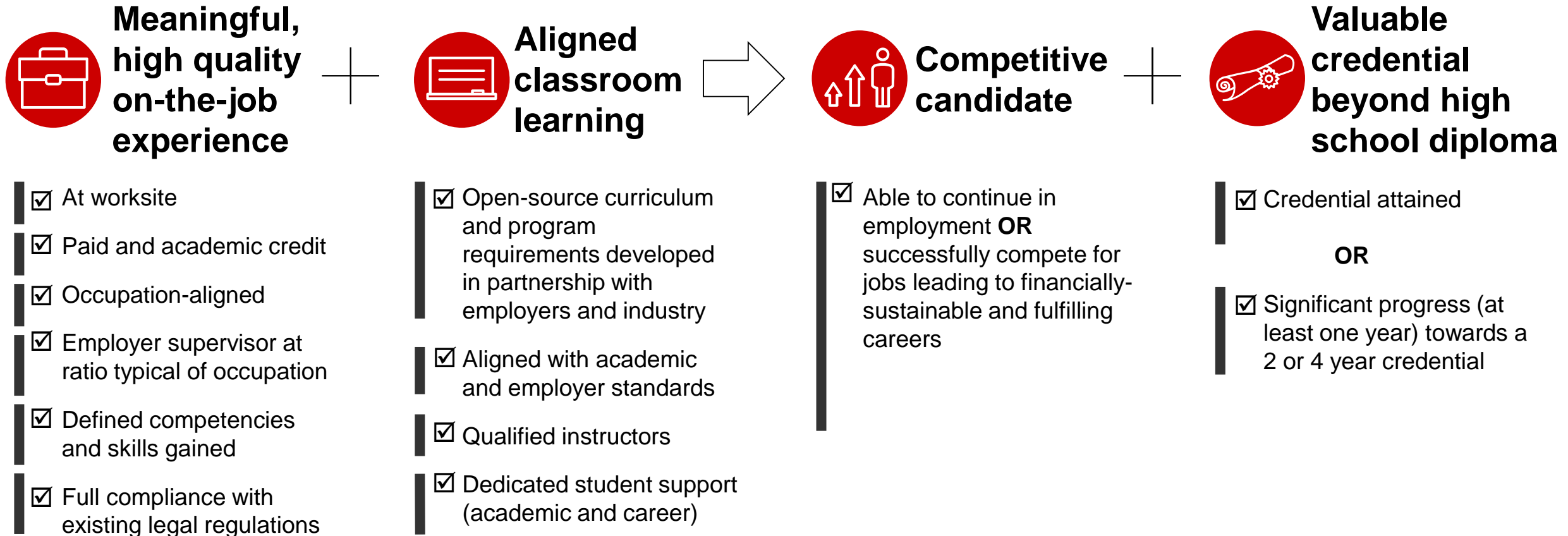
- Career fairs
- Worksite tours
- Career Presentations
- Work based problem solving
- Job shadowing / preparation events
- Networking events

Career Awareness & Exploration

Early exposure to careers and career options

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

Career Launch Programs: Positioning young adults for promising careers

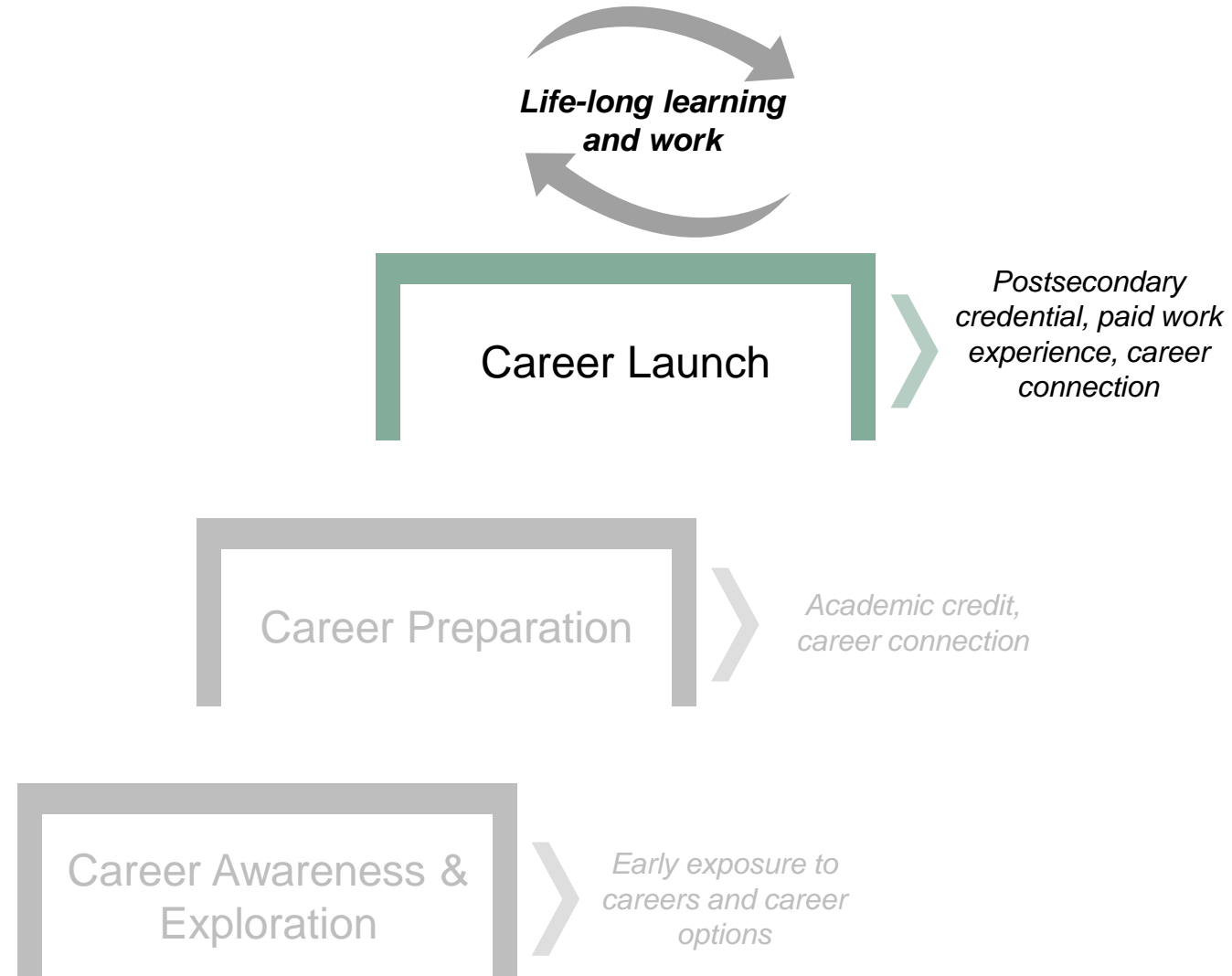


Career Launch: Building work-ready skills while earning a post-high school credential

Programs that provide **meaningful on-the-job experience** and aligned classroom learning

Health Care: Medical Assistant Pathway

- Aiming for first cohort in 2019
- 12-18 month program, 2,000 paid OTJ hours
- Could serve multiple employers
- Developing in partnership with SEIU
- Medical assistant first of potentially several jobs to be developed as a registered apprenticeship in healthcare



Additional examples detailed in appendix

Career Preparation: Preparing students to launch

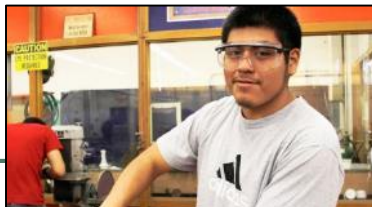
*Education or work experiences to **gain hands-on skills and knowledge***

Manufacturing: Transferrable Skill Dvlp

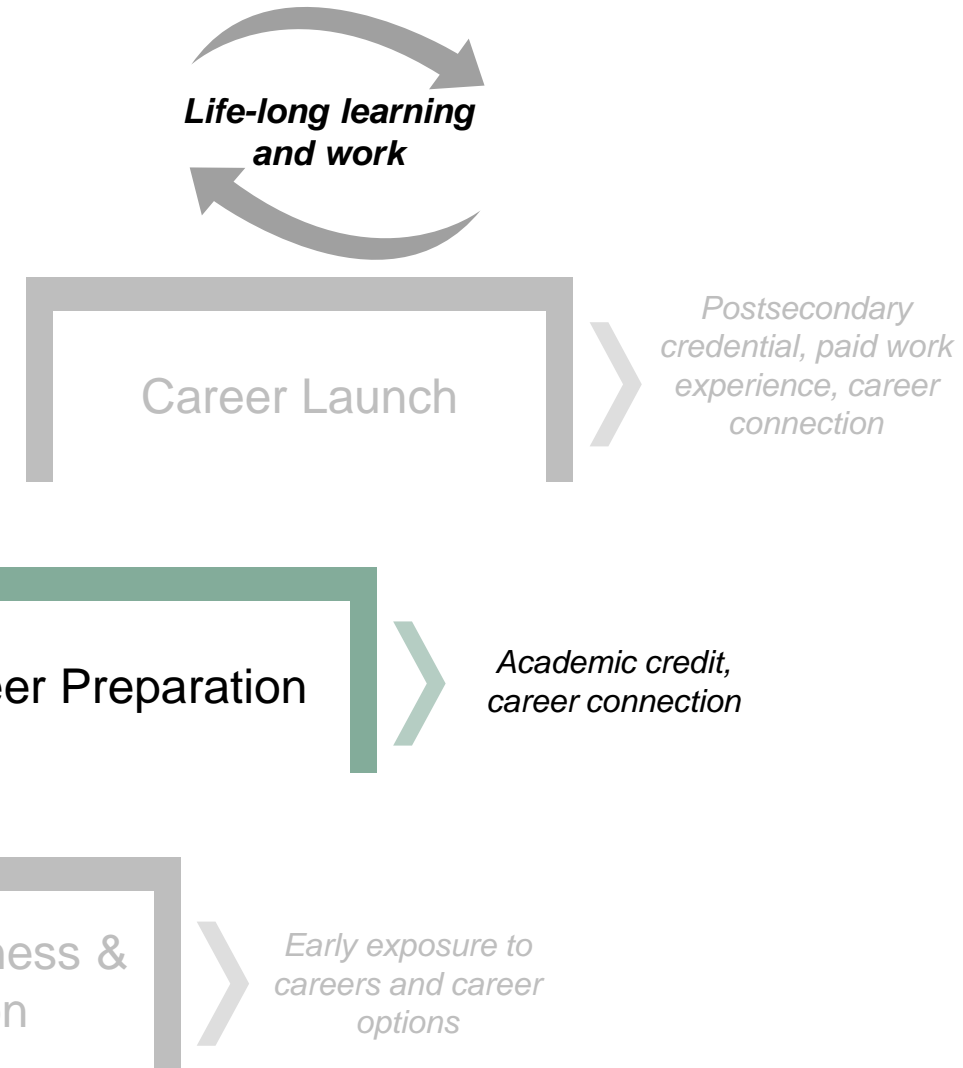
- Career and technical education program
- Two-year commitment:
 - Year 1: ~540 hours of basic transferrable skill sets (Core)
 - Year 2: ~540 hours of occupation-specific skill sets (Plus)
- Serves ~1,500 students per year

"Most of the time I have no idea why I'm learning something in math class, but I understand the math here because I have to apply it to my project. It just makes more sense to me."

Junior, Granite Falls



Boeing Career Launch program in development



Additional examples detailed in appendix

Career Awareness and Exploration: Building early exposure to careers

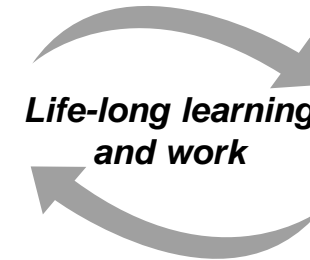
*Opportunities for **early exposure to careers and career options***

DiscoverU Worksite Tours

- Week-long postsecondary and career exploration for South King Co. students
- Programming builds awareness from Pre-K through high school
- ~50 employers involved in worksite tours including work simulation and panel with employees from across the employer

"I can create things that no other people have created yet... Career-wise, I'm learning that I could actually be influential by finding ideas that could change a lot of things in this world."

-- Jasmine, Lindbergh High School



Career Launch

Postsecondary credential, paid work experience, career connection

Career Preparation

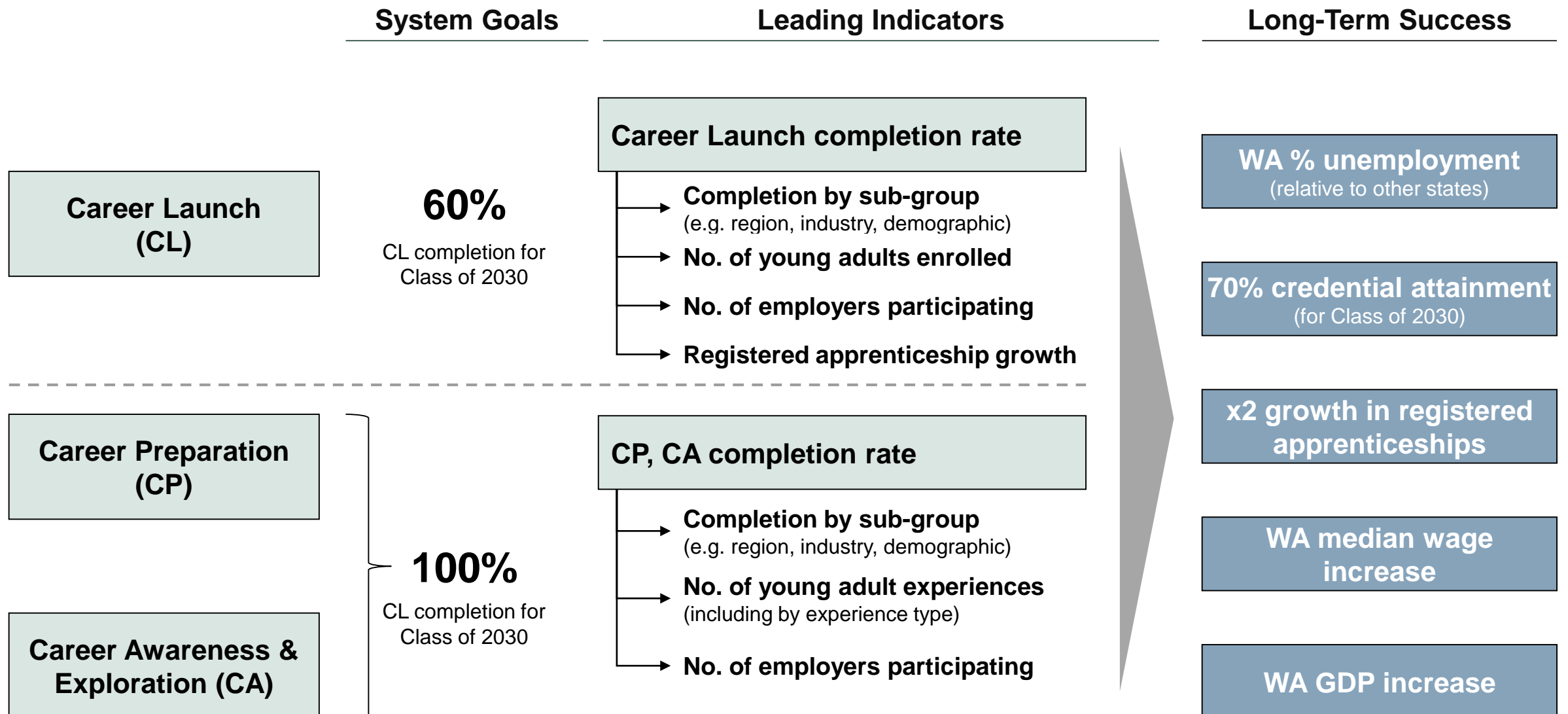
Academic credit, career connection

Career Awareness & Exploration

Early exposure to careers and career options

Additional examples detailed in appendix

Ambition: Enable all WA young adults to experience career connected learning

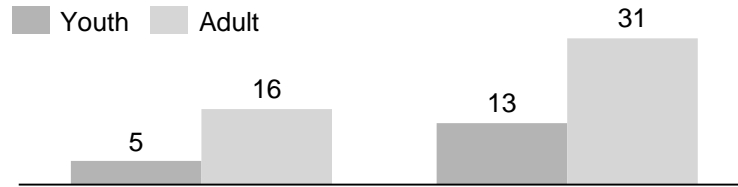


CCW pilots launched in 2018 point to success

CCW pilot details:

- Goals:
 - Create CCL opportunities for **15,000 WA youth**
 - Of which, **1,500 comprehensive employer internships** or **youth reg. apprenticeships**
- Pilot funding from 2014 WIOA

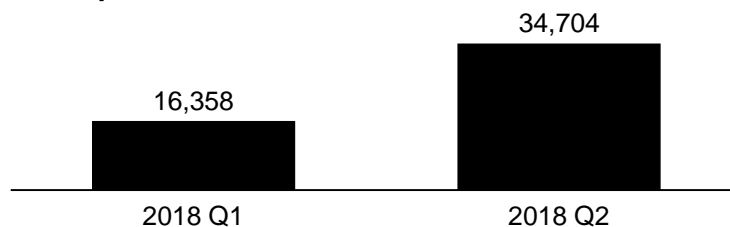
Registered Apprenticeships



Comprehensive Internships



CCL Experiences



Sample CCW pilot programs (non-exhaustive)**

North & South Central Career Connect



Central Washington partnerships

- Expanded advanced manufacturing Reg. Youth Apprenticeship to include Magic Metals in partnership with West Valley High (Yakima)
- Wenatchee SD partnership to develop standards for Computer Technology Reg. Youth Apprenticeship

Career Connect Northwest



New maritime and construction industry programs

- New standards developed for Marine Quality Assurance Tester Reg. Apprenticeship w/ Nichols Brothers
- 365 students in hands-on apprenticeship / vocational exploration activities

Career Connect Southwest



Opportunity Youth Job Fair

- 50+ national companies
- 1,200 youth in attendance
- 209 interviews and 103 job offers

Seattle King Career Connect

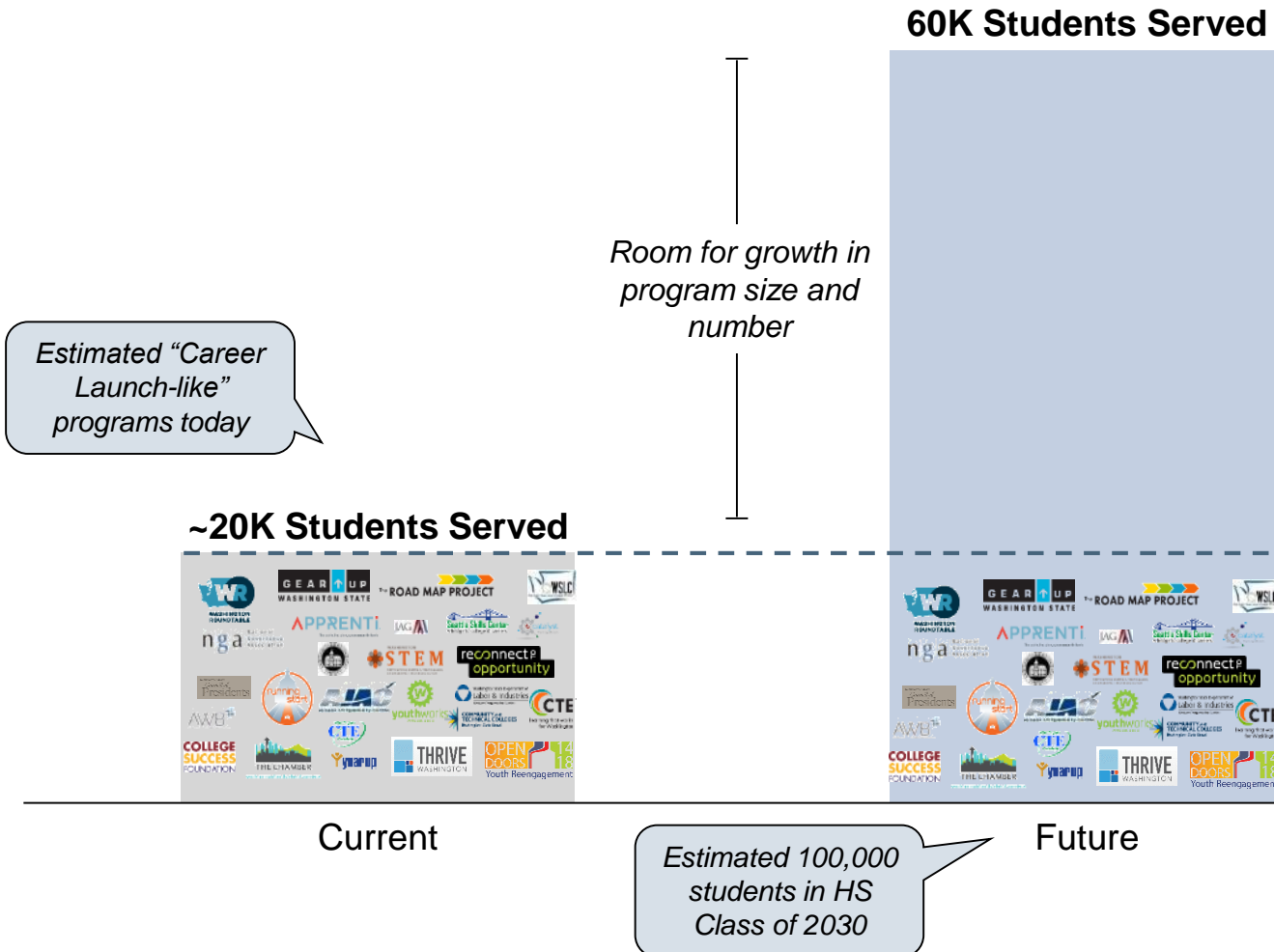


Expansion, founding of new King County CCL programs

- AJAC – Renton SD partnership for product tech Reg. Youth Apprenticeship
- FareStart partnership to create new Reg. Apprenticeship standards for Sous Chef and Café Manager occupations

To hit goals, CCW needs to increase access while controlling quality

Many great programs exist but WA needs to grow 3x to hit goal



Approach to Scaling

- **System and Not a Program:** Launch CCL programs in K-12, 2-year, and 4-year system and through registered apprenticeships
- **Regionally–Driven:** Develop and execute strategy to meet local needs
- **Leveraging Intermediaries:** Develop and scale programs with educators and industry
- **Sustained Leadership and Accountability:** CCW implementation team with cross-sector advisors

Approach: Career Connect WA is a system and not disconnected programs

The state offers many strong but disconnected programs...



An ideal future state includes larger, well-connected programs



*“There are individual efforts all over the state, but they don’t build on what the others have already started... We need to **tap into existing support systems** to accelerate.”*

-- Executive, Healthcare Company

To reach our vision and ambition, we need a comprehensive system that follows a set of core principles

SYSTEM DESIGN PRINCIPLES...



...AND PROGRAM DESIGN PRINCIPLES

- Provide **positive ROI for employers**; built on skills and competencies defined by industry
- Be **high-quality** and lead to positive outcomes for young adults
- Leverage modern **digitally-connected tools**

BUILT FOR THE STATE...
...TAILORED TO THE REGION

This is not a “one size fits all” approach: Regional networks are the key

Key roles

Develop regional plans to grow CCL that fit the unique needs of the region

Serve as CCL navigators for region (to industry, educators, counselors)

Work with educators and industry to develop and scale programs

Consolidate regional data and report key learnings to state-level

Convene regional players including employers, labor, education, workforce council, intermediaries, relevant non-profit organizations



Support

Policy proposal will include requests for regional resources and support

- Fund network director
- Fund career navigators
- Support for equipment costs (CTE, CTC)
- Support for Centers of Excellence

Leadership

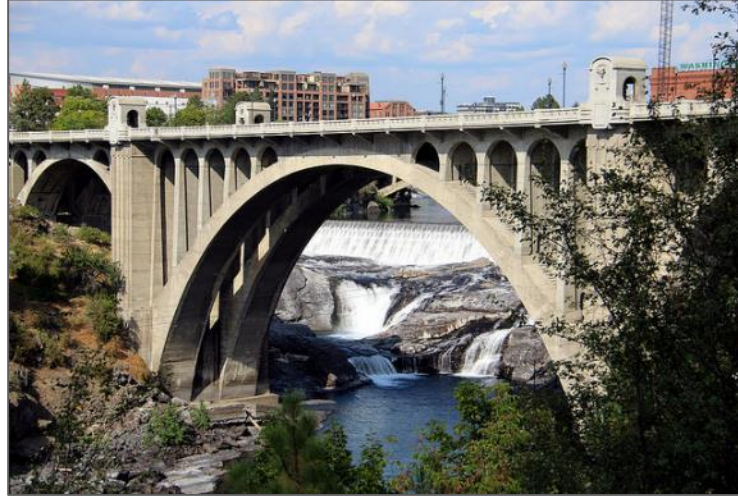
Regional network leads can take many forms including:

- Regional Workforce Boards
- Local STEM networks
- Chambers of Commerce
- Educational Service Districts
- Economic Development Councils

Approach: Program intermediaries will bridge connections between industry and educators and help create and scale programs

Key roles

- Convene industry and educators to define CCL opportunities and align on needs
- Facilitate creation of curriculum to meet industry and educator requirements
- Generate demand with young adults and families



Support

CCW policy proposal will include financial support for program intermediaries

- Design grants to develop curriculum to create high quality new and scale existing CCL programs

Many can play this role

Program intermediaries can take many forms including:

- Industry associations
- Joint Labor Management Councils
- Centers of Excellence
- Chambers of Commerce
- STEM organizations
- Non-profit organizations
- Others

Gov/Ed Agencies will play a critical role in CCW implementation (non-exhaustive)



Champion of CCL system
Ambassador for WA on national stage
Partner on business engagement and equity



Engine to drive CL program creation and implementation
Share best practices across CTC system (incl. CoEs)
Partner in CL endorsement process design



Champion Career Awareness, Exploration and Prep programs (and increasingly CL programs)
Adopt philosophy of counseling multiple pathways



Share best practices from across WA and US
Assist with CCL data coordination
Assess existing student support services, identify gaps to ensure equitable access for all



Advise CCW implementation to ensure access to CCL for all students (incl. those with disabilities)
Assist program intermediaries with incorporation of UDL principles



Champion of registered apprenticeships and pre-apprenticeships
Expert advisor in creating Career Launch programs with labor groups and regional / industry intermediaries



Help design and support CCW implementation granting process
Help design and support regional network RFP process
Champion Career Prep



Partner to create CCL experiences for the education sector
Educate paraeducators to support CCL instruction
Ensure that educators are prepared to counsel multiple pathways



Pilot new Career Launch programs in high demand pathways
Assist with endorsement standards creation
Forge new and strengthen existing industry relationships



Communicate opportunities for CCL programs within 24-credit system
Promote Career Awareness, Exploration and Preparation
Provide sample curriculum for soft skill work to bolster student readiness for CCL

***Non-Exhaustive List of groups contributing to CCW implementation**

Multiple stakeholder groups to continue to advise CCW Implementation Team



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Strategies to grow access to high-quality Career Connected Learning



Activate Industry

1

Ensuring industry is central to, has resources to support, and is co-investor in a high-quality Career Launch programs



Ensure High-Quality

2

Rigorous standards for Career Launch and an Educator and Industry-validated endorsement process



Provide Equitable Access

3

Reducing barriers to ensure all students have access to high-quality Career Connected Learning



Spread the Word

4

Communicate the vision to legislators and influencers, then connect with students, parents, and educators



Scale and connect the system

5

System changes needed to grow Career Launch and expand student access to Career Connected Learning (including regional and intermediary supports)



Activating Industry: Industry is essential to success of CCW

"We need business and industry at the table to make this work. We need business to be engaged and truly excited about helping create these opportunities."

Perry England, MacDonald-Miller

What industry will contribute

- Help set the CCL strategy– *Leadership*
- Create and participate in CCL programs – *Producer of talent and not consumer*
- Provide training, supervision, and wages for students – *Invest in new talent*
- Work together to create industry-wide programs – *System not programs*

What industry will need

- Intermediary support – *Help working with education to create programs*
- Navigation support and clear points of contact – *Make it simple to engage*
- Communication support – *Spread the word to students and parents*

Overwhelming engagement and support for CCL throughout plan development



Industry Engagement: We've engaged ten high-growth industries in our efforts



Healthcare



Utilities



Maritime*



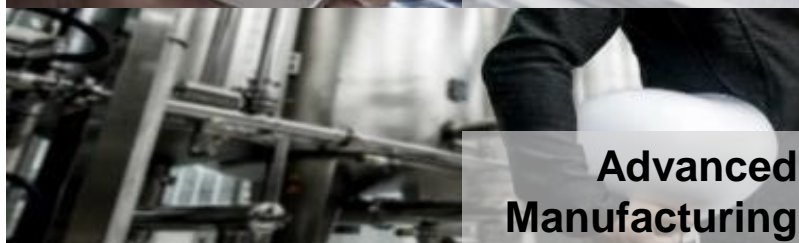
IT



Life Sciences



Agriculture



Advanced
Manufacturing



Construction



Aerospace



Education*

82 Employers

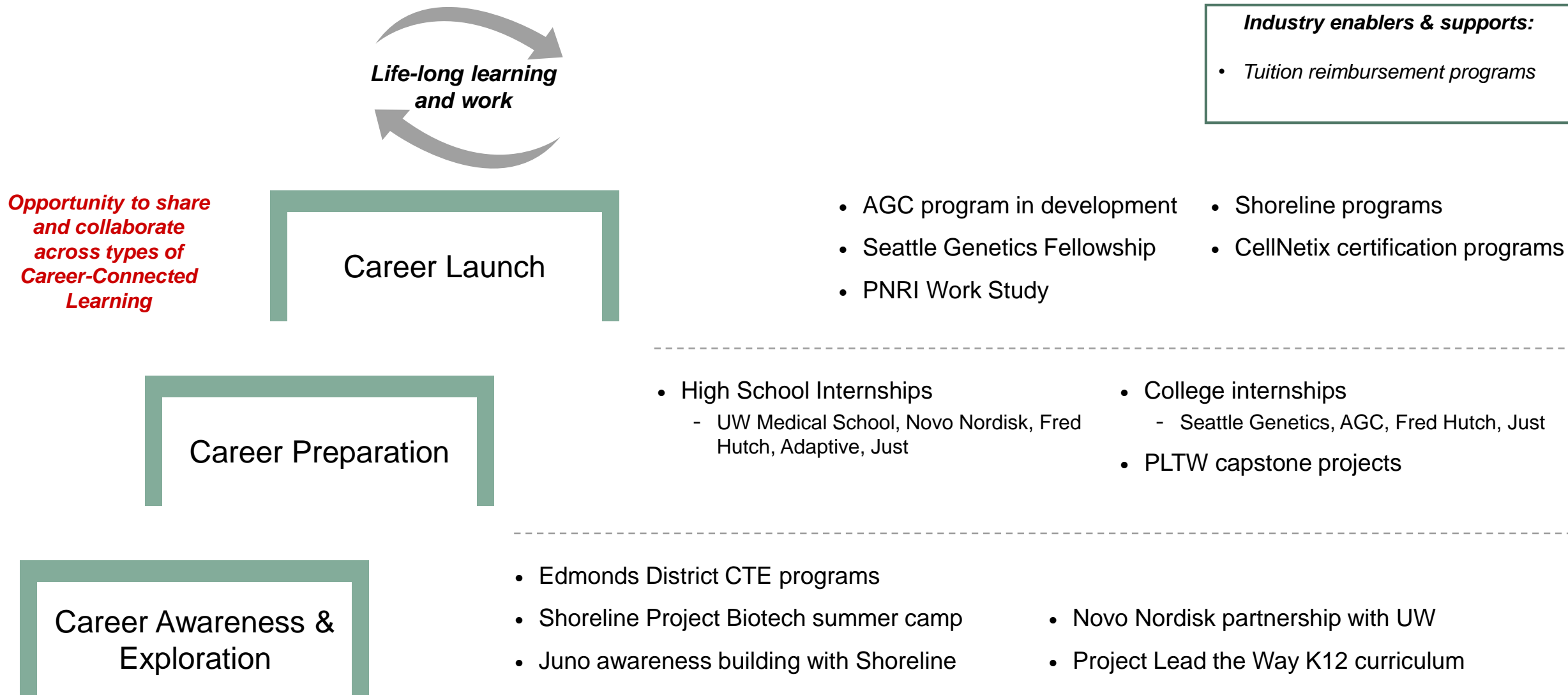
140 Attendees

In Partnership with Labor, Education,
Regional Networks and Government

*Workshops and next steps in development



Life Sciences workshop example: Industry-identified opportunities to scale



Additional examples detailed in appendix



Industry: several CCL programs in-development or ready to scale across multiple high growth industries

Industry	Innovative programs to scale		Innovative programs in development	
	Healthcare	 WACMAC Medical Assistant Reg. Apprenticeship (Career Launch)	 Healthcare Consortium / SEIU training fund reg. apprenticeships	
	IT	 Apprenti (Career Launch)	 Tech Academy (P-TECH or similar)	
	Advanced Manufacturing	 SEH IWL Internship (Career Preparation)	 SEH Advanced Manufacturing Career Launch	
	Utilities	 Energy Pathways (Avista) (Career Preparation)	Regional partnership for recruiting and training apprentices	
	Life Sciences	In decision making; ideas for all 3 types of CCL		 AGC Biologics Career Launch
	Construction	Pre-Apprenticeship Afterschool Programs (modeled after Heavy Highway program) (Career Preparation)		 Youth & Associate Controls Reg. Apprenticeships (MacDonald-Miller) (Career Launch)
	Maritime	Workshop Upcoming		Workshop Upcoming
	Agriculture	 4H and FFA (Career Awareness and Exploration)	Joint communications and pipeline development effort	
	Aerospace	 CorePlus Marketing (Career Preparation)	Aircraft Maintenance Technician Career Launch program	
	Education	Details forthcoming		Details forthcoming

Data analyst (Career Launch)



Quality Control: Industry and Education-Led endorsement process for CL



Career Launch Programs will be endorsed in a rigorous CCW-led process including:

- Industry-validated (e.g. students work-ready, critical mass of employers participating, valued across industry, high-potential career pathway)
- Academically-validated (e.g. state-wide recognition and transferability, aligned with high-quality academic standards)
- Endorsement will be reviewed periodically based on student outcomes

Only endorsed Career Launch Programs will have access to increased support (including capacity funding) and count towards CCW goal



Equity: Career Connected Learning must be available to ALL students

Context: Equity must be central to quality career education

- Traditional career-focused education has been used to “track” students perceived as not fit for postsecondary education (often historically underserved students)
- As career education has been “rebooted”, many states struggle with the new challenge of ensuring that traditionally underserved students have access to high-quality programs

“We’re seeing that many states are facing the “opposite challenge” now. As new high-quality programs are being created, we find they are being filled by higher-income students.”
- Funder

Vision: Career Connected Learning can be a powerful vehicle to create opportunity for underserved young adults

- CCL creates multiple pathways while preserving high expectations for all young adults
- CCL helps counteract barriers to postsecondary and career (e.g. lack of social capital, inability to “earn” while they learn, resources required to support postsecondary and career)
- A CCL system ensures that opportunity isn’t concentrated in higher-income communities

“Access to the social capital and work experience that give students a critical leg-up is too often allocated based on family connections or zip code. This has huge equity implications. Intentional CCL has the potential to shift that paradigm” - Researcher

CCW system design must be intentional about creating a strategy for ensuring equity



Equity: Career Connect Washington Equity Strategy

Equity Strategy



Supports

- **Community**: Rural broadband, support for intermediaries that work w/ underserved young adults
- **Individual**: Grants for transportation, equipment, fee/tuition waivers, reasonable accommodations, etc.



Data

- **Disaggregated data**: Progress and outcomes tracked by underserved groups
- **CCL Directory**: Will include resources available for students in their communities



Grant Process

- **Implementation grants**: Criteria will include how programs will ensure equitable access
- **Regional networks**: Criteria will include how to ensure community voices represented in CCW

Next Steps

Short-term study of what existing resources are available to support underserved student pursuing CCL, identifying gaps in services, and making recommendations about how best to close them



Marketing and Branding: Build a Career Launch Brand in Phases

The Challenge: Lack of awareness of CCL programs

- Parents and students are hungry more pathways to jobs & careers
- But there is a lack of awareness of current options
- Language matters in showing diversity of options
- Perception amongst some about having to make a choice between college and a career connected pathway (false dichotomy)

Phase I: Selling the “vision”

*Audience: Influencers,
Legislators*

- Media outreach
 - Includes editorial boards, op-eds
- Messaging “kit” for key stakeholders
 - E.g. Counselors, Teachers, Administrators, Employers, etc.
- Social media campaign
- Events
- Videos
- Website

Phase II: CL & CCW

*Audience: Students,
Parent, Educators*

- Create an “umbrella” brand for Career Launch
- Program-specific marketing at student-level
- Launch statewide CCL directory
- Arm the regional networks and navigators to spread the word to CTC and K-12 counselors

Policy: Focus in Olympia on passing CCW bill and associated \$110M budget



BUILDING STRONG CAREER CONNECTED PROGRAMS – \$33 MILLION

High-quality, career-connected learning programs that support the needs of business and industry across Washington give young adults multiple pathways to a great career. The Career Connect Washington proposal sets up a competitive grant program to create new career-connected learning programs to expose students to and prepare them for high-demand jobs.



SCALING STUDENT ENROLLMENTS AND SUPPORTS – \$30 MILLION

To expand career-connected learning programs, the proposal includes funding for K-12 and higher education partners to support student enrollment in dual credit and career and technical education courses, registered apprenticeships, and state work study and career launch programs.



BETTER EQUIPPING CAREER AND TECHNICAL EDUCATION – \$18 MILLION

Students need access to the latest tools and equipment to prepare for the careers of today and the future. The governor's capital budget includes a competitive grant program for high schools, skill centers and community colleges to purchase and install equipment for career-connected learning programs.



SUPPORTING WORKFORCE INITIATIVES – \$16 MILLION

The proposal includes funding for customized worker training for current and future employees and creates new apprenticeship opportunities in health care, information technology, aerospace and construction trades.



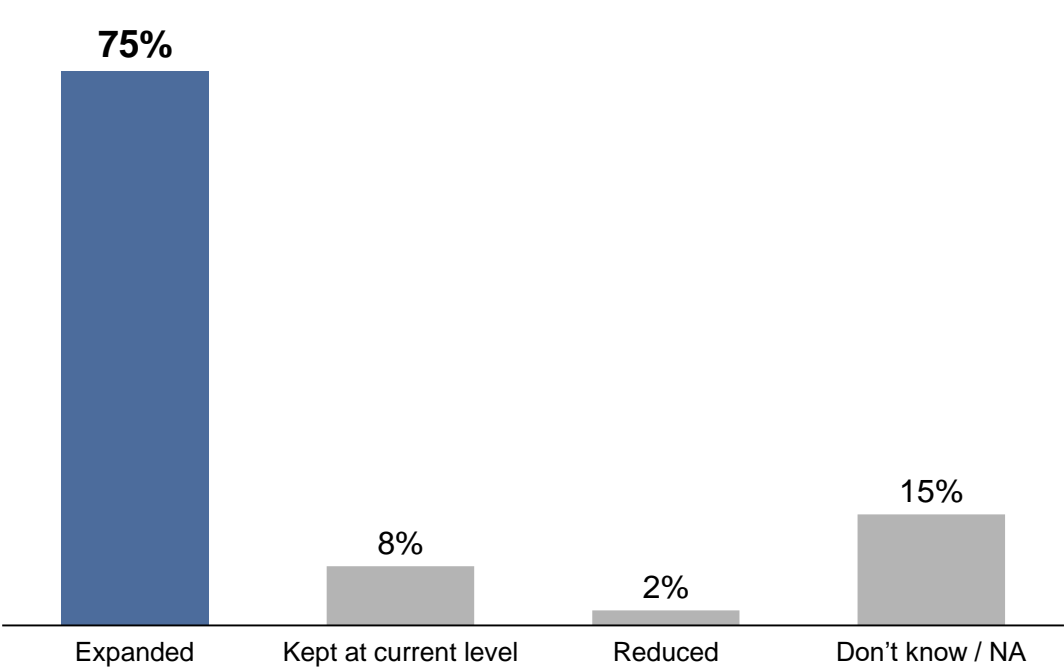
STRENGTHENING SYSTEM INFRASTRUCTURE – \$13 MILLION

A coordinated approach across state agencies and education systems is key to successfully offering career-connected learning opportunities, as are student recruitment campaigns and robust data systems. The proposal funds credit equivalencies and portability for career-connected programs. It also funds marketing and communications to students, families and educators, and data systems to measure and report on student outcomes.

Join WA students & families to support expanded Career Connected Learning opportunities and realize a new vision for our state

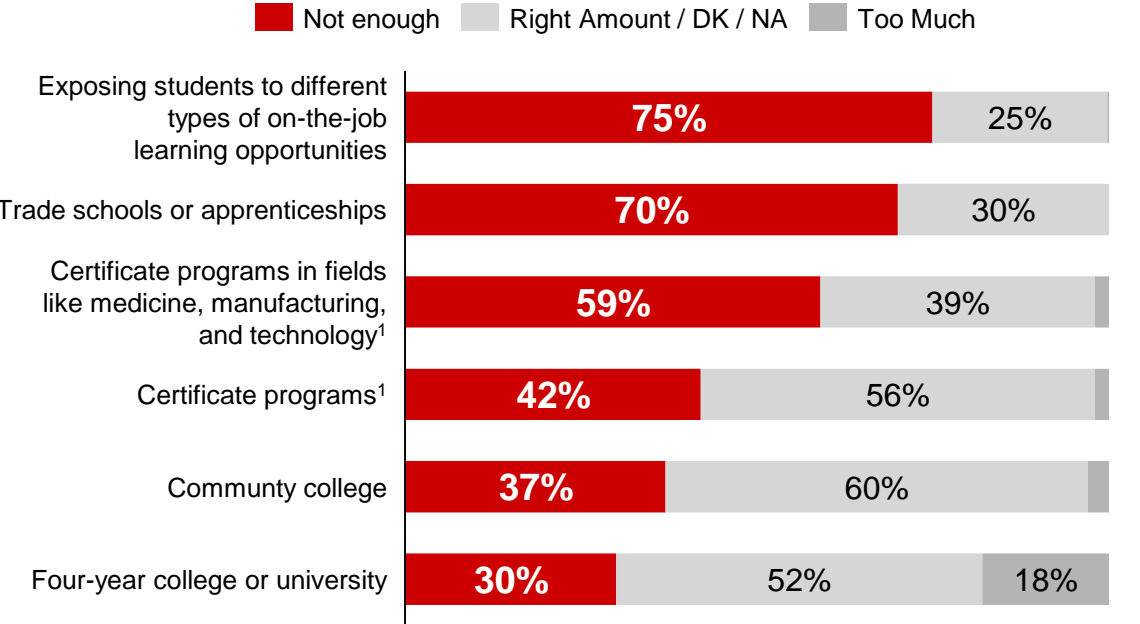
Voters say CCL programs should be expanded...

Do you think Career Connected Learning programs in Washington should be expanded, kept at their current level, or reduced?



...with strong majorities saying not enough being done today

I am going to read you a list of types of educational experiences students can have after high school. I'd like you to tell me whether too much is being done, not enough is being done, or the right amount is being done to make these opportunities available in Washington state.



Detailed polling data posted separately

Voter attitudes shared across political parties², regions, genders, income-levels, and demographics

The journey continues...



Goal: Set the stage for CCW implementation while pursuing legislative action

Communications & marketing

- Continue to spread the word: speaking events, targeted outreach to build support for plan
- Prepare a robust marketing and branding campaign around the “Career Launch” concept; pursue related technology to make this accessible to students
- Begin planning for CCL directory

Create new pathways

- Support and fund work emerging from the industry workshops held as part of the planning process
- Provide support resources to regions and program intermediaries to create new career connected opportunities
- Begin to build the endorsement process engaging agencies and colleges and universities in the process

Track success

- Work with ERDC to implement data enclave proposal

Project leadership

- Prepare for implementation of the CCW plan with the partnership of the stakeholders already engaged in the CCW strategic planning effort
- Assign specific roles & responsibilities for each stakeholder within CCW
- Regularly convene the stakeholder groups (including Gov & Ed, BPL, labor) engaged in the process; providing updates and seeking guidance on key issues

Ensuring success for all

- Create robust student facing portal of all current supportive services available to them, localized to be relevant

Educate & advocate

- Work closely with legislators as they consider the Governor’s proposals; evaluate and address alternatives that arise

Career Connect Washington plan

Appendices

- i. Additional Plan Details**
- ii. Policy Details
- iii. Industry Career Connected Learning Examples
- iv. What do Washingtonians think?
- v. Macro Trends
- vi. Career Connected Learning System Examples
- vii. Plan Development Process
- viii. Industry Workshop Summaries

Suggested RFP Outline for Selecting CCW Regional Networks

Demonstrated history of and ability to fulfill the core responsibilities for a CCW regional network

- Trusted partner to regional business, labor, education, and government stakeholders (potentially demonstrated by letters of support from these stakeholders) and demonstrated ability to convene all relevant stakeholders
- Knowledge of existing CCL programs and gaps/opportunities in region
- Track record of supporting successful implementation of high-quality CCL programs
- Well-articulated plan for providing community navigation support to front-line counselors and educators in K-12 and CTC system

Commitment to equity

- Trusted partner of and ability to convene communities of color, low-income communities, students/parents, and disability community (potentially demonstrated by letters of support from these stakeholders)

Ability to convene a stakeholders to drive strategy and programs

Regional networks will be periodically re-evaluated to ensure they are producing necessary outcomes for their region

Suggested RFP Outline for Program Implementation Grants

A clear plan for developing and/or scaling a high-quality career connected learning program including:

- How program will achieve scale (e.g. multiple education partners working with multiple employers; credit agreements articulated across the state)
- Commitment of key education and industry partners (demonstrated by letters of support)
- Understanding of labor market need that program addresses
- Plan for how resources will be used (including staffing model and breakdown between partners)
- Clear articulating of roles and responsibilities between groups

Commitment to equity

- Plan for ensuring equitable access to proposed program (including disability community)
- Preference for programs design in alignment with Universal Design for Learning Principles¹

Desired outcomes and interim progress metrics

Programs will be periodically re-evaluated to ensure they are producing desired outcomes

1. <http://www.cast.org/our-work/about-udl.html#.W9Zb4GhKg2w>

WA can reach 60,000 students for Class of 2030 through endorsement of existing and creation of new CCL programs

	Year 1				Year 5	Year 10
	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2030</u>
Total CL Seats	3,000	7,000	11,000	16,000	21,000	60,000
Existing CL-like seats <small>(newly endorsed)</small>	3,000	5,000	7,000	9,000	10,000	16,000
New CL seats <small>(incl. new reg. apprenticeships)</small>	--	2,000	4,000	7,000	11,000	44,000
New Career Preparation <small>(excluding CTE/CTC coursework)</small>	5,000	10,000	18,000	26,000	39,000	90,000
Cumulative High-Quality CCL Experiences <small>(Prep and Launch)</small>	8,000	25,000	53,000	95,000	156,000	840,000
Employers participating in Career Launch <small>(assumes 20 CL per employer)</small>	140	340	540	790	1,060	3,020

Meets governor's goal
for 100k experiences

CCW system: Cohesive state and regional strategies; local expertise and innovation

State System



*CCW State System
(Incl. Industry, Labor, Gov't)*

- Set state-wide strategy and define annual goals**
- Track and report system outcomes**
- Maintain quality control of Career Launch (CL) programming**
- Collect and disperse best practices**
- Financial resources for CL programming**

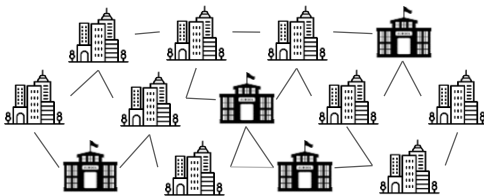
Regional Networks



*Regional Networks
(Incl. Employers, Ed,
Intermediaries, Labor, ELOs)*

- Develop regional strategies to pursue growth of CCL programs**
- Convene key stakeholders to develop programs to meet needs**
- Serve as primary point-of-contact and navigator within the region**
- Consolidate regional data and report key learnings to state-level**

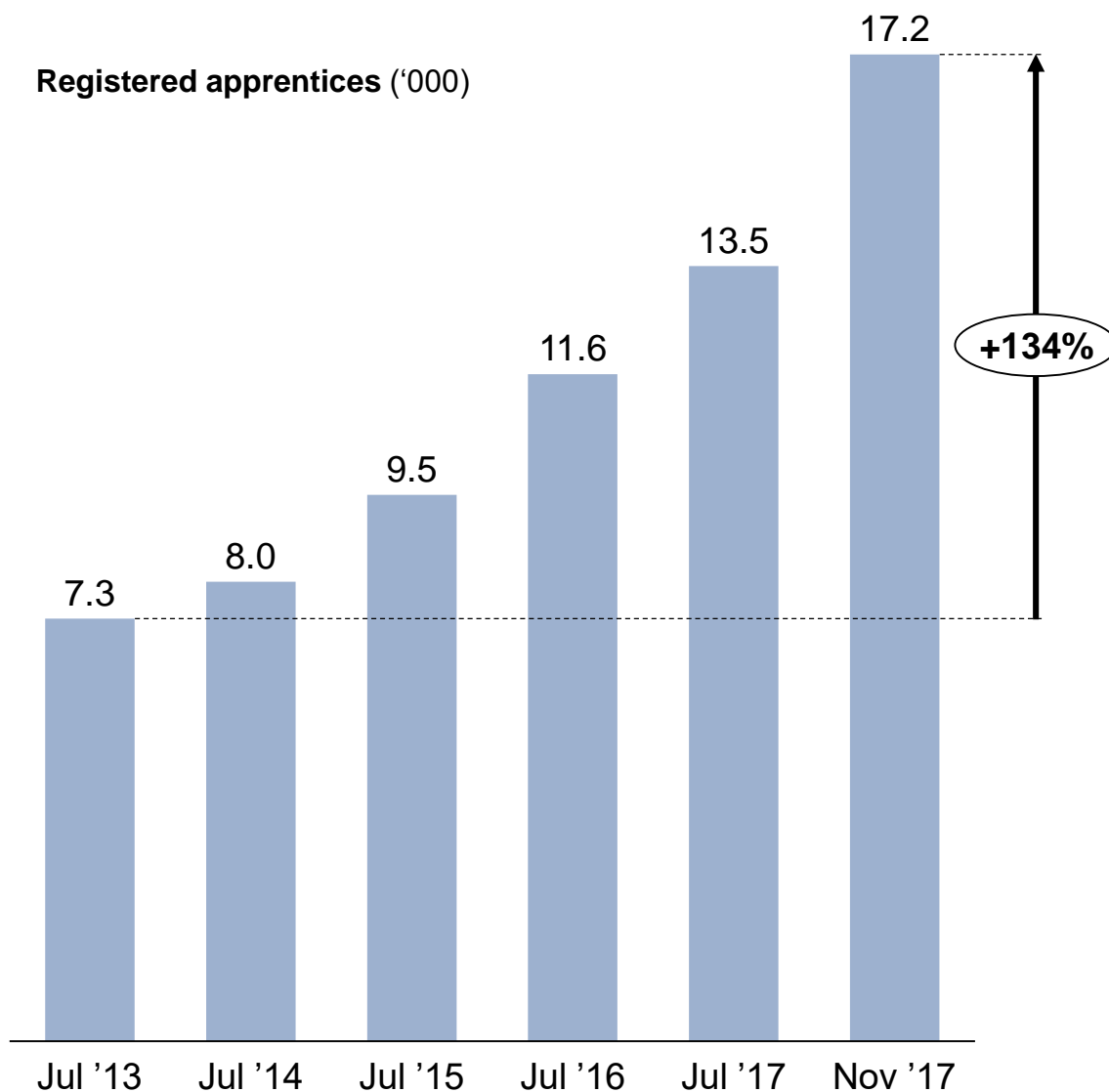
Local Programs



*Industry + Education
(Supported by Program Intermediaries)*

- Design programs (in partnership with regional networks)**
- Implement programs**
- Generate demand**
- Track and report outcomes**

Deep-Dive: ~2x growth in WA registered apprenticeships 5 years



What is a registered apprenticeship?

- State-approved program that provides workers with skills required to meet employer needs, yielding a credential, training, and work experience

Which occupations have registered apprenticeships opportunities?

- Top occupations (~60% of registrations) are Fire Fighters, Carpenters, Laborers, Electricians, Ironworkers, Drywall installers, Sprinkler fitters, Roofers, Tree trimmers
- Registered apprenticeships are not limited to specific occupations with more being added each year (including within health care, and technology industries)

How do registered apprenticeships fit into the CCW framework?

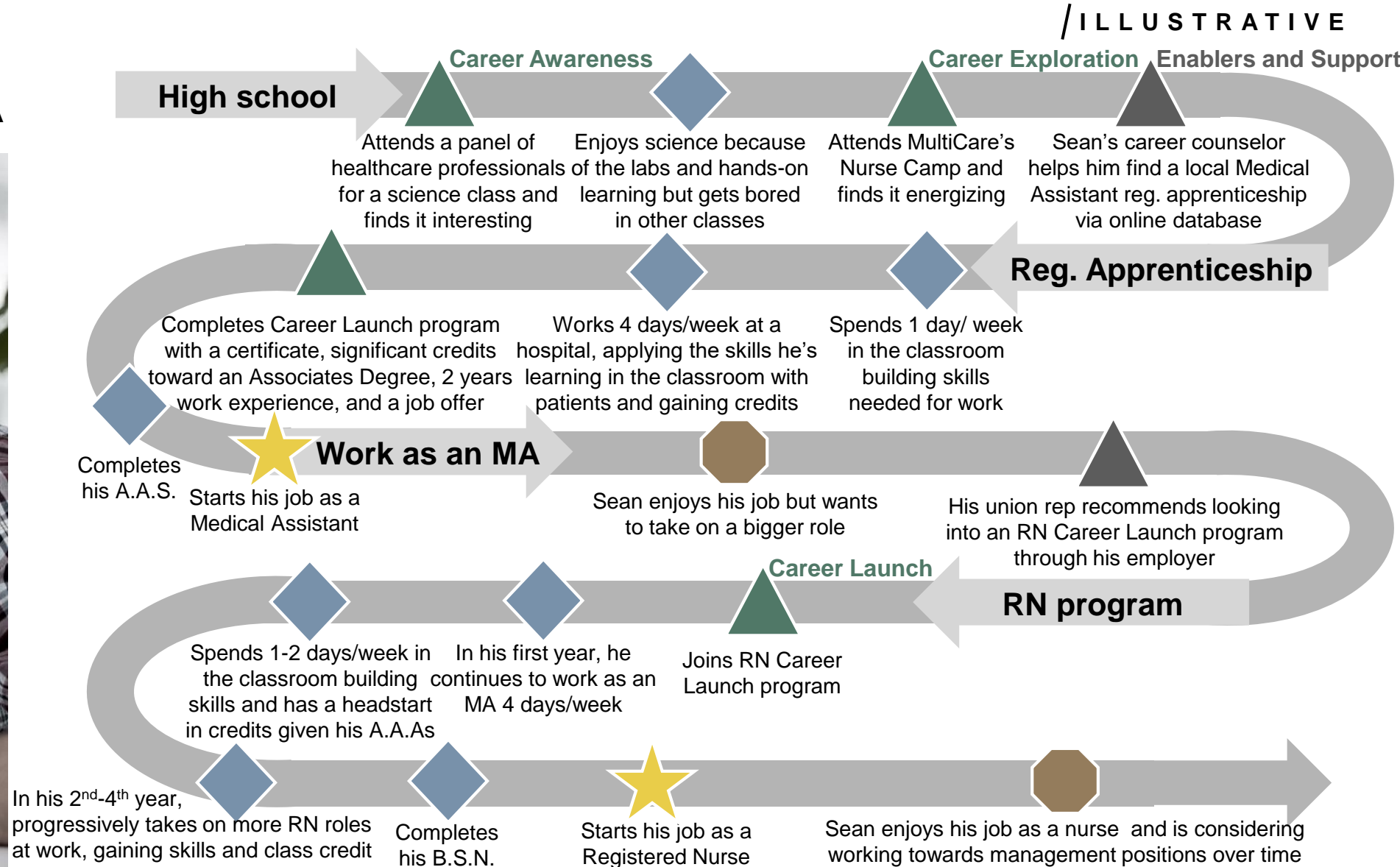
- Registered apprenticeships are one example of high quality Career Launch programs
- CCW supports the state registered apprenticeship program and L&I goal of **doubling the number of registered apprenticeship opportunities** in WA state over the next 10 years

Deep dive: How the system works for young adults

Meet Sean, a medical assistant on his journey to become a registered nurse

Sean

Student from Spokane, WA

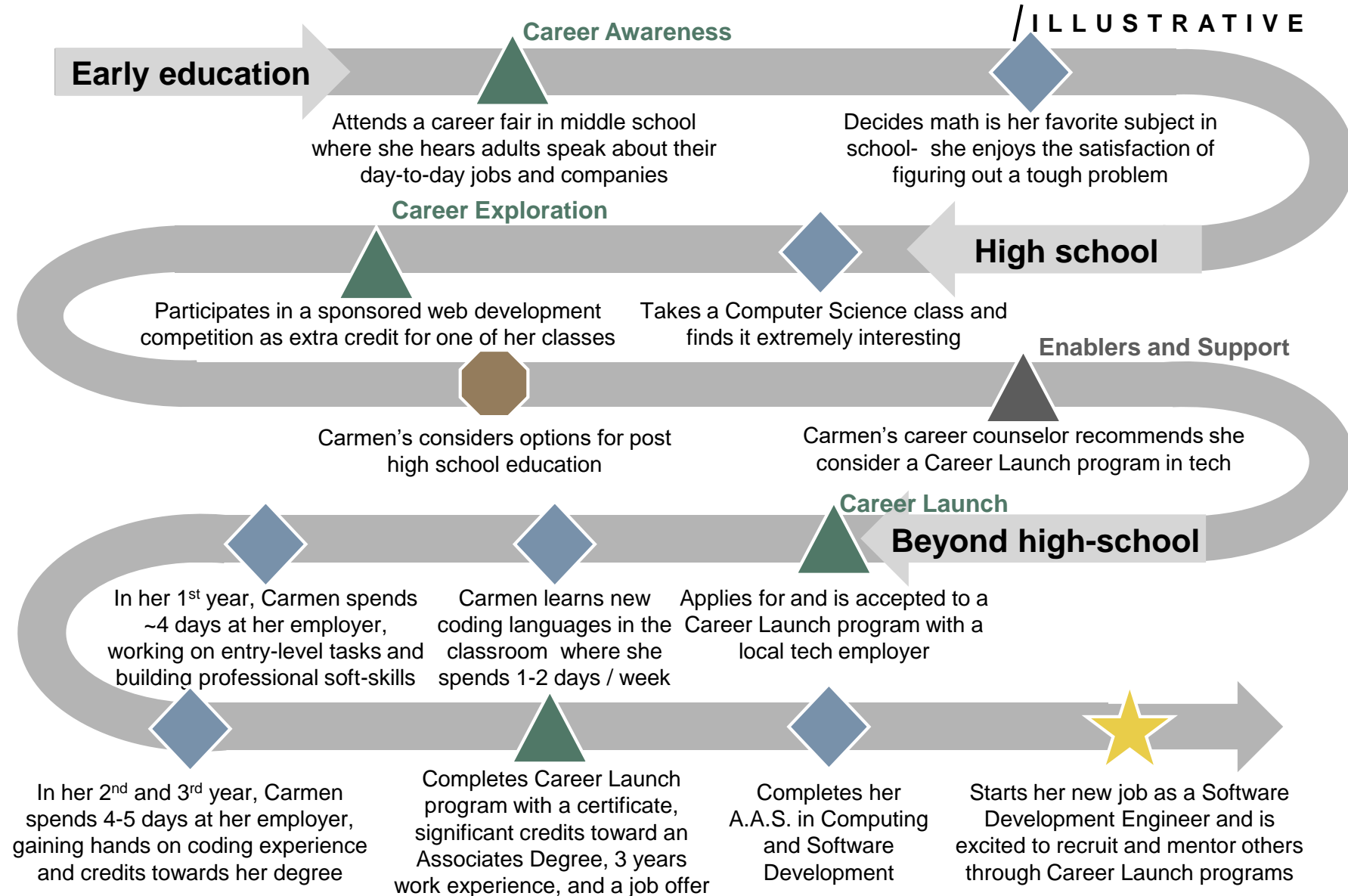


Deep dive: How the system works for young adults

Meet Carmen and her journey to becoming a Software Development Engineer

Carmen

Student from Renton, WA



Career Connect Washington plan

Appendices

- i. Additional Plan Details
- ii. Policy Details**
- iii. Industry Career Connected Learning Examples
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Career Connect Washington Policy Memo Summary (1 of 2)

Detailed Recommendations

Priority 1: **Statewide System Development**

- a) Formally authorize and endorse the Career Connected Learning vision including codifying clear definitions for Career Launch and Registered Youth Apprenticeship
- b) Authorize and fund a set of priority activities to be carried out by a Career Connect Washington Implementation Team under the guidance of the Governor's Office including coordinating cross sector leadership and implementing a cohesive marketing and communications agenda
- c) Fund dedicated and seconded staff capacity to support Career Connect Washington Implementation Team efforts, including seconded agency staff
- d) Fund data capacity to support regular reporting, timely research and analysis
- e) Direct the Washington Student Achievement Council to identify and align existing supports to promote equitable participation in Career Connected Learning

Priority 2: **Funding to Education Partners for Student Enrollment in Career Launch**

- a) Support the K-12 system and the Office of the Superintendent of Public Instruction to increase and streamline funding for student participation including increasing CTE funding and strengthening dual-credit programs to ensure equitable access
- b) Support Community and Technical Colleges and other higher education institutions to address postsecondary funding challenges for young adults participating in programs post-high school including CTC enrollment, CL/RA tuition waivers and backfill, and work study for CCL
- c) Promote innovation in equivalency and credentialing within endorsed CL and RA programs

Career Connect Washington Policy Memo Summary (2 of 2)

Detailed Recommendations

Priority 3: Regional Leadership and Program Intermediaries

- a) Support regional leadership to expand participation in Career Connected Learning including the funding of regional networks, career navigators, and equipment costs
- b) Direct support for innovative program design and expansion of Registered Youth Apprenticeship and endorsed Career Launch programs including providing grants for program design and expansion

Aligned Career Connect Washington Policy Priorities

- State Need Grant Expansion: Support expanded, sustainable, and reliable funding of SNG
- High School and Beyond Plan: Support proposals to promote a robust, technology-enabled, and dynamic (i.e. frequently revisited) HSBP that links to Career Connect Washington Plan
- Guided Pathways: Support for existing proposals to grow guided pathways and college to career advising in 2-year and 4-year institutions that link to Career Launch opportunities
- Support for New Market Airplane: Support for added workforce capability, aligned with the Career Connect Washington plan, proposed in the strategy to attract the new market airplane
- State Broadband Expansion: Rural communities need connectivity to participate in educational opportunities otherwise unavailable to them, including career connected learning

Career Connect Washington plan

Appendices

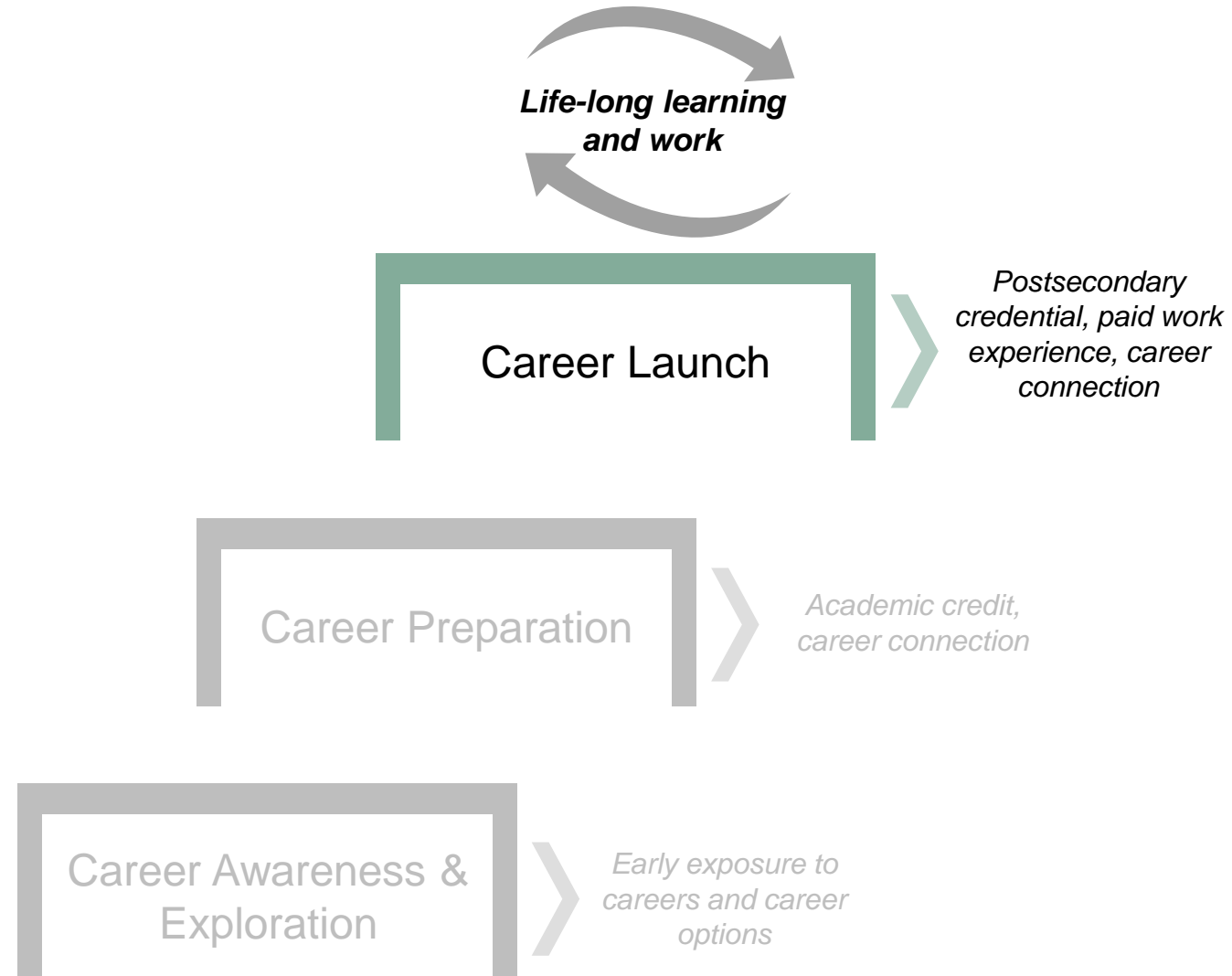
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Career Launch: Health care registered apprenticeship

Programs that provide **meaningful on-the-job experience** and aligned classroom learning

Health Care: Medical Assistant Pathway

- Aiming for first cohort in 2019
- 12-18 month program, 2,000 paid OTJ hours
- Could serve multiple employers
- Developing in partnership with SEIU
- Medical assistant first of potentially several jobs to be developed as a registered apprenticeship in healthcare



Additional examples detailed in appendix

Career Launch: Four-year university based engineering program

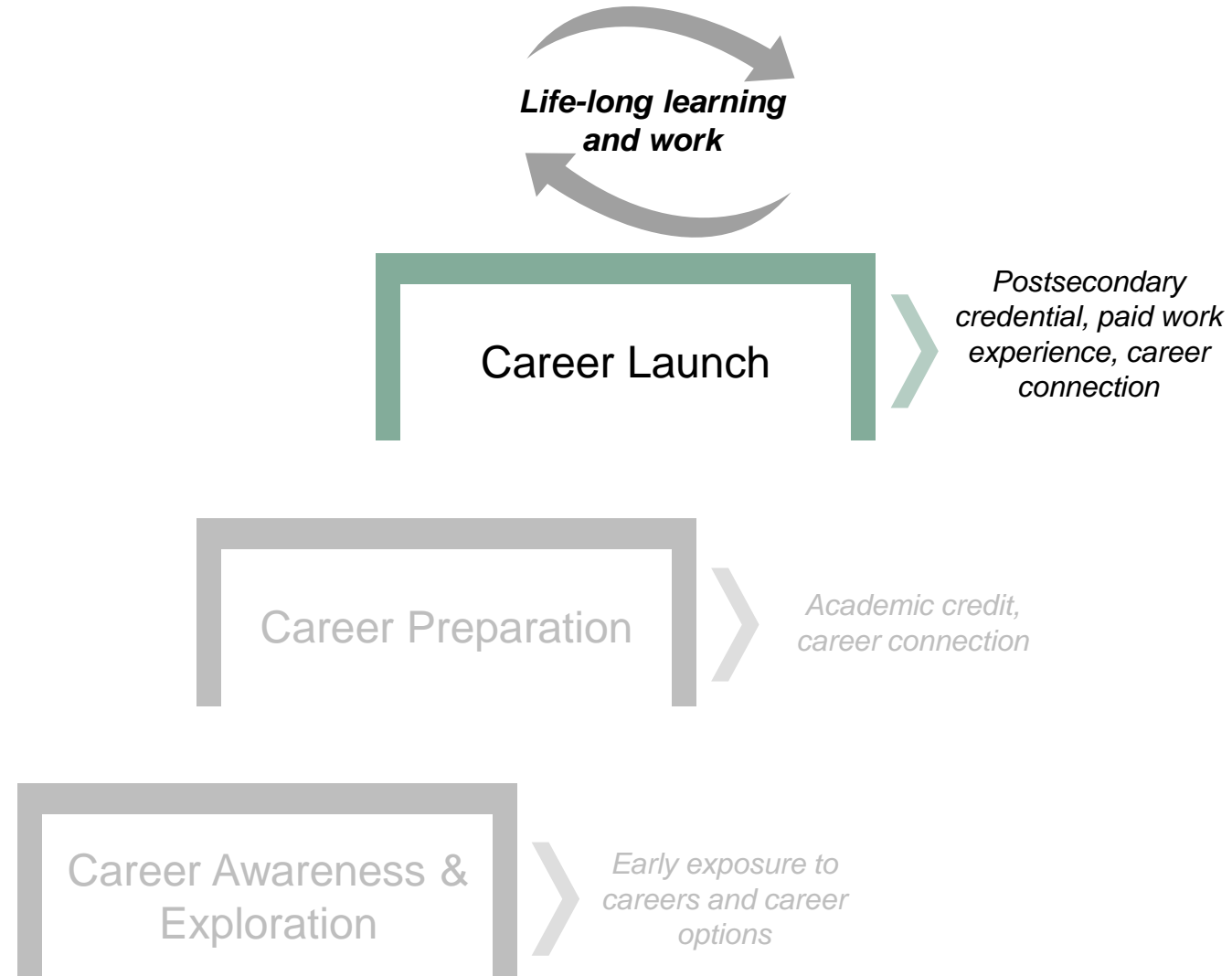
Programs that provide **meaningful on-the-job experience** and aligned classroom learning

WSU Internship Program

- SEL provides paid internship opportunities for about 80 WSU students per year
- Students work part-time during the school year, 12-15 hours a week, for at least 1 year
- Opportunities across the company: Computer Science, Software Engineering, Business, HR/Recruiting, HR/Health Clinic, Accounting/Marketing, Marketing/Comms, Project Management, Engineering



WASHINGTON STATE
UNIVERSITY



Additional examples detailed in appendix

Career Launch: Youth and adult registered apprenticeship in building management

Programs that provide **meaningful on-the-job experience** and aligned classroom learning

Controls Specialist Registered Youth/Adult Apprenticeship

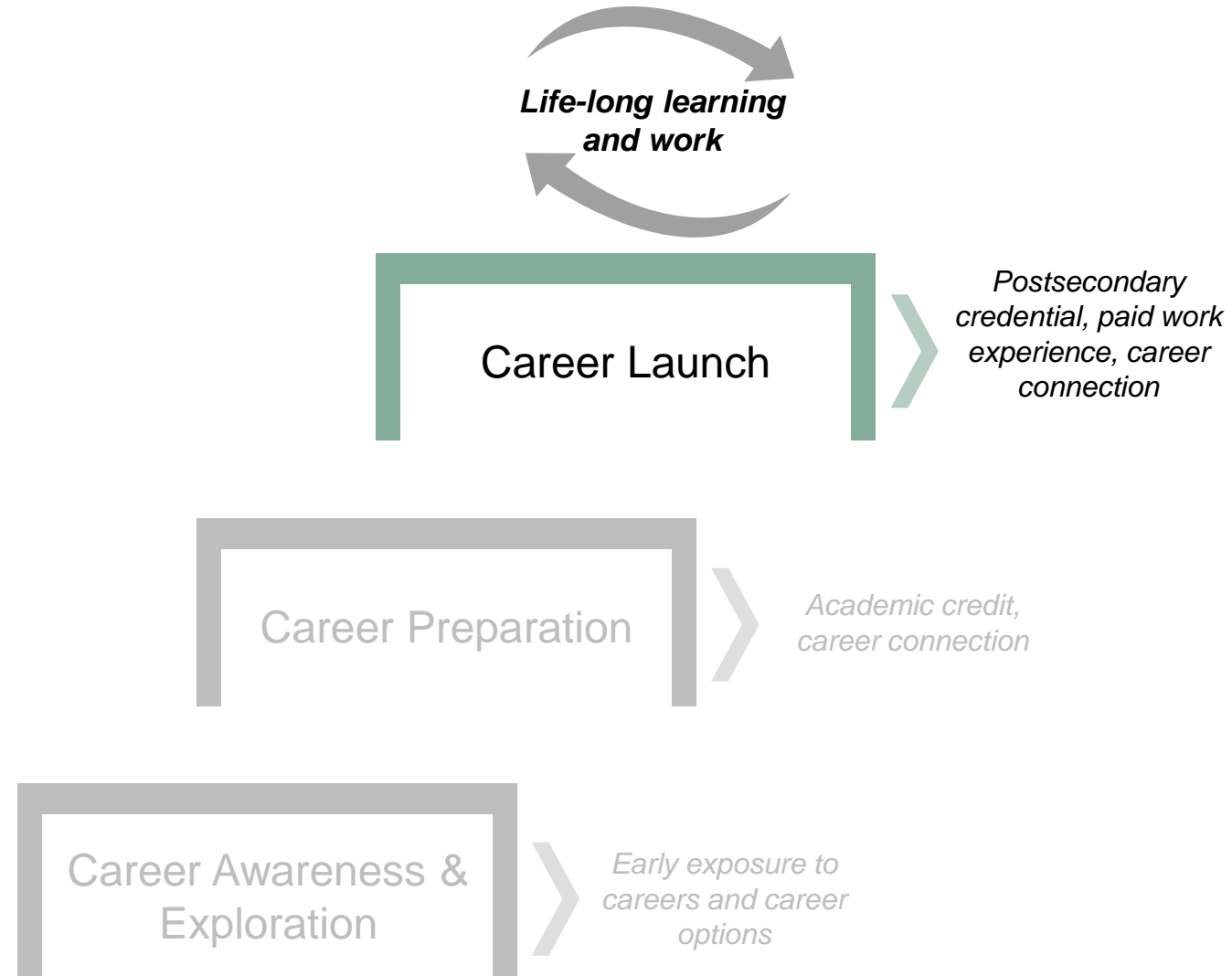
- 2,000 paid OJT hours
- Controls Specialist entry point can lead to several different career paths including engineering and management
- Partnership between MacDonald-Miller Facility Solutions, Siemens Corporation, West Sound STEM Network, and South Kitsap School District



MacDonald-Miller
FACILITY SOLUTIONS



West Sound STEM

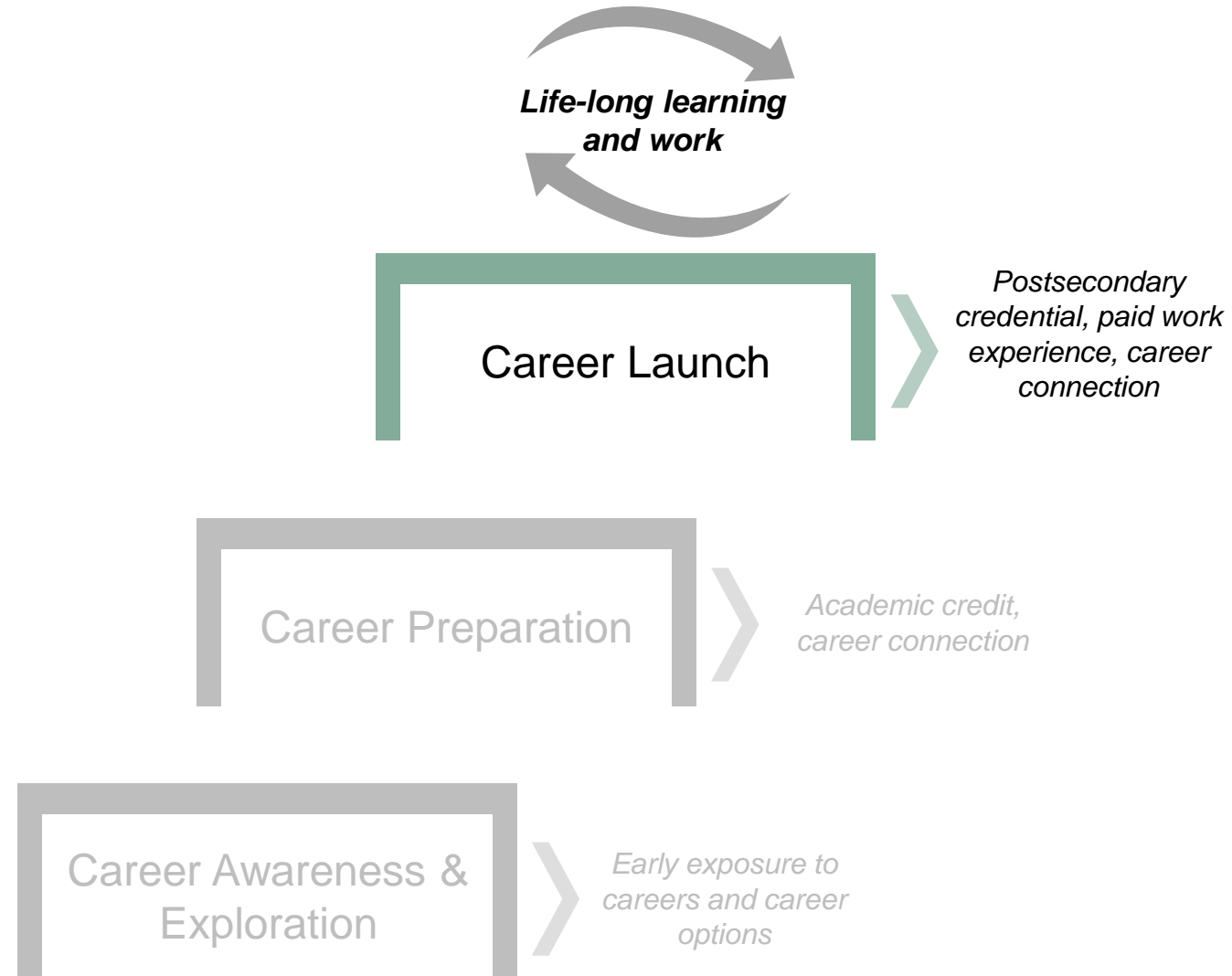


Career Launch: K-12 & community college pathway to advanced manufacturing

Programs that provide **meaningful on-the-job experience** and aligned classroom learning

SEH Advanced Manufacturing Career Launch Pilot

- ~15 students by Winter 2018
- 2 year program, partnership between SEH America, Clark College, Evergreen Public Schools, ESD 112, SW WA STEM network
- Evolved from success with SEH internship program
- Currently serves one employer but potential to expand

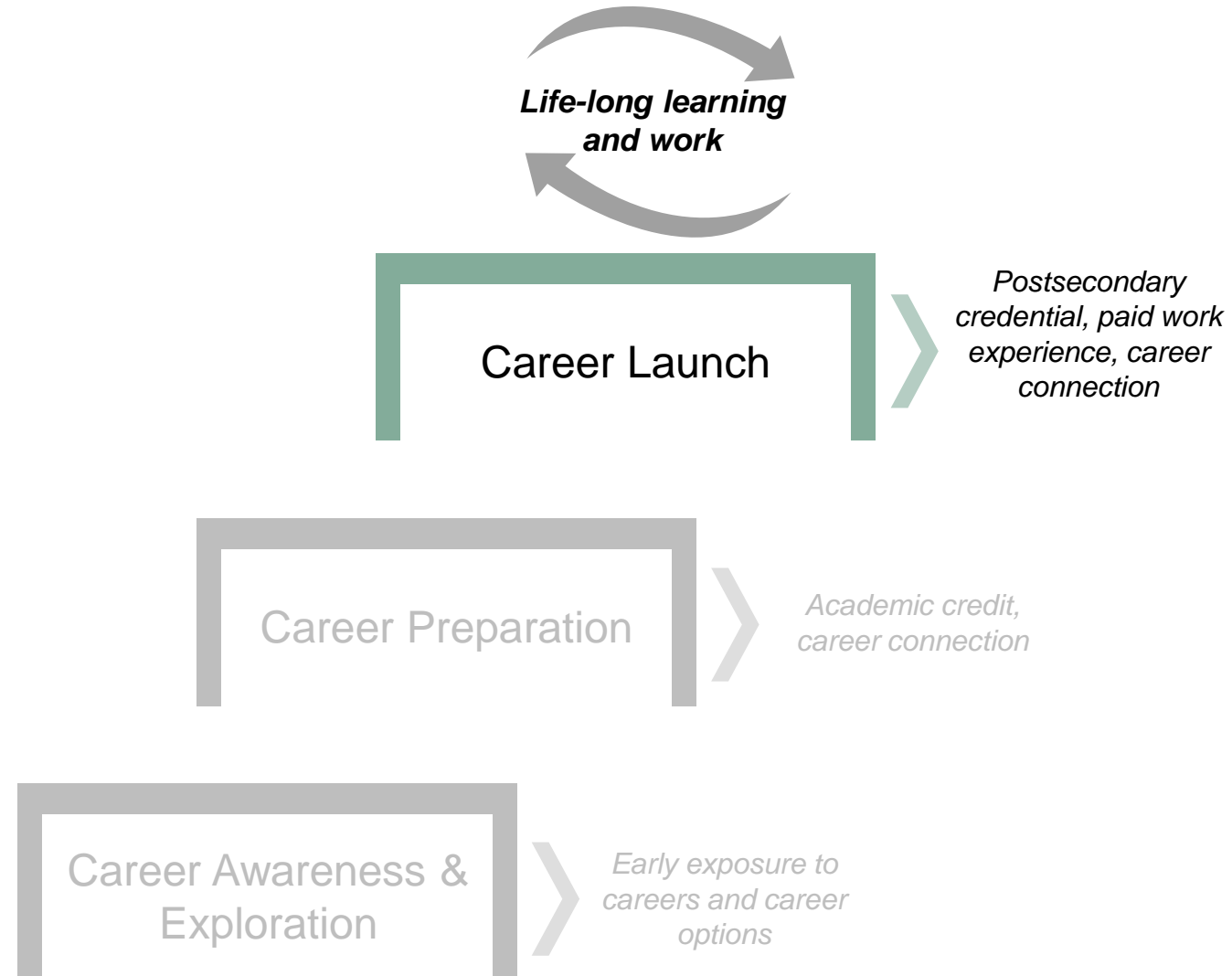


Career Launch: A six year work aligned technology career academy

Programs that provide **meaningful on-the-job experience** and aligned classroom learning

Academy Model: PTECH or similar

- Proven model in other states; pioneered by IBM but open source model
- 6-year program bridging high school and college level
- Effort led by WA State Hispanic Commission
- Planning group includes LWIT, Everett Community College, Everett Public School District, Columbia Basin College, PNNL, LIGO, Hanford, Pasco School District, Kennewick School District, Richland School District, Port of Seattle

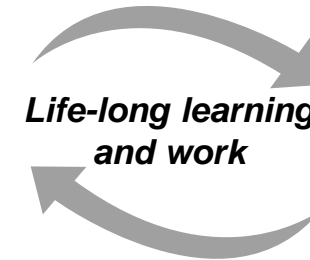
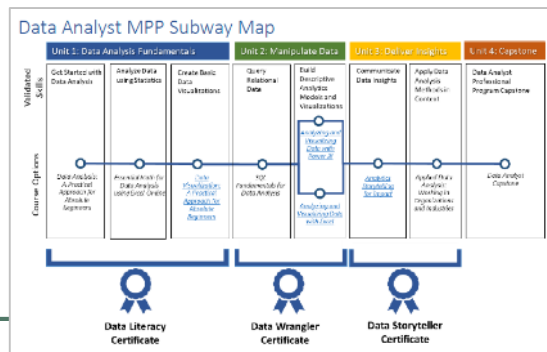


Career Launch: A data analyst registered apprenticeship that crosses many types of employers

Programs that provide **meaningful on-the-job experience** and aligned classroom learning

Cross-Sector: Data Analyst

- In-development program to create new data analyst training program for career entry in multiple industries (e.g. health care, manufacturing, agriculture, etc.)
- 300-500 hours training with hands-on labs and capstone project
- Students receive registered apprenticeship and Data Analyst certifications



Career Launch

Postsecondary credential, paid work experience, career connection

Career Preparation

Academic credit, career connection

Career Awareness & Exploration

Early exposure to careers and career options

Career Launch: An aerospace and advance manufacturing youth apprenticeship

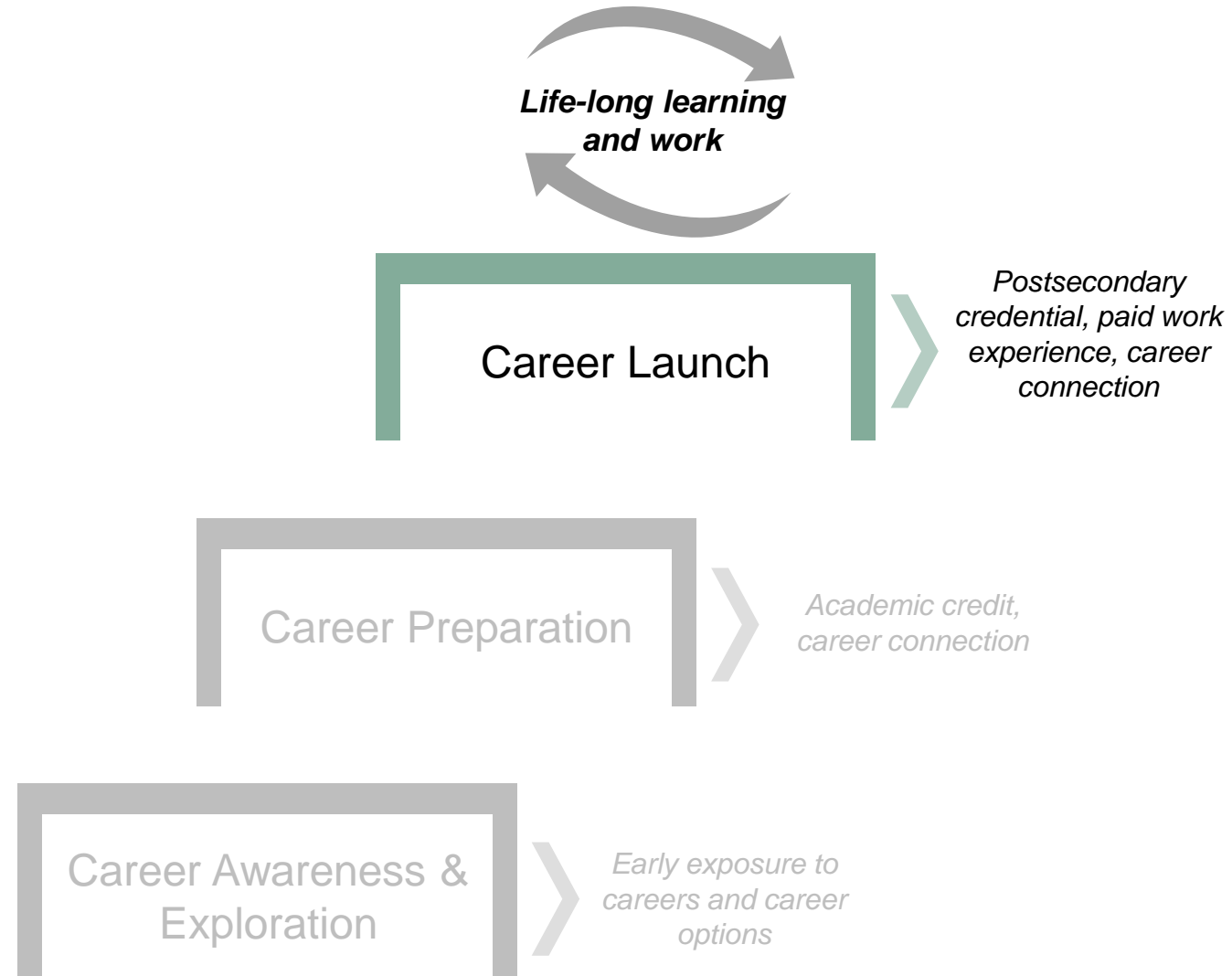
Programs that provide **meaningful on-the-job experience** and aligned classroom learning

AJAC Youth Reg. Apprenticeship

- Youth reg. apprenticeship (16+) opportunities in aerospace and advanced manufacturing
- 38 employers involved across the state and 7 school districts
- 2000 hours of paid on-the-job training, earn 15 college credits, a journeyman's card from Labor and Industries as a Production Technician, and 2 high school credits

"Employers and schools have the curriculum and on-the-job training set up for us to succeed, because that is what they are trying to do, so I am really excited about it."

Student, AJAC Apprentice



Career Preparation: Preparing for a career in aerospace manufacturing

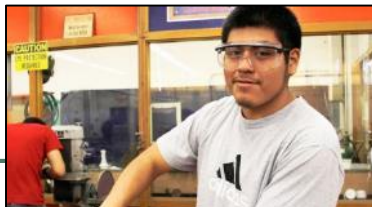
*Education or work experiences to **gain hands-on skills and knowledge***

Manufacturing: Transferrable Skill Dvlp

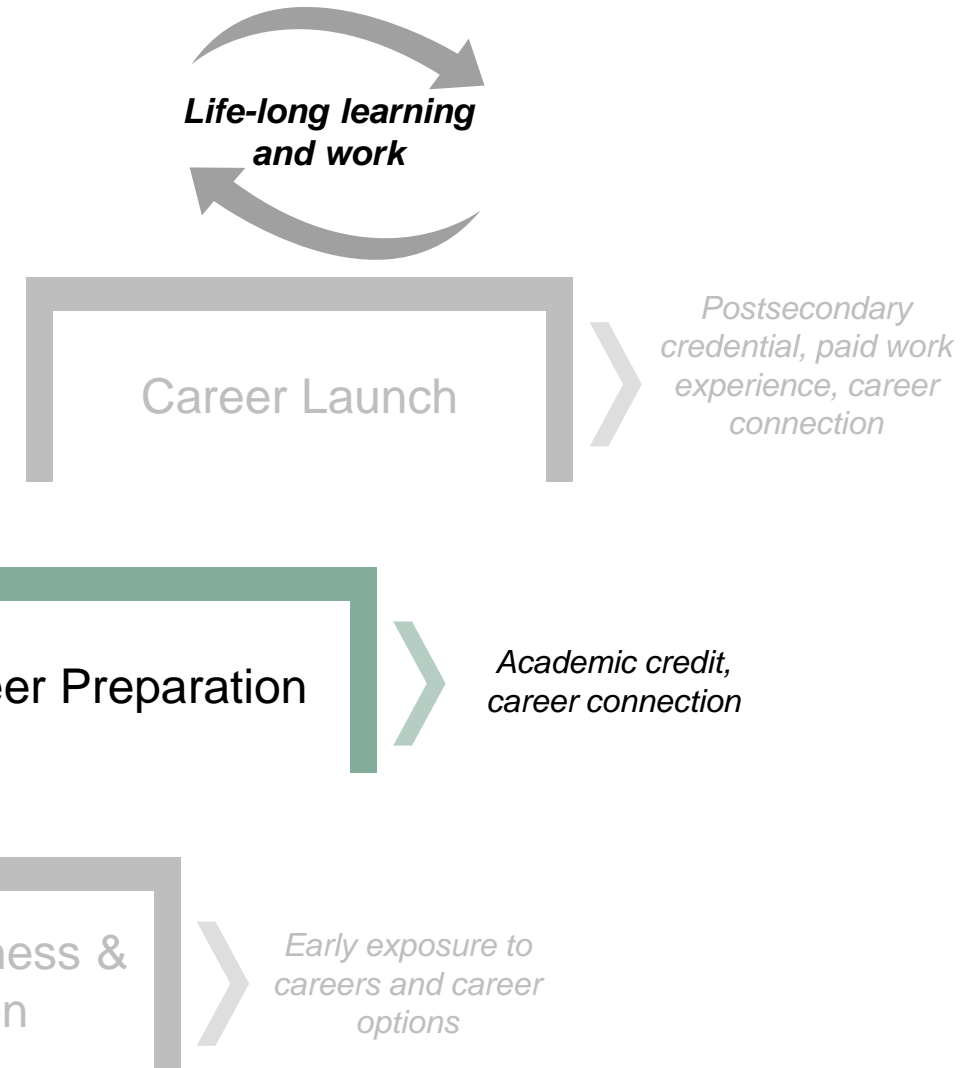
- Career and technical education program
- Two-year commitment:
 - Year 1: ~540 hours of basic transferrable skill sets (Core)
 - Year 2: ~540 hours of occupation-specific skill sets (Plus)
- Serves ~1,500 students per year

"Most of the time I have no idea why I'm learning something in math class, but I understand the math here because I have to apply it to my project. It just makes more sense to me."

Junior, Granite Falls



Boeing Career Launch program in development



Additional examples detailed in appendix

Career Preparation: Preparing students to launch into the energy sector

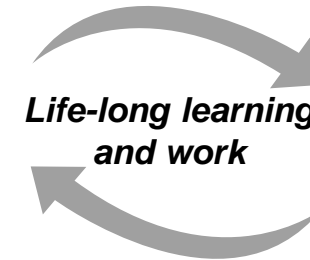
*Education or work experiences to **gain hands-on skills and knowledge***

Utilities Industry: Energy Pathways

- 1-month internship experience
- \$2,000 stipend at end of internship
- 18 high school students participated this year
- Job shadowing across multiple functions
 - Alternative energy technologies
 - Energy efficiency
 - Maintenance & Operations

I originally wanted to do something engineering and I wasn't quite sure about energy...But after doing this, I'm definitely interested in something in the energy field.

-- Roka, Spokane Valley Tech



Career Launch

Postsecondary credential, paid work experience, career connection

Career Preparation

Academic credit, career connection

Career Awareness & Exploration

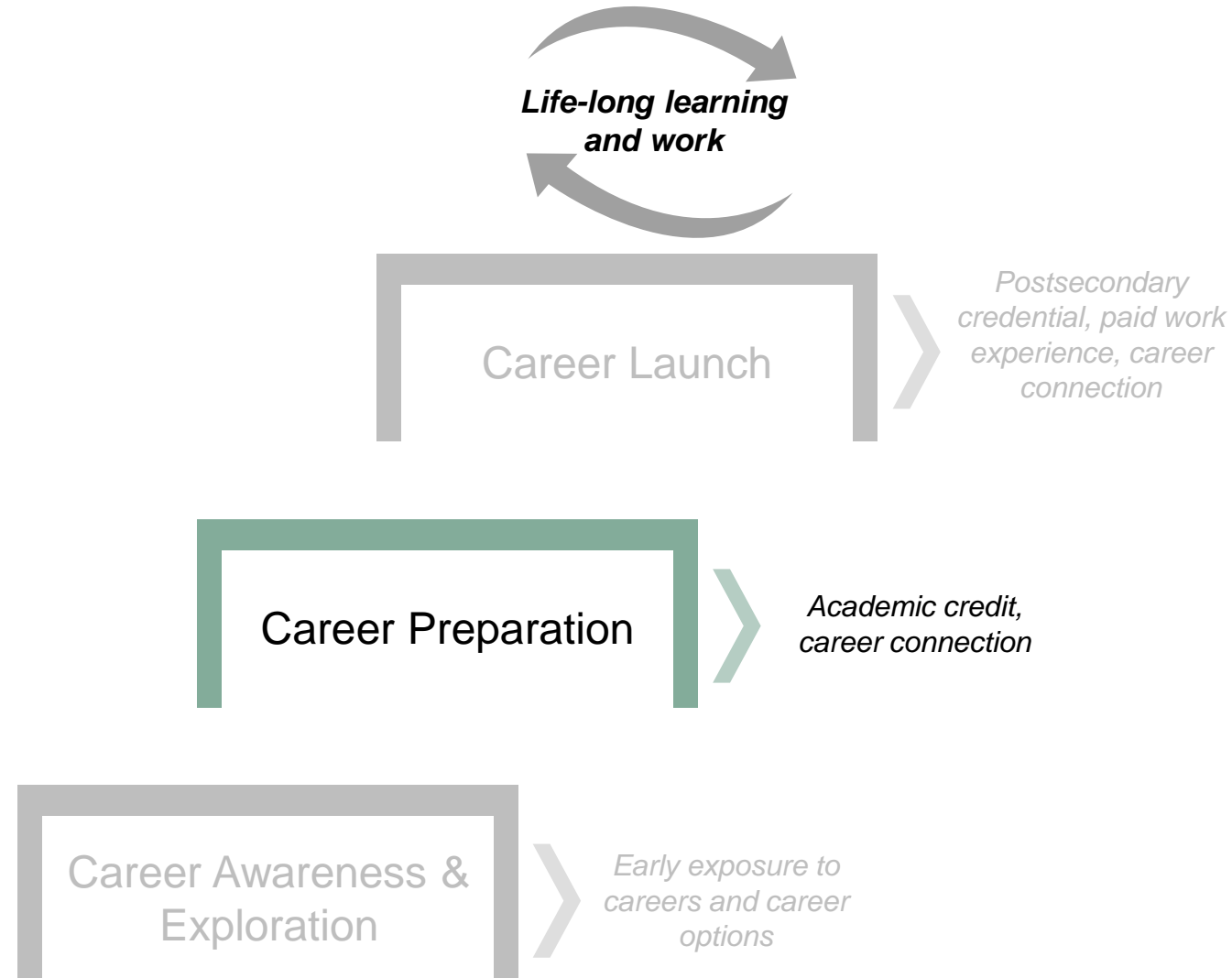
Early exposure to careers and career options

Career Preparation: Preparing students to launch through college connected tech internship

*Education or work experiences to **gain hands-on skills and knowledge***

Whitman Collaborative Internship Program

- New pilot at 4-year, liberal arts college with local employer Key Technology
- Cohort of paid student interns across several functional areas of the Key Technology business
- Each student paired with employer mentor, and supported by a six-member Whitman faculty advisory group
- Cohort will present capstone project to entire Whitman campus community



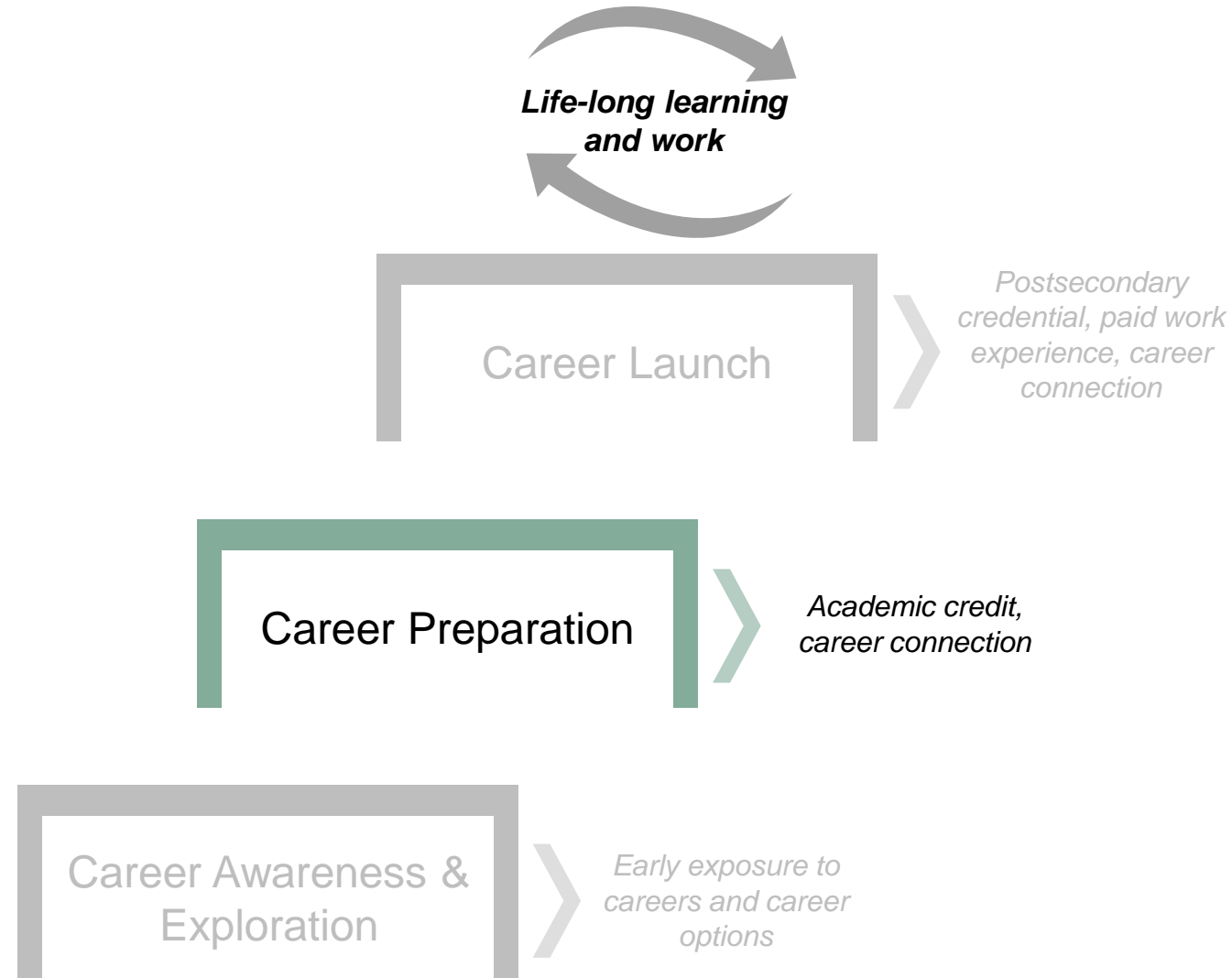
Career Preparation: Preparing students to launch through college based project work in engineering, environmental science and computer science

*Education or work experiences to **gain hands-on skills and knowledge***

Seattle University Project Center

- One academic year, 1,000 hour senior project
- Required for all graduating seniors in Civil and Environmental Engineering, Environmental Science, Computer Science, Electrical and Computer Engineering and Mechanical Engineering
- Student teams partner with sponsors from industry and Seattle U faculty and are responsible for project management, budgeting and scheduling

SEATTLEU



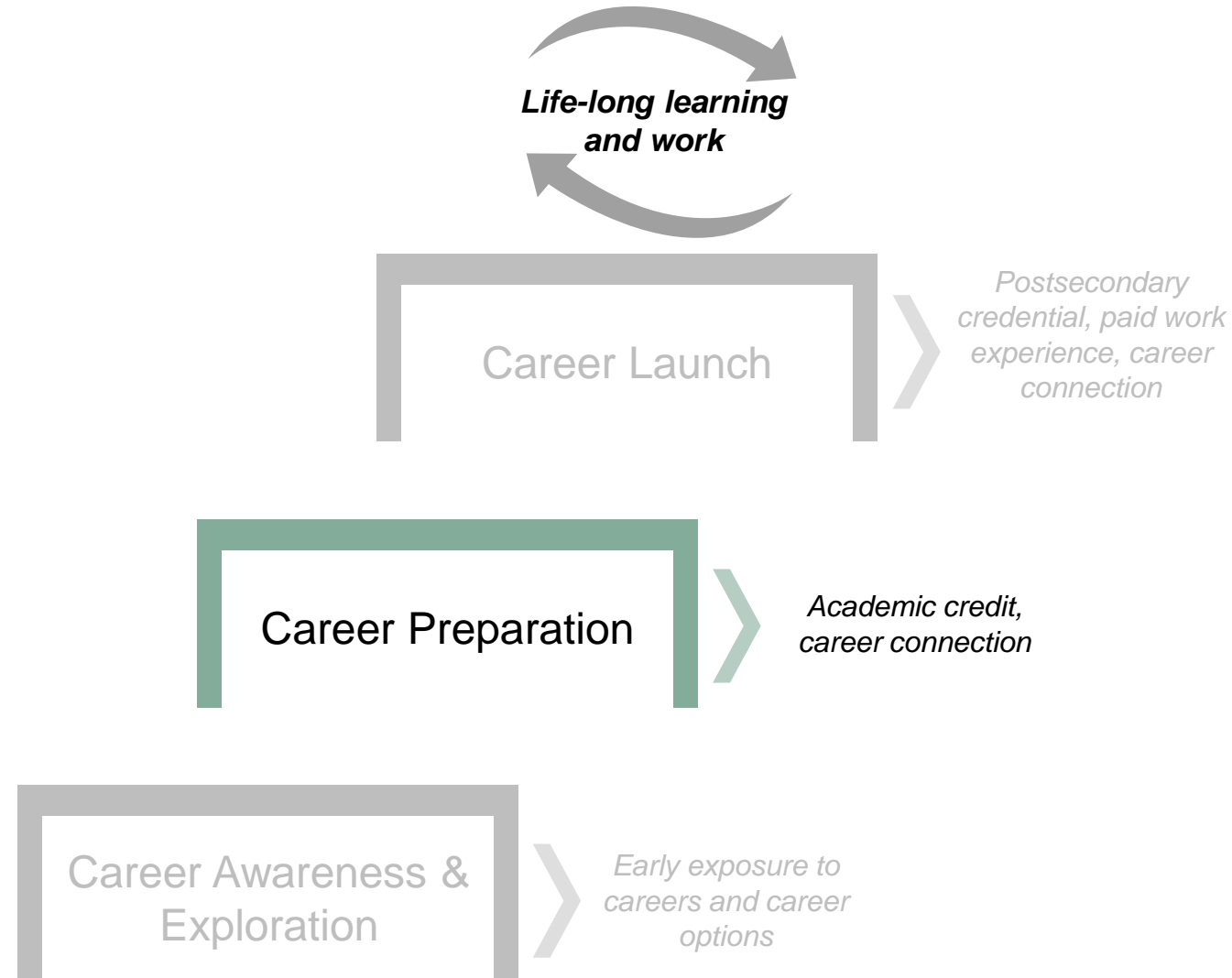
Career Preparation: Preparing students to launch in medical field through college based summer internship

*Education or work experiences to **gain hands-on skills and knowledge***

Gonzaga Biomedical Internship

- 10-12 summer internship opportunities per year for Gonzaga students
- Sponsored by the Swedish Medical Center Foundation through the Mayberg Educational Fund in partnership with Gonzaga
- Students gain research experience, and have weekly lectures and shadowing opportunities, and receive mentoring from physicians and other medical professionals

GONZAGA
UNIVERSITY

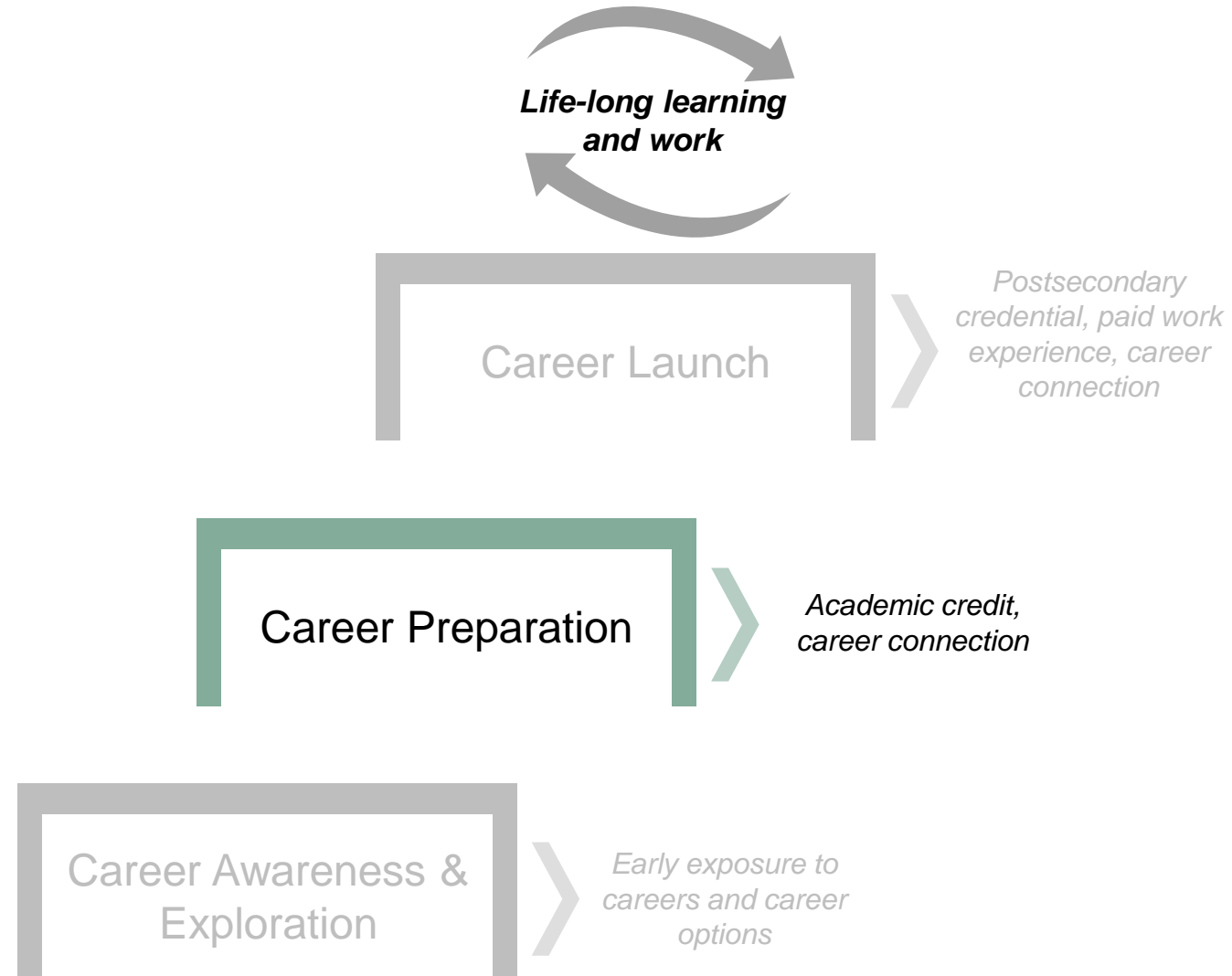


Career Preparation: Preparing students to launch through pre-apprenticeship in construction

*Education or work experiences to **gain hands-on skills and knowledge***

ANEW Pre-Apprenticeship

- Program helps youth and adults gain the technical skills needed to be competitive for an apprenticeship opportunity
- 11 week, high-quality training that gives students an advantage while entering the construction trades
- Partner directly with several registered apprenticeship programs and expose students to their training facilities
- Focus on non-traditional candidates in construction trades



Career Awareness and Exploration: Building early exposure to careers

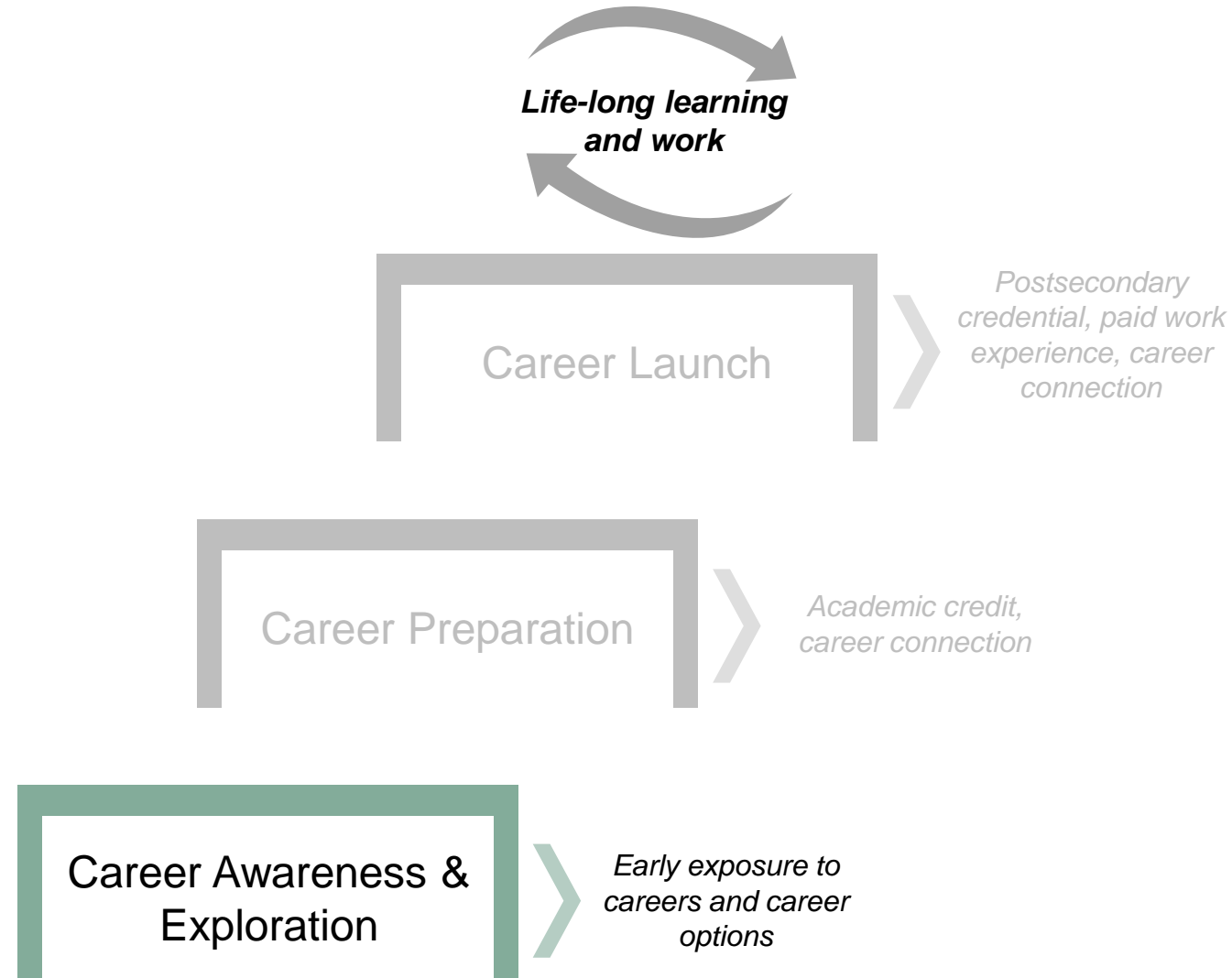
*Opportunities for **early exposure to careers and career options***

DiscoverU Worksite Tours

- Week-long postsecondary and career exploration for South King Co. students
- Programming builds awareness from Pre-K through high school
- ~50 employers involved in worksite tours including work simulation and panel with employees from across the employer

"I can create things that no other people have created yet... Career-wise, I'm learning that I could actually be influential by finding ideas that could change a lot of things in this world."

-- Jasmine, Lindbergh High School



Additional examples detailed in appendix

Career Awareness and Exploration: Building early exposure to biotechnology

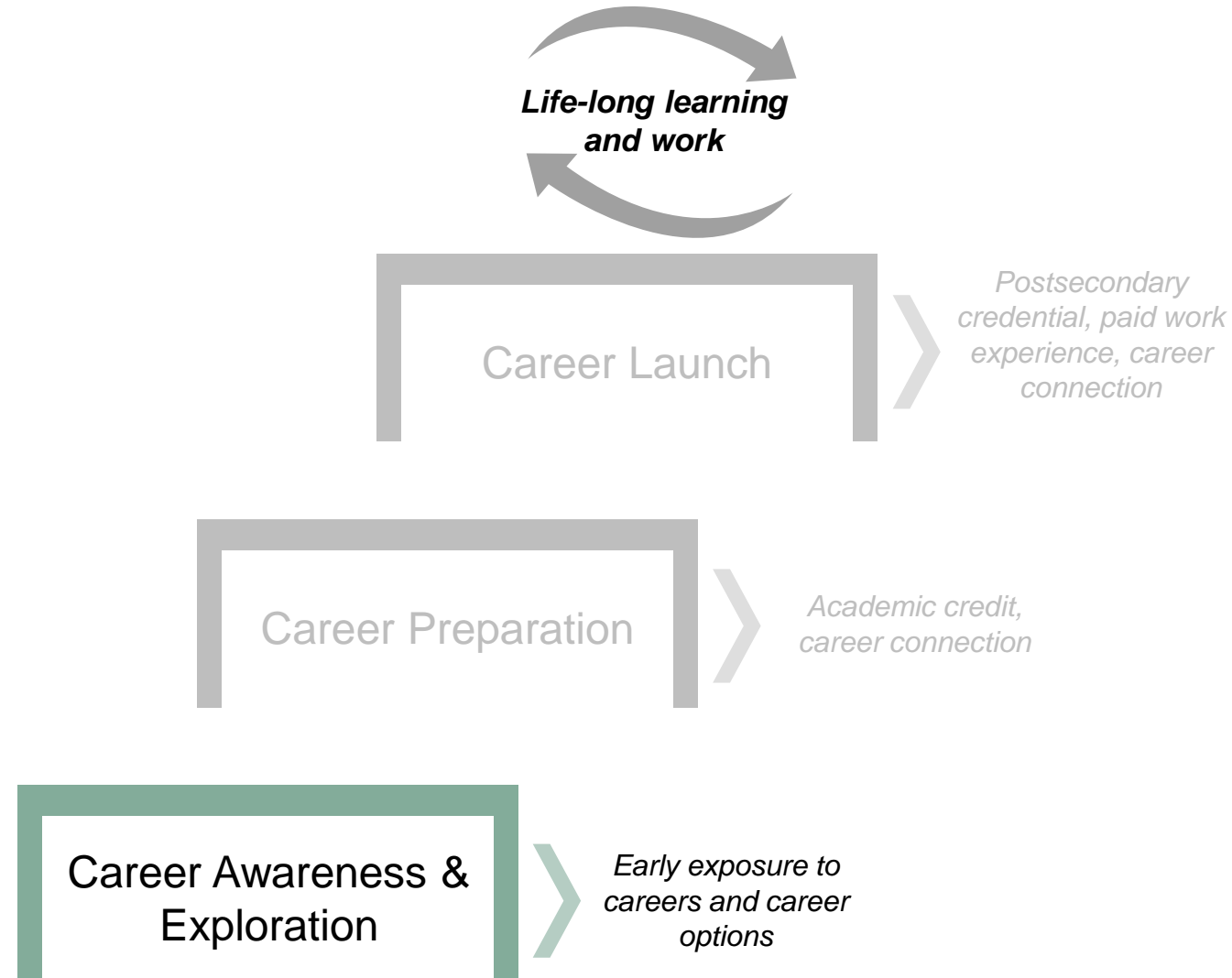
*Opportunities for **early exposure to careers and career options***

Project Biotech Summer Camp

- Week-long camps in Shoreline's Biotechnology Lab for 8th-12th graders
- Three different camps offered: Biotechnology Essentials & Beyond; Biotechnology & Infectious Disease: "Tracking Pandemic Flu"; and Biotechnology & Cancer: "Causes, Cures and Careers"

"This camp has opened my eyes to the vastness and the wonder of what biology can do for society."

- 2017 "Biotechnology & Infectious Disease" Camper



Career Awareness and Exploration: Building early exposure to STEM careers

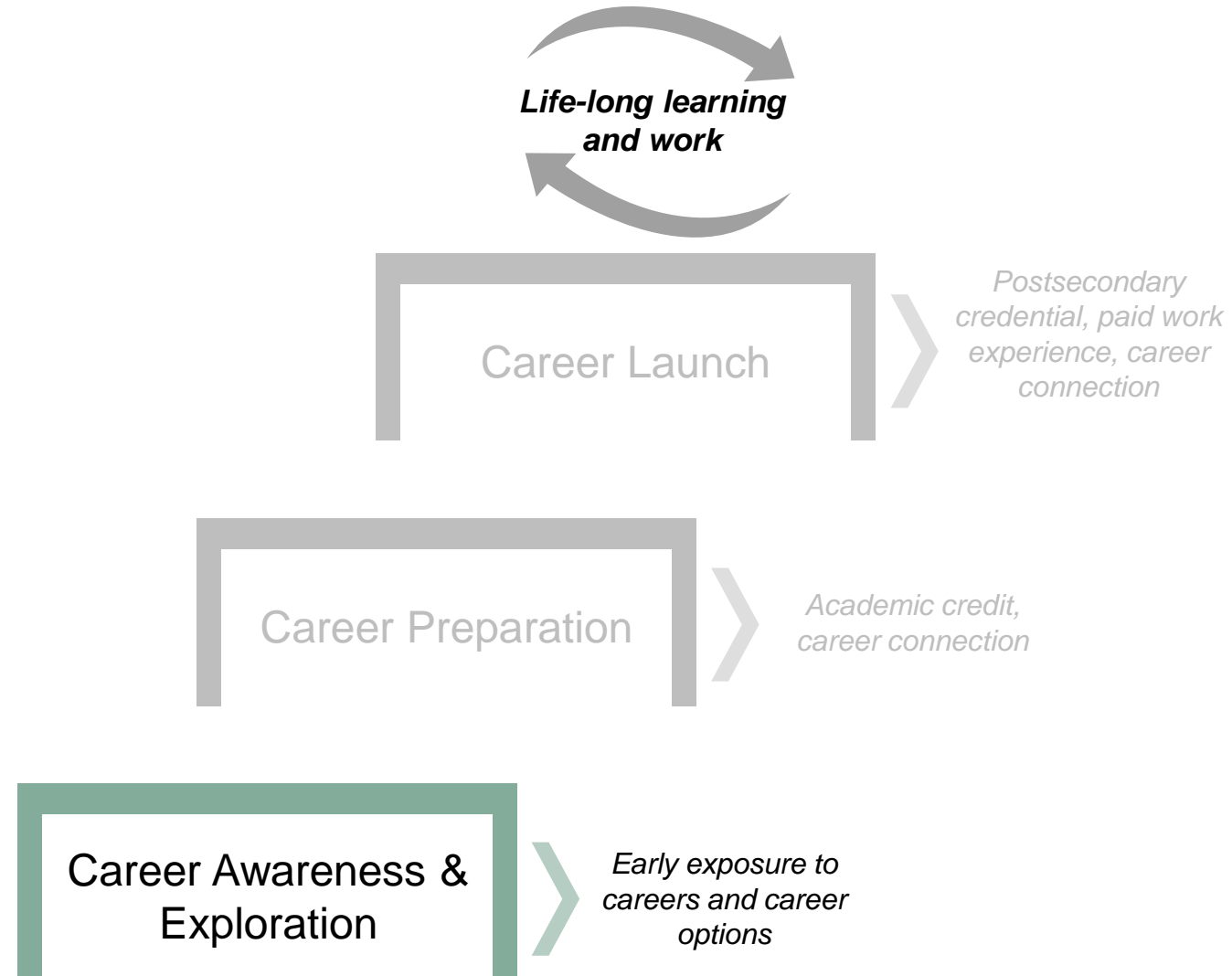
*Opportunities for **early exposure to careers and career options***

STEM Like Me!

- Career awareness for 7th graders
- Members of the community with careers in STEM volunteer to come into middle schools and work on projects with students

"I'm seeing everything that other people do that I could do someday"

Student Hannah Bunney



Career Awareness and Exploration: Building early exposure to careers

*Opportunities for **early exposure to careers and career options***

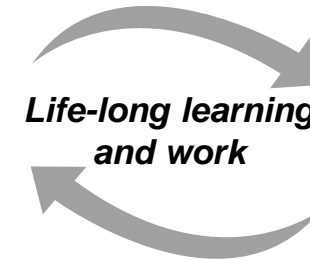
Business AfterSchool

- Workshops providing on-site exploration and awareness of Spokane's high-demand jobs
- Focused on middle and high school students
- ~15 workshops in 2017-18

"My advice to other students is to attend all of the workshops you can. They really helped me narrow down my choices for a career path and provided me with a lot of knowledge"

Student Millea Rosario

**GREATER
SPOKANE
inc.**



Career Launch

*Postsecondary
credential, paid work
experience, career
connection*

Career Preparation

*Academic credit,
career connection*

Career Awareness &
Exploration

*Early exposure to
careers and career
options*

Career Connect Washington plan

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Student voices on postsecondary pathways

Key takeaways

- Students understand need for education beyond high school but in a different way than parents
- High concern about debt and financial stability
- Hungry for options that they don't get exposed to now
- Mixed messages about who to go to for information
- Overwhelming support for “Career Connected Learning” and “Career Launch”
- Most appealing aspects: opportunities for pay and credit, guaranteeing a good job
- Biggest concerns: time away from high school, concerns about access, too young

Maybe instead of having kids on a one-line path through high school, they should shadow many different occupations.

– Urban/Suburban Student

Honestly debt scares me. If I could just go to school and absorb as much knowledge as possible without debt I would!

– Student

This solves the famous complaint teachers get: “When am I going to use this in real life?”

– Rural Student

Similarly, parents concerned that current system is not preparing kids for careers

Key takeaways from focus groups

- Parents understand that education beyond high school is necessary today, but they worry that getting a college degree doesn't guarantee a good job, and they worry about the high cost of college
- Parents are hungry for information on options and feel that the current system does not provide enough information on pathways
- Participants expressed that their children learn in a variety of ways – there shouldn't be a one-size-all path to higher education and career

It seems like they are pushing them all to college. But who is going to do the trades? Who is going to work on the cars? Kids need to know there's not just the one path.

– Parent focus group participant

[Success is] if they're a productive member of society. If they can earn a living wage enjoying what they do and they're not in debt for education.

– Parent focus group participant

Counselors report lack of training and time to counsel students on all postsecondary options available

Key takeaways from focus groups

- Counselors do not feel adequately informed about postsecondary options beyond 4-year universities
- Counselors and other school staff do not have sufficient time to assist students in identifying and exploring postsecondary pathways
- Counselors do not know how much time students spend considering their postsecondary pathways
- Counselors report significant student barriers to devoting time to career exploration, especially after school hours (e.g. transportation, graduation requirements, lack of knowledge of opportunities all cited as barriers)

Our students need connections with their counselors which is impossible when secondary caseloads are 450+.

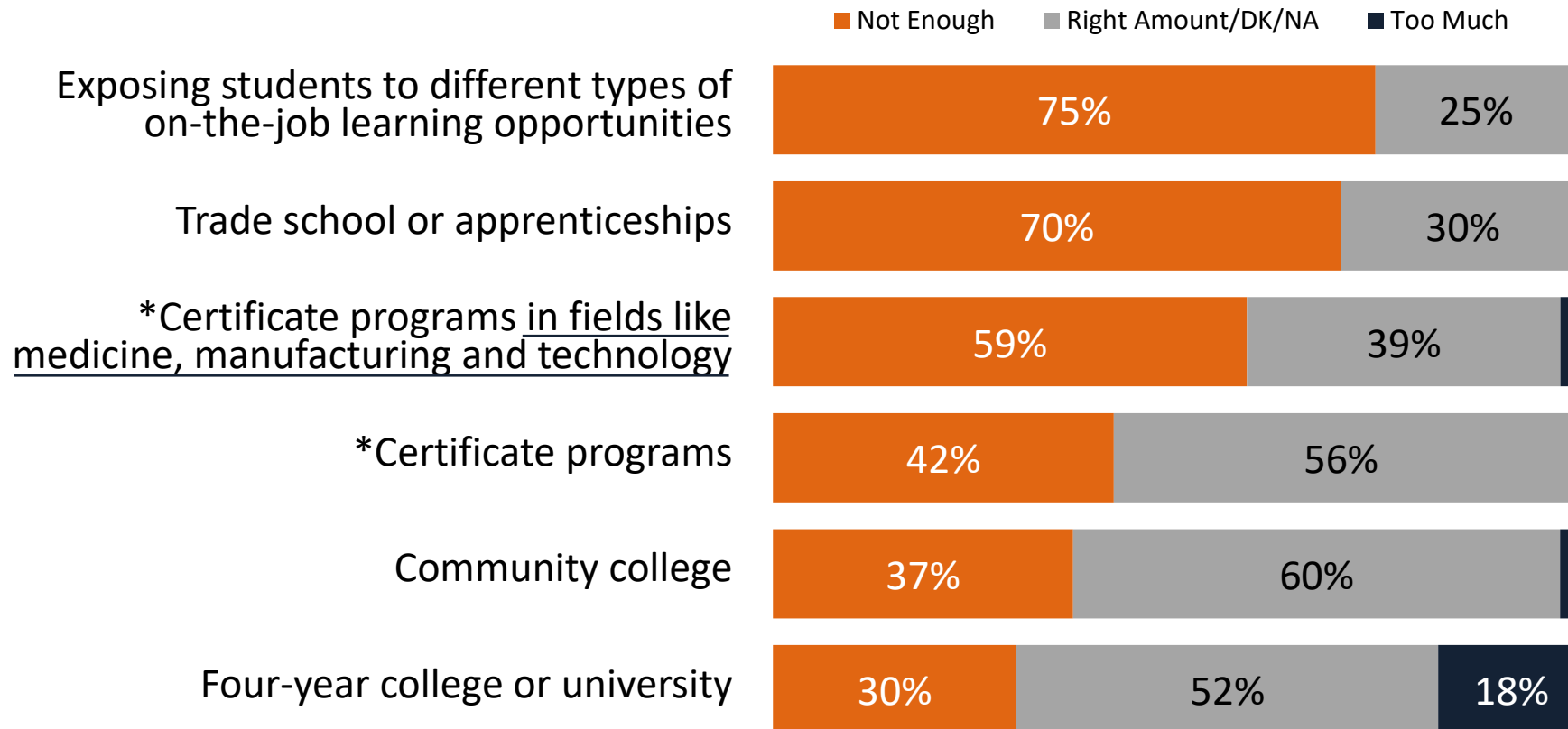
– Counseling focus group participant

Lack of staff time to dedicate to this type of learning. Students would participate if they were informed and adults could guide them through the process.

– Counseling focus group participant

More than seven in ten feel not enough is being done to expose students to on-the-job learning or trade school.

I am going to read you a list of types of educational experiences students can have after high school. I'd like you to tell me whether too much is being done, not enough is being done, or the right amount is being done to make these opportunities available in Washington state.



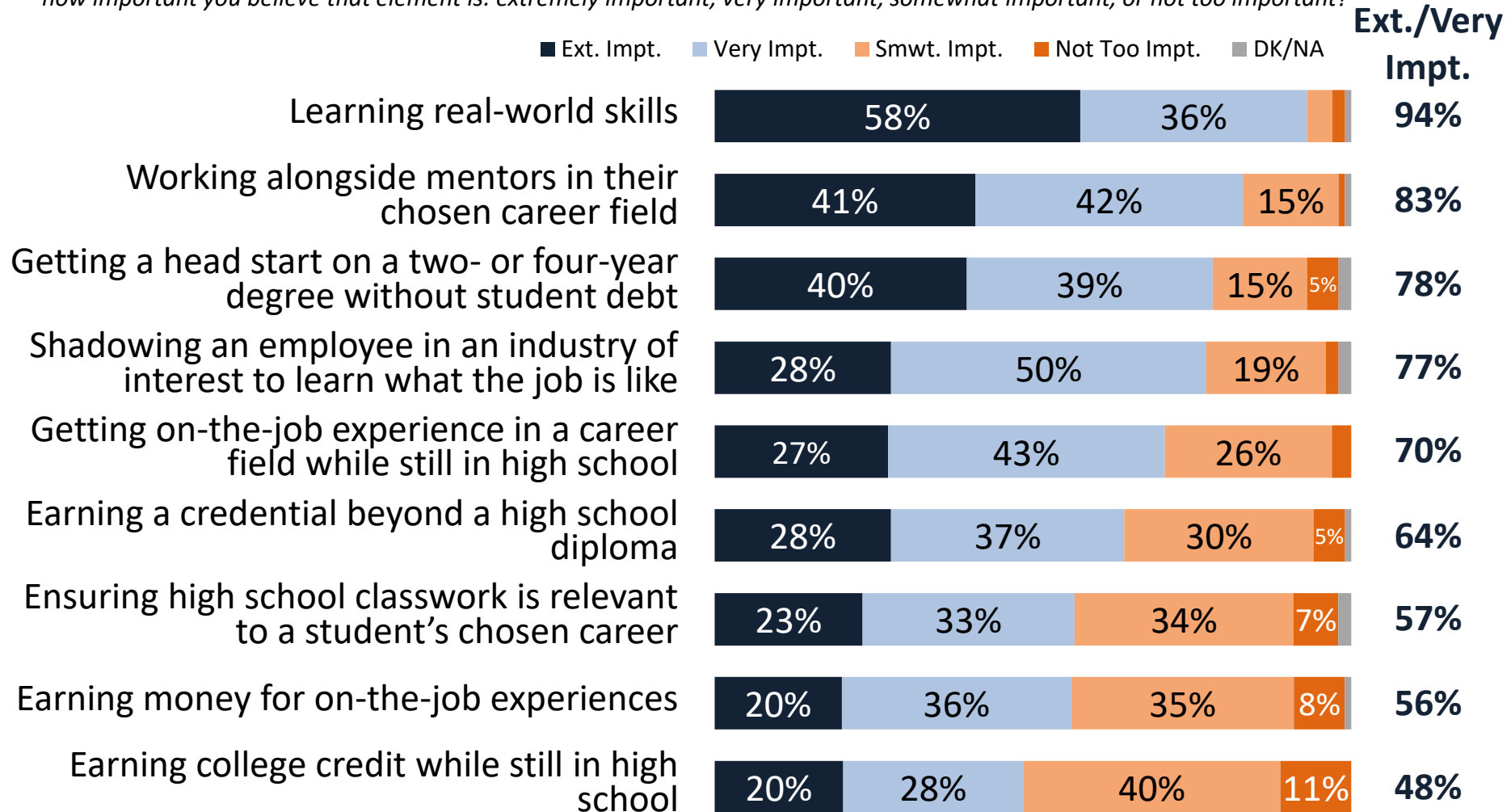
These attitudes are largely shared across lines of party and ethnicity.

(% Saying Not Enough is Being Done)

Statement	All Voters	Party			Ethnicity	
		Democrats	Independents	Republicans	White Voters	All Voters of Color
Exposing students to different types of on-the-job learning opportunities	75%	70%	78%	79%	75%	72%
Trade school or apprenticeships	70%	65%	72%	74%	70%	68%
*Certificate programs in fields like medicine, manufacturing and technology	59%	57%	56%	63%	58%	58%
*Certificate programs	42%	43%	40%	42%	42%	53%
Community college	37%	42%	37%	31%	37%	39%
Four-year college or university	30%	39%	27%	22%	31%	33%

“Real world skills,” exposure to careers, and avoiding debt are the most appealing aspects.

I am going to read you a list of elements of the kinds of Career Connected Learning programs proposed for high school students. These may be part of some students’ experience, but not necessarily all, as programs and student preferences vary. Please tell me how important you believe that element is: extremely important, very important, somewhat important, or not too important?



Career Connect Washington plan

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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**

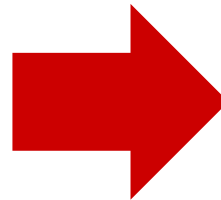
Only **40%** of WA high school students earn a
postsecondary credential

OPPORTUNITY FOR CAREER CONNECTED LEARNING IN WASHINGTON:

TODAY

40%

of Washington state students **do** earn
a postsecondary credential by age 26



2030 GOAL

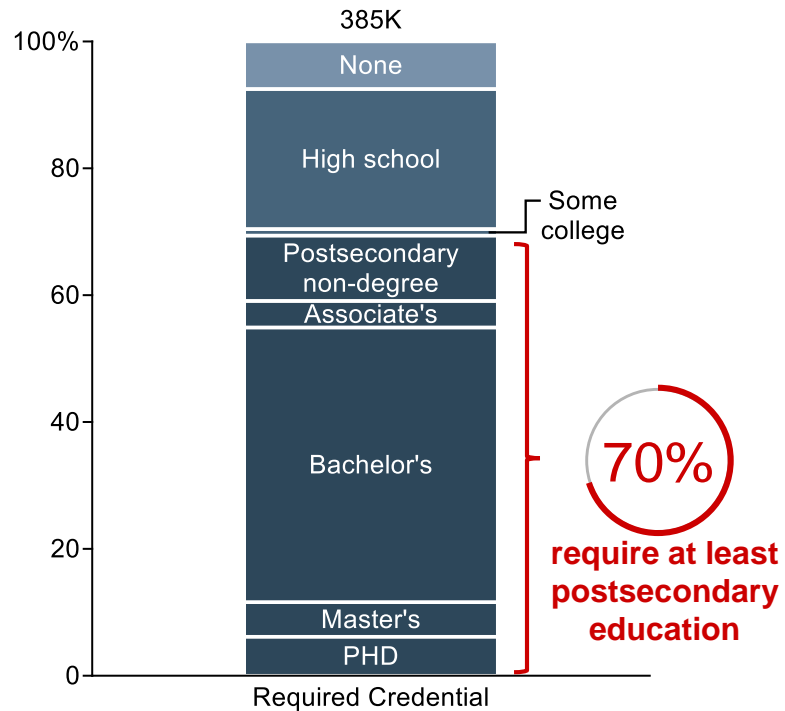
70%

of Washington state students **will** earn a
postsecondary credential by age 26

Employers' stated job requirements do not align with the credentials being earned by Washington youth, creating a gap in talent supply and demand

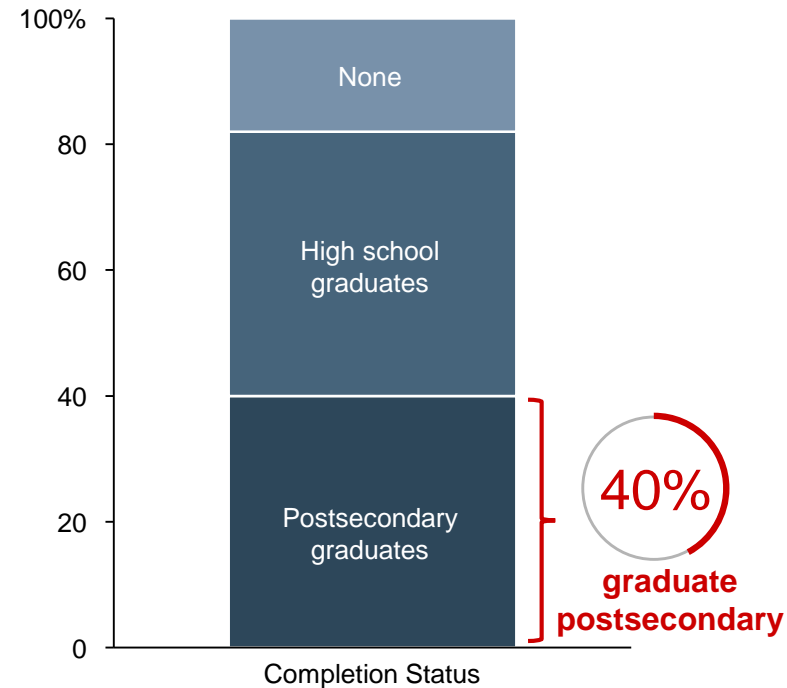
~70% of high opportunity jobs require postsecondary ed...

Washington high-opportunity online job postings reporting required credential 2017



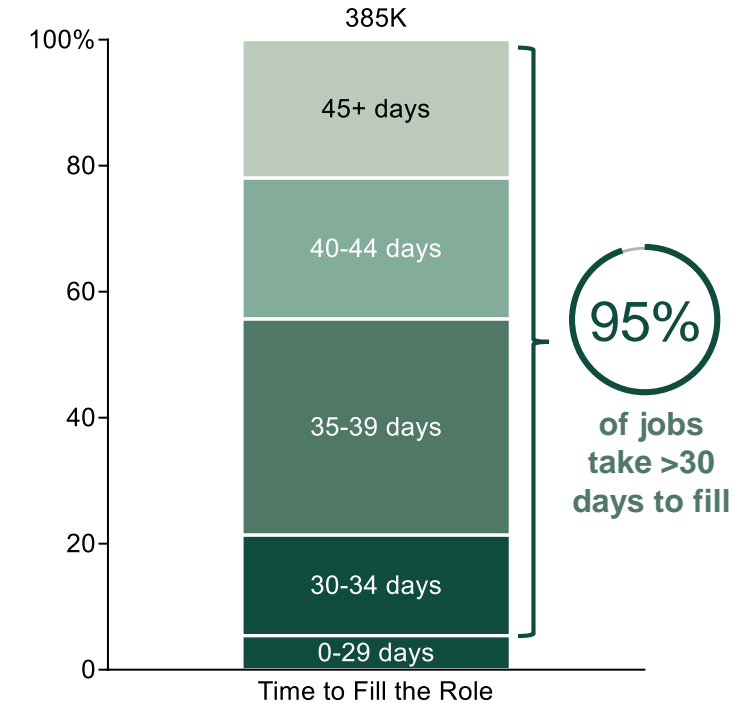
...but only ~40% of Washington students are completing a degree post-high school...

Washington high schoolers by completion status (projection for cohort graduating high school in 2015)



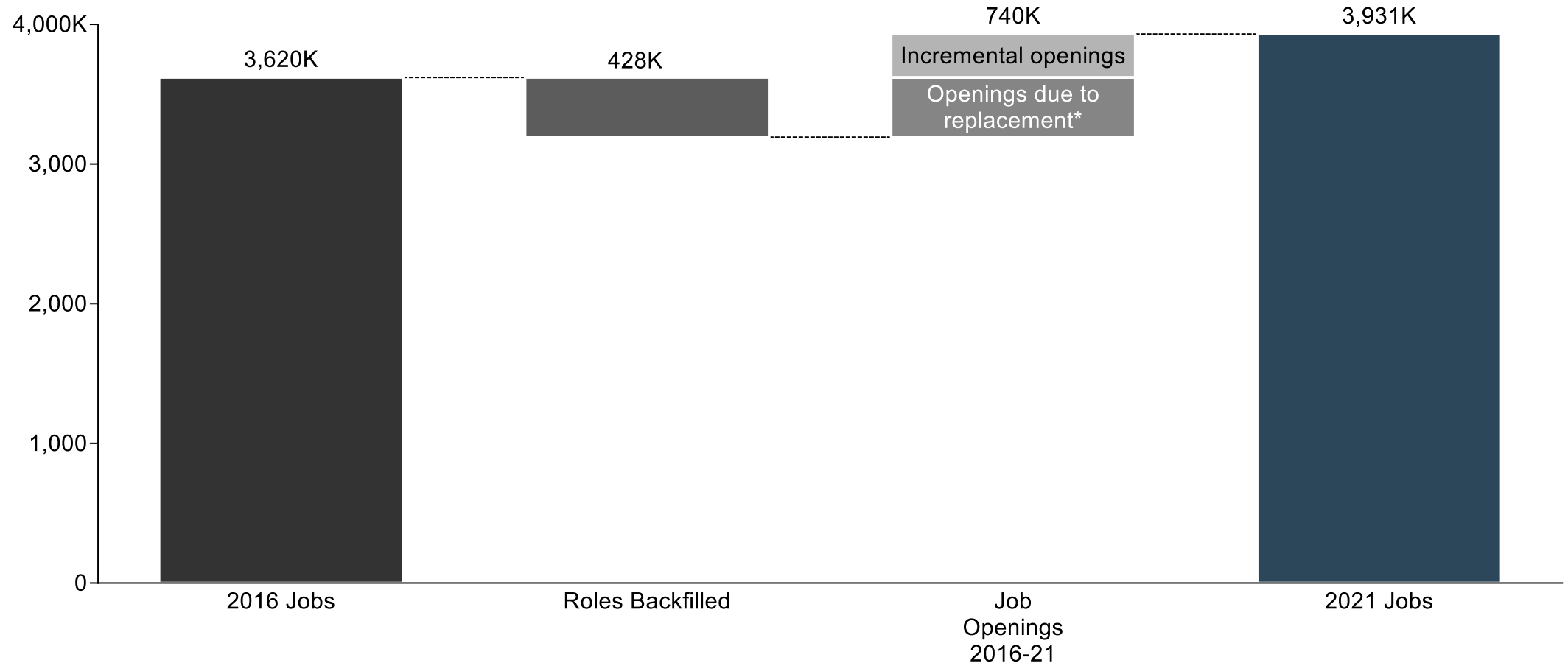
... creating a labor market inefficiency and unfilled jobs

Washington high-opportunity online job postings by time to fill 2017



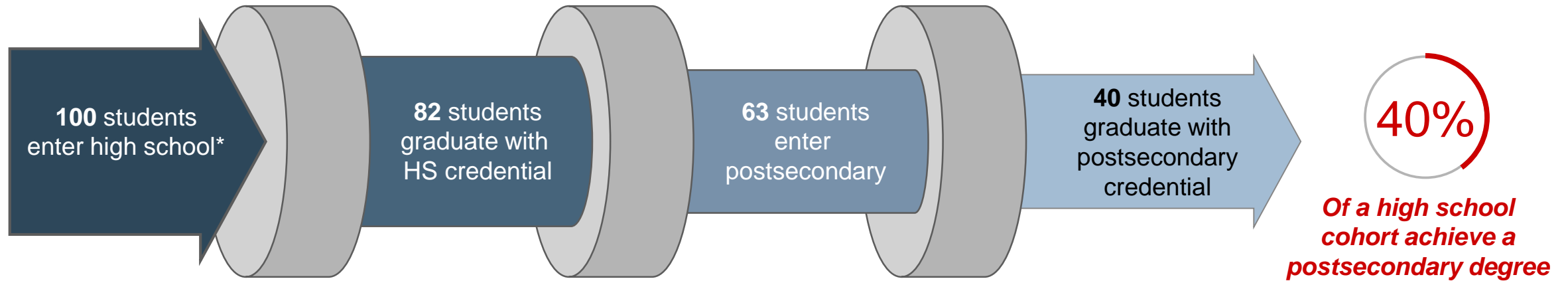
Problem will escalate as job growth accelerates – 740K jobs will be added in Washington between 2016 and 2021

Projected job openings in WA State 2016-2021



Note: *Includes retirees, individuals leaving workforce, individuals leaving the state
Source: Bureau of Labor Statistics; WA Roundtable: "The Path to 70% Credential Attainment"

For young adults, the challenge begins well before applicants enter the job market, highlighting the importance of K12 education to build the pipeline

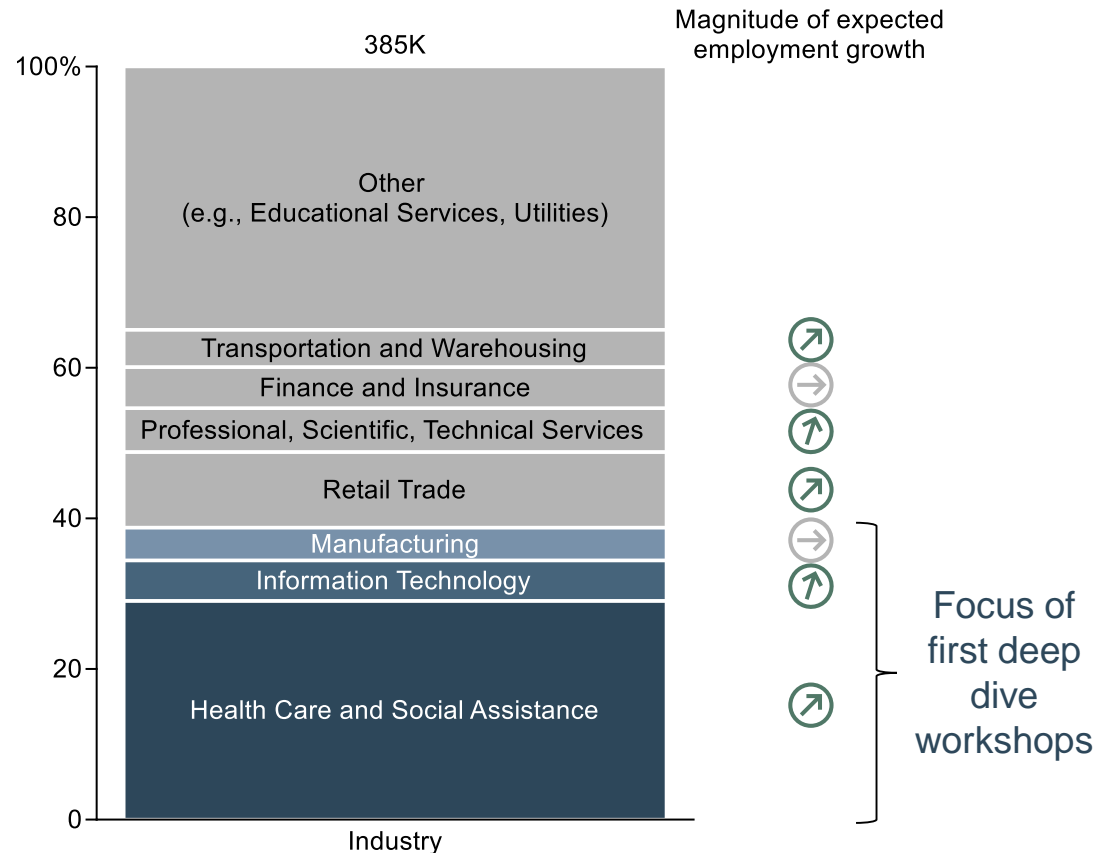


Note: *Data collected projected for high school class of 2015
Source: WA Roundtable: "The Path to 70% Credential Attainment"

Many industries in Washington provide sustainable, accessible jobs today - but struggle to fill those jobs in a timely fashion

385K+ postings for sustainable, accessible careers last year, across a variety of key Washington industries

Washington high-opportunity
online job postings 2017



Note: Software Developer roles from Professional Services and Amazon postings included in IT. Retail and Healthcare postings skew toward high 'churn' roles and heavy re-postings.
Source: Burning Glass; WA State ESD industry employment projections

... but many can take months to fill

/ E X A M P L E S

Manufacturing

- **Mechanical Engineer** (35-39 days)
- **Production Supervisor** (35-39 days)

Information Technology

- **Software Developer / Eng.** (40-44 days)
- **Program Manager** (40-44 days)

Healthcare

- **Registered Nurse** (35-39 days)
- **Nursing Assistant** (30-34 days)

Other

- **Systems Analyst** (45+ days)
- **Maintenance Technician** (35-39 days)

From employers, we hear consistent concerns about meeting workforce and talent demands



Lack of qualified local talent

***“It’s tough to find qualified candidates** who have a combination of technical skills and understand what it means to be a good employee.”*

Leader, Manufacturing



Competition between employers for limited pool

*“Employers in WA often take a traditional approach to the talent pipeline, which is to create a position and hope people apply, rather than building a pipeline to fill this need internally. **This leads to poaching between companies, because we are all looking at the same set of talent.**”*

Leader, Healthcare



Experienced workforce not being developed

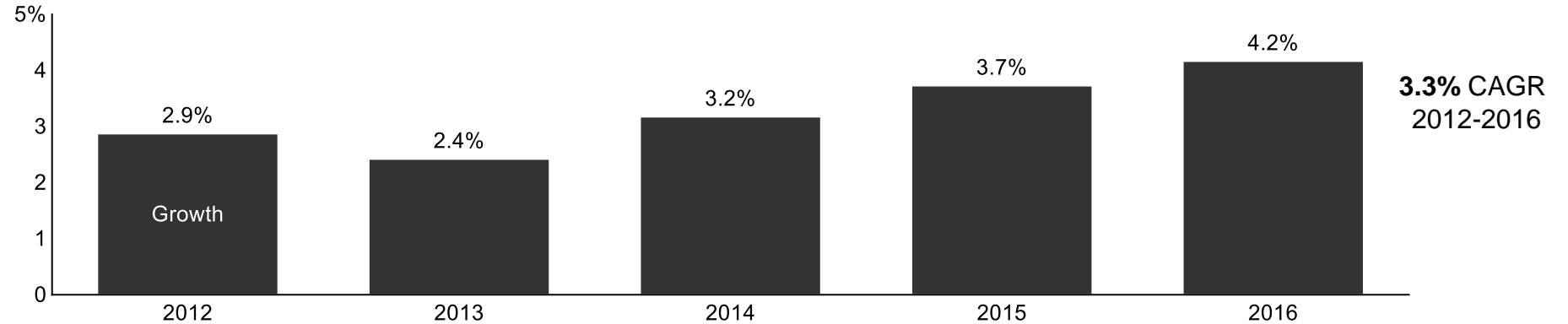
***“There’s a small existing set of people who have the level of experience we need for senior roles,** so hiring senior level engineers is a challenge and requires additional investment.”*

Leader, IT

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

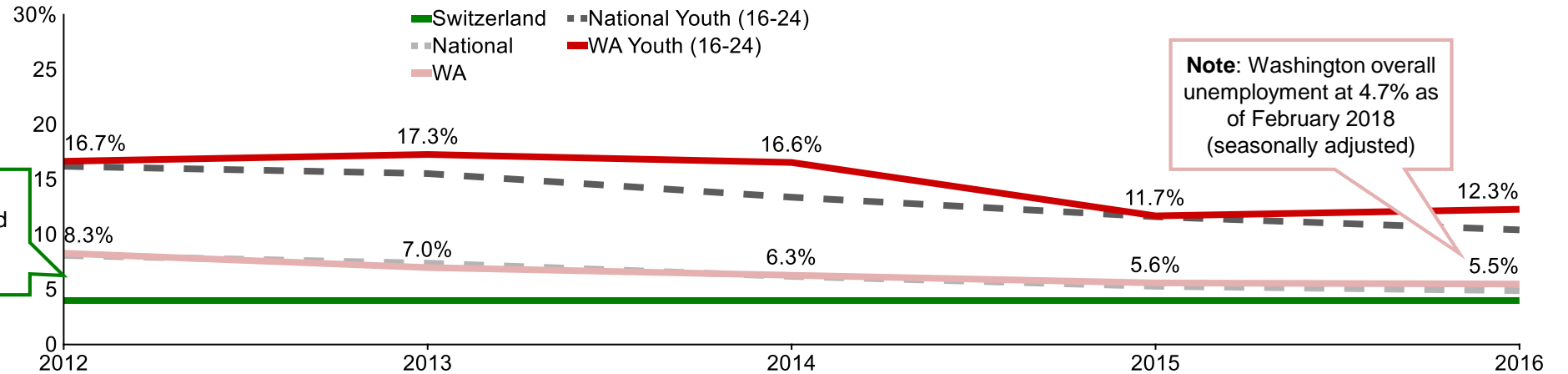
Washington's economic (GDP) growth

Real YoY GDP Growth, Washington State



Washington's youth unemployment

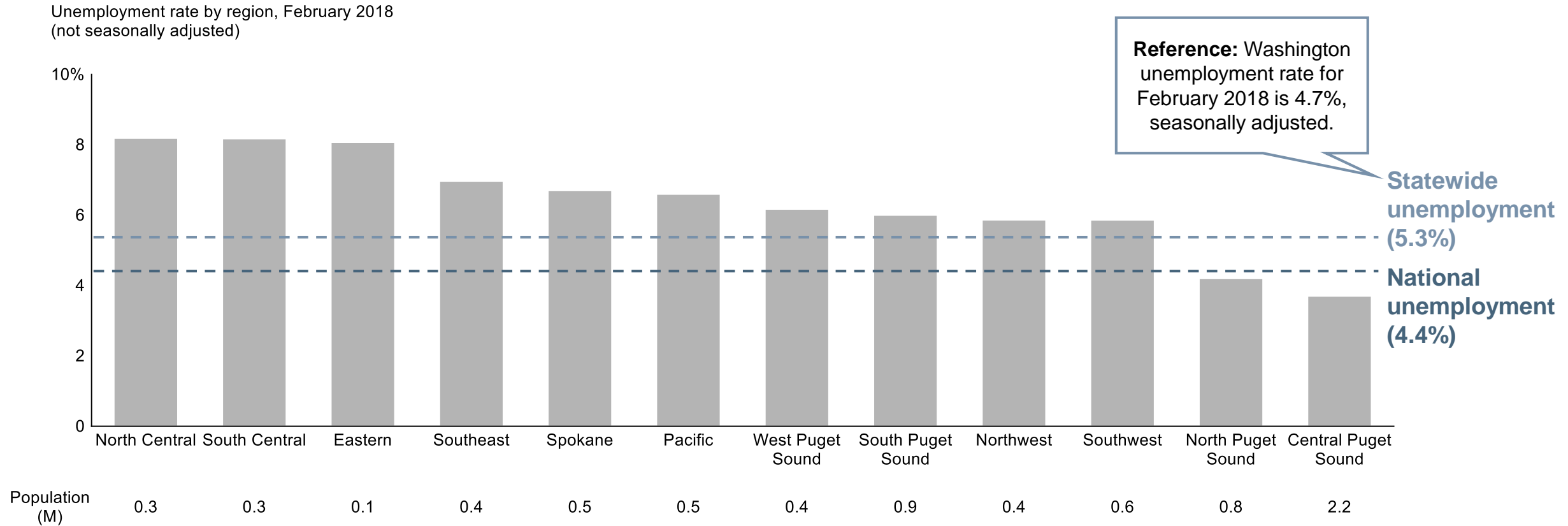
Unemployment rates (%)



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)

Many Washington residents experience unemployment well above the national average – some regions by 2x



Unemployment is a serious issue across Washington state, particularly in central and / or rural regions

Our economy has a lot to gain from career connected learning

Lower unemployment rates

- **40K additional young adults** will join the ranks of college graduates yearly, who are **~20% more likely to be employed** than high school graduates

Sustained economic growth

- **~\$6B in Washington GDP value from unfilled jobs lost annually**, which will be filled as **40K new qualified job seekers** are added to the employer pipeline yearly

Greater equity

- Reaching 70% of young adults statewide will improve educational access across **races, genders, geographies, and income levels** (e.g., only **14%** of Washington university students are non-White today vs. **~40%** of OSPI students)

Societal benefits

- Increased education will drive down **incarceration** and **poverty**
 - High school grads are **3.5x less likely to be arrested**
 - With a post-high school degree, **30%** of the lowest quintile of earners have an opportunity to earn more

Larger tax base

- With an increase in employment rates across WA, a **greater tax base will be available yearly to contribute through sales and property taxes**

And although Washington is a leader in career-connected learning, there are opportunities to improve outcomes overall

There is much to be excited about in Washington...

Variety of programs

- Dozens of individual programs serving a wide range of needs

Many youth served

- Thousands of individuals served by programs today

Engaged, motivated stakeholders

- Multiple organizations and individuals excited to contribute

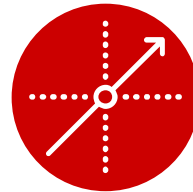
Funding progress

- Legislation, RFP processes already in place

... but we have opportunities to improve



- **Vision:** Our stakeholders are not aligned on (or collectively working toward) a shared, well-understood, long-term vision



- **Scale:** There are aspects of the current career-connected learning ecosystem preventing us from reaching more students / families / employers



- **Coordination:** We lack coordination across programs, at regional and state level, to make career-connected learning more effective in Washington



- **Perception:** There are cultural barriers preventing further adoption of career-connected learning

Participation in postsecondary experiential and career-connected learning correlate to higher graduation and employment rates, job engagement

More experiential and career-connected learning experiences lead to improved academic and career success

Oregon State University:



- 6-year graduation rates are higher among students who participate in a experiential learning¹ experiences



Mount Holyoke

- Students who participate in at least one internship are more likely to be employed six months after graduation
- Participation in multiple internships is associated with even higher employment rates

Deep dive: Measuring post-graduation work engagement

Experiences leading to highest engagement	Increased odds of being engaged at work	% of students reporting experience
Had at least one professor who made them excited about learning	2.0x higher	63%
Worked on a project that took a semester or more to complete	1.8x higher	29%
Had an internship or job that allowed them to apply what they were learning in the classroom	2.0x higher	29%
Had professors who cared about them as a person	1.9x higher	27%
Had a mentor who encouraged them to pursue their goals and dreams	2.2x higher	22%
Was extremely active in extracurricular activities and organizations	1.8x higher	20%

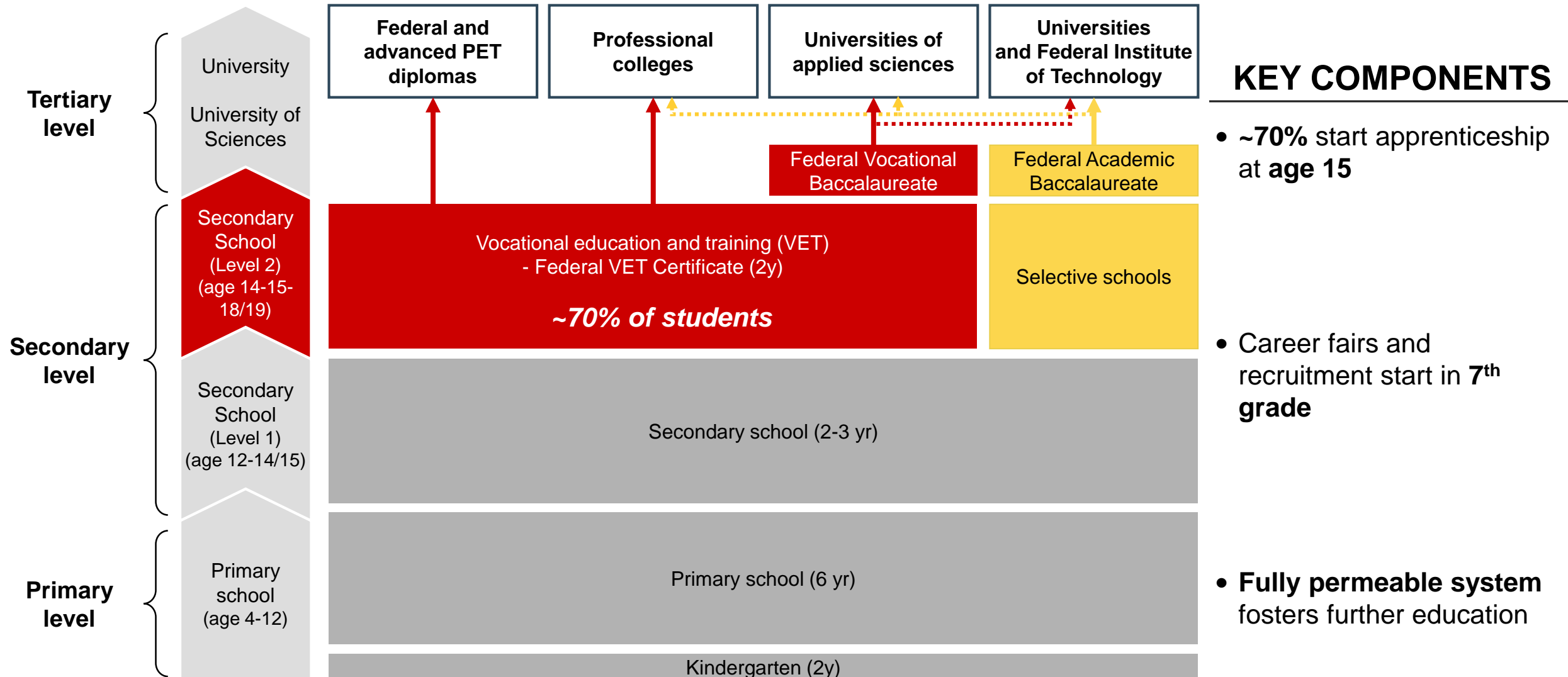
Only 29% of students reported a career-connected internship

Career Connect Washington plan

Appendices

- i. Additional Plan Details
- ii. Policy Details
- iii. Industry Career Connected Learning Examples
- iv. What do Washingtonians think?
- v. Macro Trends
- vi. Career Connected Learning System Examples**
- vii. Plan Development Process
- viii. Industry Workshop Summaries

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



What learnings: While Washington will set up a system that is unique and unlike any other state, we can learn from what has worked in other states



- A **single point of accountability** helps streamline problem-solving and expedite progress



- A **multi-actor board with influential senior leadership** ensures stakeholders are represented and have real input on the path forward for the career-connected learning system
- The **governing body doesn't need to do all the work-** but should be accountable for delegating to the appropriate strategic leads and ensuring the work gets done and is effective for the system



- **Organization structures that exist at the start may merge, change, or go away over time** to drive efficiencies and lead to better outcomes



- Standardized systems and processes enable more programming and greater participation but **regional implementation is critical to scale, tailoring programming to the unique needs of sectors in that region**



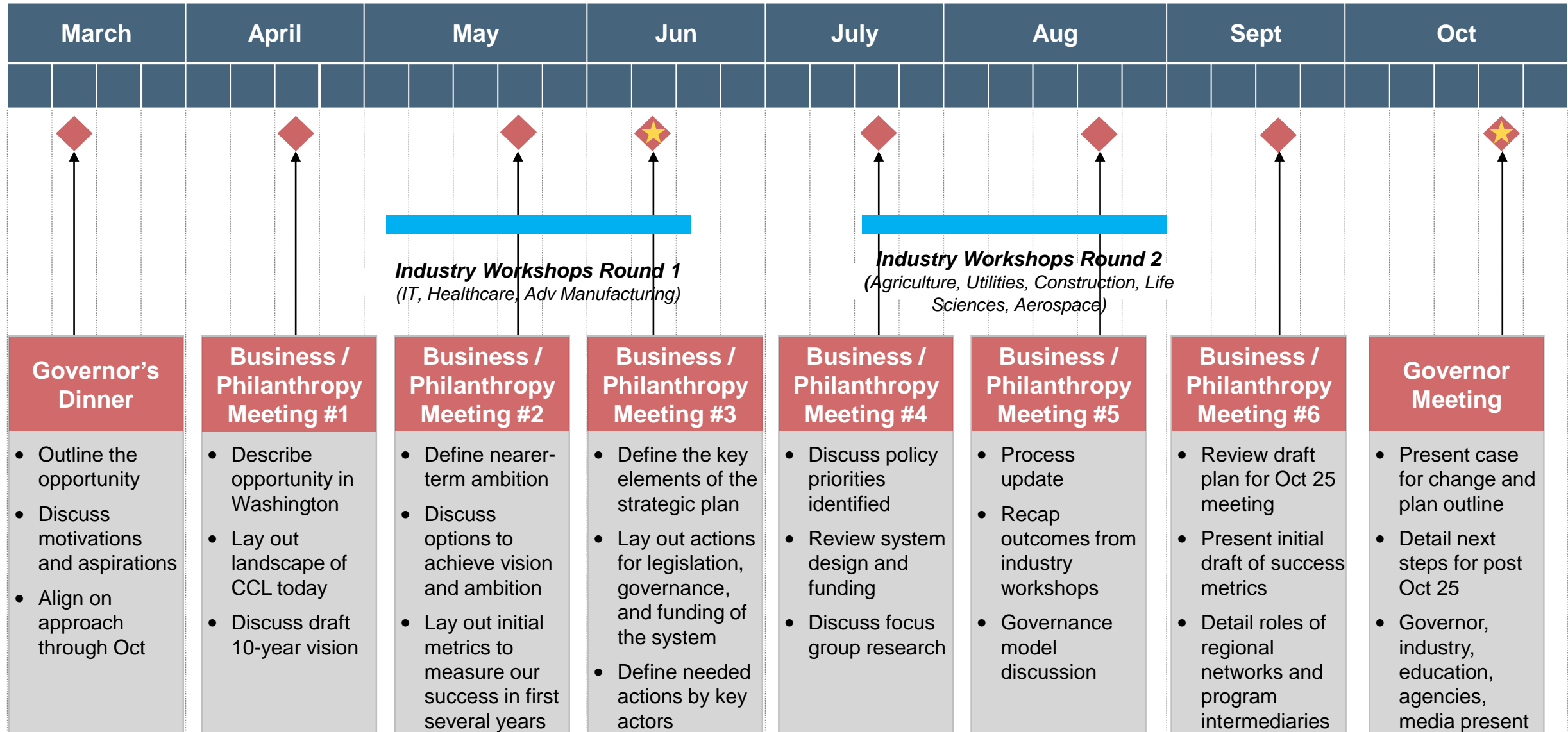
- **Many actors and organizations are required to make the system work but not everyone can lead the system-** success will require significant coordination and managing incentives to keep groups active in the creation, implementation and improvement of career-connected learning experiences

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Context for our efforts: The Business and Philanthropy Leadership Committee for the system design meets monthly



Success for this effort is thanks to 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

Funders

ballmer GROUP

SIEMENS Foundation

James and
Judy K. Dimon
Foundation

WASHINGTON TECHNOLOGY

Industry Association Leaders

FB

AWB

WASHINGTON ROUNDTABLE

W

Washington State Hospital Association

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
- Education

Strategic Planning



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

COMMUNITY AND TECHNICAL COLLEGES
Washington State Board



Washington State Department of Labor & Industries
Workers' Compensation Services

Employment Security Department
WASHINGTON STATE

WASHINGTON STUDENT ACHIEVEMENT COUNCIL
EDUCATION • OPPORTUNITY • RESULTS

PESB

WSRC

Washington State Council of Presidents
Independent Colleges of Washington

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

COOLE STEM NETWORK

WASHINGTON STEM
REIMAGINING SCIENCE, TECHNOLOGY, ENGINEERING • MATH EDUCATION



workforce SOUTHWEST WASHINGTON

SPOKANE STEM
Science Technology Engineering Arts Math Network Partner

Northwest Workforce Council

Workforce Development Council
North Central



WORKFORCE DEVELOPMENT COUNCIL
OF SEATTLE - KING COUNTY

Greater Spokane Incorporated



West Sound STEM



WORKFORCE COUNCIL
SOUTH SOUND

POWER UP YOUR FUTURE
Science Technology Engineering Arts Math

Skagit STEM Network

WORKFORCE central

Capital Region ESD 113
My Partner for Learning Solutions

MID-COLUMBIA STEM NETWORK

SNOHOMISH STEM

SPOKANE AREA Workforce Development Council

SOUTHWEST WASHINGTON STEM NETWORK

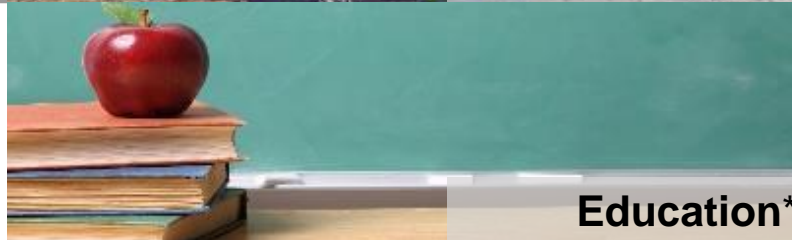
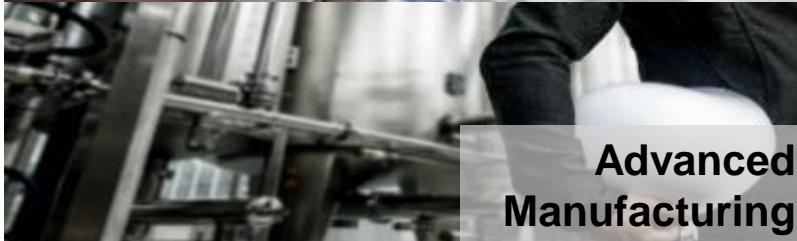
+ others not listed

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Industry Engagement: We've engaged ten high-growth industries in our efforts



82 Companies

140 Attendees

In Partnership with Labor, Education,
Regional Networks and Government

* Workshops and next steps in development

Key themes emerged across industries

- **Communication is critical:** The biggest challenge most companies have is communicating the opportunities that they have to youth in Washington, especially when in competition with a growing tech industry
- **The majority of education and training programs are home-grown and single partnership:** little leverage from existing programs or joint efforts achieved, and few avenues exist today to share information or sign up for joint programs. In addition, students experience application fatigue. Industry associations, CoEs, and others have the potential to play role of program intermediaries.
- **Career Launch requires a mindset shift for many industries:** Highly educated workforces have “bachelor-or-bust” mentalities, may require training to work with people from diverse backgrounds
- **Positive ROI is essential:** Calculations vary by industry, but a big benefit for many is reducing relocation expenses and filling open positions (ex: AGC Biologics calculations)
- **Entry-level employees often lack ‘work-ready’ soft skills:** Employees grounded in theory from school, but often have issues with attention to detail and following instructions without oversight
- **Career Launch should develop both technical skills and soft skills:** Opportunity to educate and mentor youth beyond technical skills by teaching soft skills such as professionalism, how to work with others, and provide guidance on career progression

Employers across industries have similar asks for support from the system

Help connecting to regional resources and partnership

Career Connect Washington is committed to supporting the development of Regional Networks that can convene employers, philanthropists, educators, labor leaders, and government officials to advance workforce development priorities through Career-Connected Learning

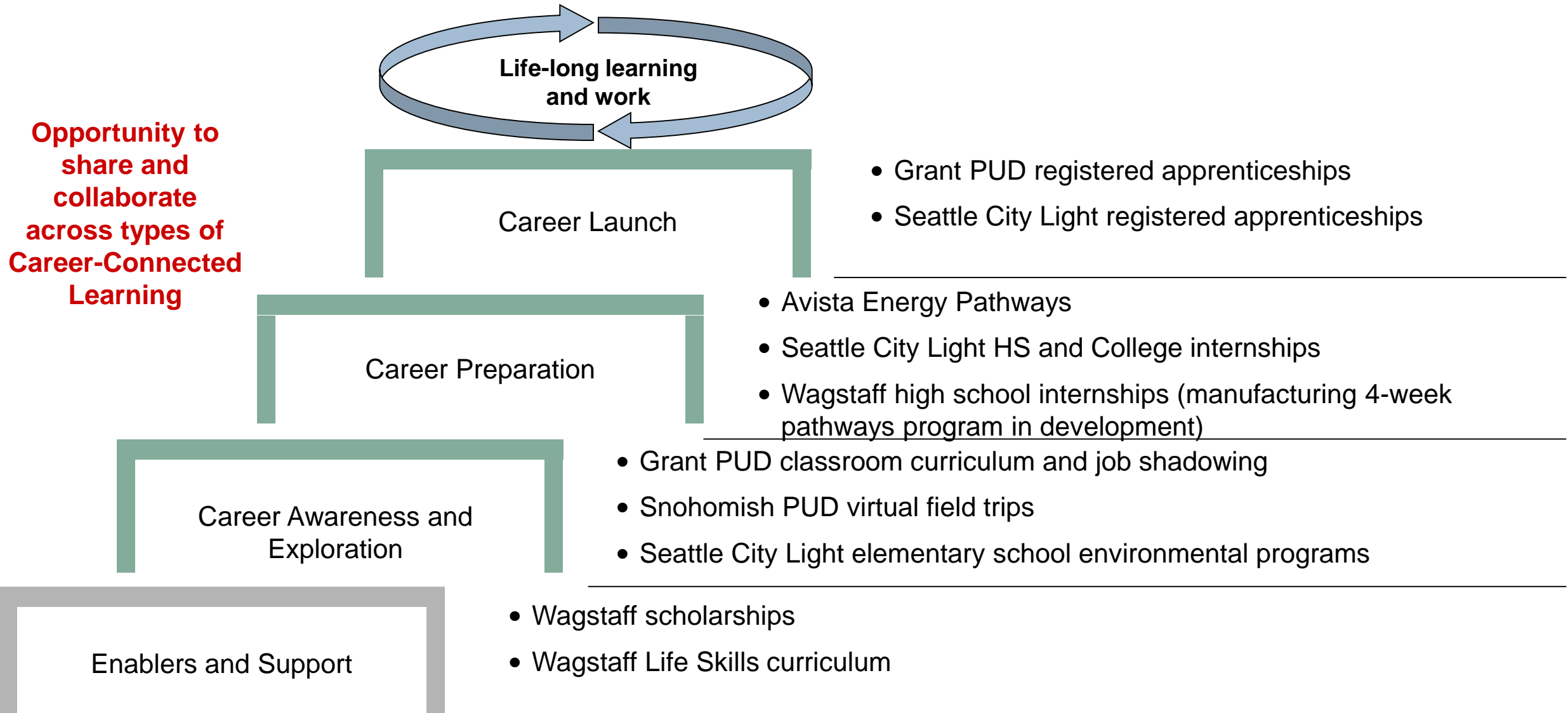
Help funding curriculum development

Career Connect Washington's program development funding will be used to support employers and program intermediaries in the development of curriculum and program design for Career Launch initiatives

Help advertising and promoting career pathways in their industries










Career Connect Washington's communications efforts will help industries to highlight the exciting careers available in their sectors

Utilities workshop example: Industry-identified opportunities to scale



There's a lot happening in our state across targeted industries, and a huge opportunity to capture best practices and improve coordination to enable scale











WORKSHOP PARTICIPANT EXAMPLES ONLY

	 Healthcare	 IT	 Advanced Mfg.	 Aerospace	 Utilities	 Life Sciences	 Construction	 Agriculture	 Maritime & Education
Career Launch	Healthcare Consortium / SEIU training fund reg. apprenticeships*	WTIA's Apprenti	SEH Advanced Manufacturing Career Launch*	AJAC Youth and Adult Registered Apprenticeships	Registered Apprenticeships	AGC Biologics Career Launch*	Registered Apprenticeships Controls Specialist Registered Youth Reg. Apprenticeship*	Industrial Maintenance Registered Apprenticeship*	
Career Prep	HOSA CTC Programs	AppConnect NW Tech Academy (P-TECH or similar(*)	SEH IWL Internship CorePlus Pre-apprenticeships "Flipped Internships" Training Programs	CorePlus CTE Curriculum	Avista's Energy Pathways Program Youth Summer Employment Internships	High school research internships College internships PLTW capstone projects	CorePlus CTE Curriculum Pre-apprenticeship programs	YV-Tech automation and drones programs College internships	
Career Awareness and Exploration	Heath Science CTE EWU Health Science Career Day	Microsoft Imagine Academy	Student worksite tours Teacher externships	Museum of Flight Education Programs Women in Aerospace Programming Lego Leagues	Virtual Field Trips* Classroom curriculum Job Shadowing	Project Biotech Summer Camp Project Lead the Way (PLTW) K12 Curriculum Edmonds District CTE programming	ACE Mentorship Program for 4-years (and trades*) Hands-on trade shows	Field Trips for local school districts Tech showcase event at Perry Tech	











Program details forthcoming

Note: *Programs in development; Illustrative; Programs from workshop attendees only

Workshop participants are eager to work together to build off of existing programs at each type of the staircase to reach more students

INDUSTRY		INNOVATIVE PROGRAMS TO SCALE
	Healthcare	WACMAC Medical Registered Assistant Apprenticeship (Career Launch)
	IT	Apprenti (Career Launch)
	Advanced Manufacturing	SEH IWL Internship (Career Preparation)
	Utilities	Energy Pathways (Avista) (Career Preparation)
	Life Sciences	<i>In decision making; ideas at all three types</i>
	Construction	Pre-Apprenticeship Afterschool Programs (modeled after Heavy Highway program) (Career Preparation)
	Maritime	<i>Workshop Upcoming</i>
	Agriculture	4H and FFA (Career Awareness and Exploration)
	Aerospace	CorePlus Marketing (Career Preparation)
	Education	<i>Details forthcoming</i>

Where gaps were identified, workshop participants committed to working together to develop programs to address common needs and to design for scale

INDUSTRY	INNOVATIVE PROGRAMS TO SCALE
	Healthcare Consortium/SEIU training fund reg. apprenticeships
	Tech Academy (P-TECH or similar)
	SEH Advanced Manufacturing Career Launch
	Regional partnership for recruiting and training apprentices
	AGC Biologics Career Launch
	Career Awareness and Exploration Campaign; CorePlus Construction
	<i>Workshop Upcoming</i>
	Joint communications and pipeline development effort
	Aircraft Maintenance Technician Career Launch program
	<i>Details forthcoming</i>

WORKSHOP
OUTPUT

Healthcare

IT

Advanced Manufacturing

Utilities

Life Sciences

Aerospace

Construction

Agriculture

[Placeholder] Maritime

Healthcare: Key takeaways from workshop

- **Substantial interest exists** in this group of employers, labor partners, intermediaries, and other stakeholders—collaboration among all is critical
- Desire to **build on existing solutions and resources**, not start from scratch and to **move quickly**
- Important to **think about potential career paths**—not just jobs— when designing career connected learning opportunities (e.g., opportunities for Medical Assistants to gain qualifications to become an RN)
- Important that career connected learning experiences **develop both clinical skills *and* soft skills**
- **Mentors are key** to any successful training program – and it will take resources to develop strong mentors
- Clear need to **develop talent pipelines early**, beginning with career awareness and exploration
- We should engage both with **K-12 *and* young adults beyond high school**
- **Regional networks are a good avenue and convener** for multi-actor groups addressing these issues, as are industry associations such as WACMHC and WSHA

IT: Key takeaways from workshop

- This work is **exciting, necessary, and very challenging**
- Scaling Career Launch will require **greater investment in developing people**, rather than expecting skilled talent upon hire
- Evaluating **ROI on a long-term horizon is a challenge** for IT/Tech employers, given speed and rapid evolution of the sector
- Clear need to **mitigate risk for employers** – hard for employers (especially small companies) to absorb a 3-year investment, desire for clear milestones to monitor against, etc.
- Strong desire for a **well-defined playbook** to lower the barriers to adoption of a Career Launch experience – including competencies, structure, funding, and roles
- **Interest in an intermediary** to own playbook, standards, and operationalization of experiences – at least in the near-term
- Feeling that there is a chicken-and-egg problem – it feels **difficult to take the first steps without proof or success stories**, but need employers to invest and create proof points to start the flywheel

Advanced Manufacturing: Pain points and existing programs

Challenges faced by employers

- Youth are **unaware of attractive career opportunities** in manufacturing
- Attracting youth **requires investment and buy-in from parents, educators, and counselors**
- **Societal emphasis** on jobs that require a 4-year degree and **stigma** around those that do not
- Regulation **limits options for bringing youth under 18** to into job sites and work environments
- **Gaps in foundational STEM skills and ‘work-ready’ soft skills/professionalism** for new employees
- Challenges with **setting realistic expectations** for entry-level talent (i.e., skilled work/seniority is earned over time)
- **High turnover** / difficulty retaining talent
- Lots of groups doing different things makes it difficult to navigate – **interest in a ‘one-stop-shop’**

Actions taken to overcome challenges

- **Engaging with K-12 teachers and counsellors** (e.g. individual networking, teacher externships)
- **“Flipped internships”** where an employer comes to a high school to help students with basic skills development
- **Student worksite tours** to create awareness and interest
- **Internships that include mentorship** allow students to explore and fully understand their options
- **Partnerships with CTCs** to customize curriculum/training
- **Pre-apprenticeships** are a strong pipeline- would be great to have a one-stop-shop for them
- Many offer **tuition reimbursement** to their employees
- Variety of **CTE and related high school offerings** (e.g., CorePlus, skills centers, capstone projects)
- Variety of **training programs** (e.g., Vigor has a 6-month training program at Harbor Island Training Center)

Utilities: Highlights and key learnings from Avista's Energy Pathways Program

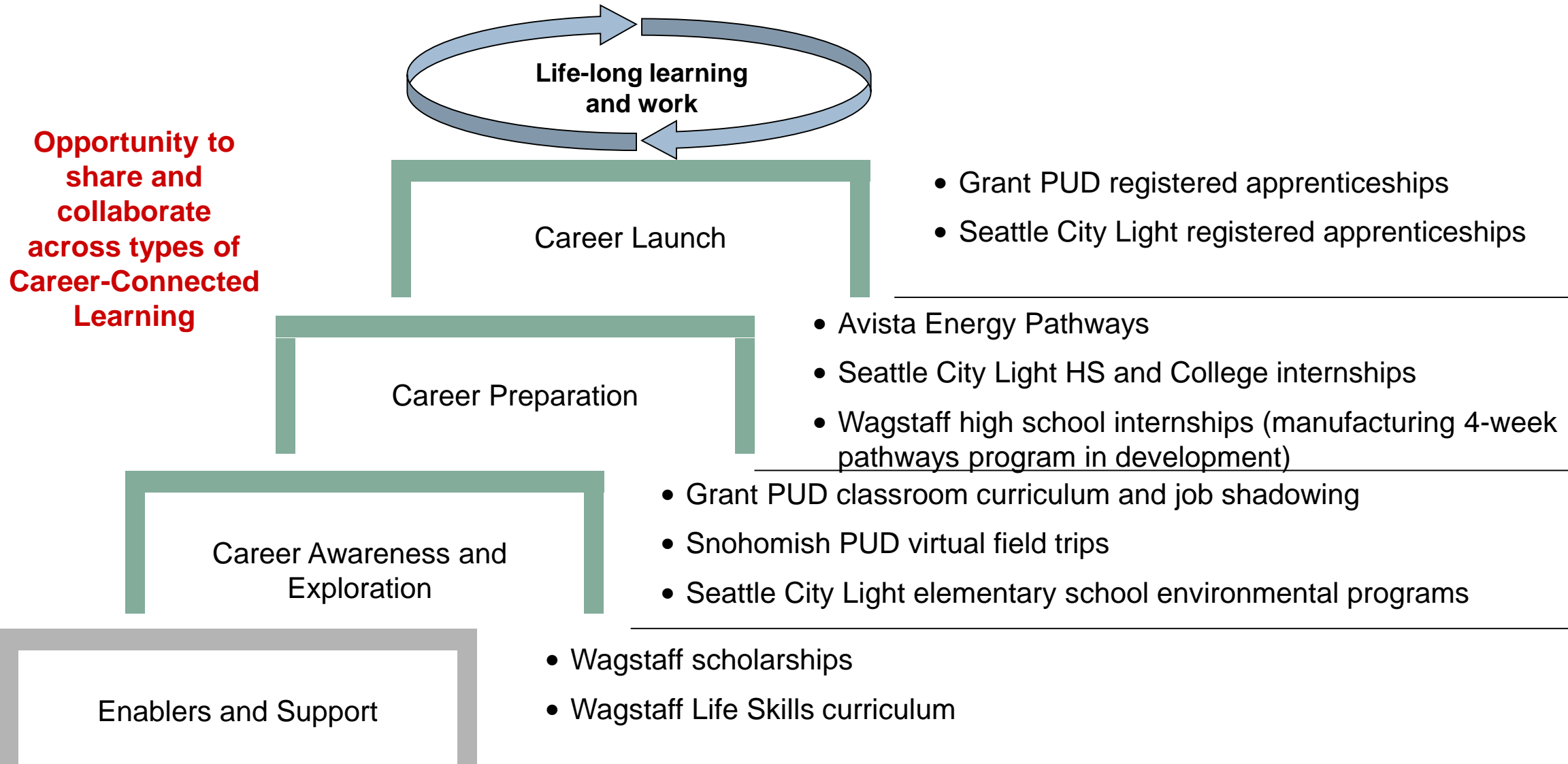
Highlights

- **Generated excitement and interest from students:** 50% exploring apprenticeship craft, 30% interested in engineering, and 15% interested in technician roles
- **Exposure across industry and job roles** (including office support functions)
- **Choice-based** for students to pick jobs that interest them
- Inclusion of **CTE credit** to allow for contribution to 24-credit diploma requirements
- Excitement and **engagement** of Avista employees to participate
- **Full company engagement:** Collaboration between union and non-union employees to teach students
- Included **employee training** on how to work with youth

Key learnings

- Program could be transferred to other employers— curriculum has been built and was shared
- Avista's relationship with educators, which was built through their participation in regional networks, allowed them to build program in a very short time frame
- Earlier exposure for students at the high school level resulted in great interest and engagement
- Program was able to leverage existing programs and training facilities

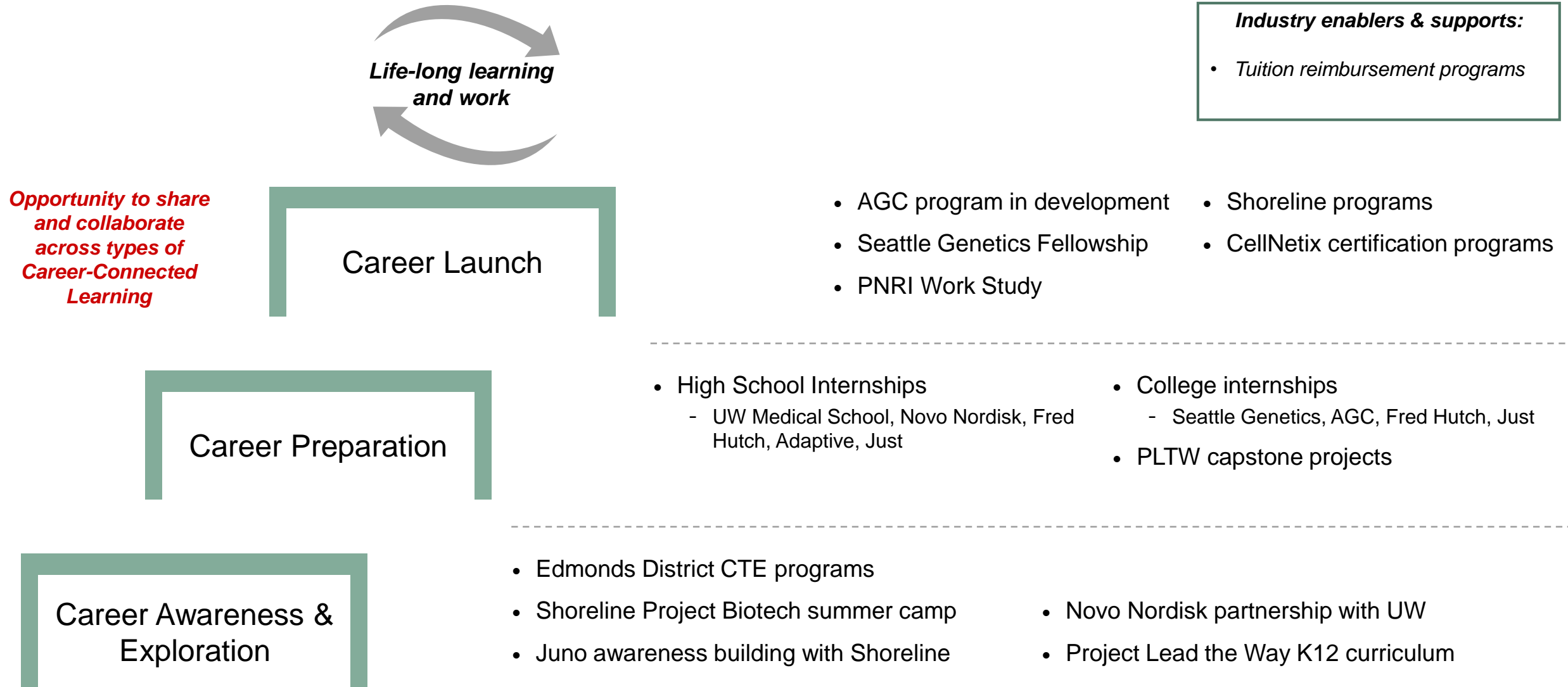
Utilities workshop example: Industry-identified opportunities to scale



Utilities: Proposed areas for collaboration

- **Collect and document** other existing CCL Utility Sector programs across the state that we missed today
- Convene through appropriate industry association or by region to **expand existing career connected programs for each type of program:**
 - **Career Awareness and Exploration:** share virtual fieldtrips across school districts through regional networks; develop common curriculum for environmental awareness and CTE courses; share existing and co-develop new marketing material to attract students into internship opportunities (ex: SCL internship video)
 - **Career Preparation:** Establish protocol / best practices for partnering with high schools and providing CTE credits; share BEAM curriculum across regions; develop industry-wide high school and college internship curriculum (using or leveraging Energy Pathways for hard and soft-skill development)
 - **Career Launch:** Work to increase registered apprenticeships and other career launch programs
- **Engage CEWD as an industry association partner**

Life Sciences workshop example: Industry-identified opportunities to scale



Additional examples detailed in appendix

Life Sciences: The workshop identified common needs across employers

ROLES

- Project Managers
- QA/QC associates
- Bioinformatics / data scientists
- Lab technicians
- Regulatory Affairs Associates
- Manufacturing technicians
- Warehouse technicians

CANDIDATE ATTRIBUTES

- Attention to detail
- Applied experience
- Soft-skills such as professionalism, reliability, and hard work
- Desire to build a career in the field of candidacy
- Diversity
- Ties to the state

Life Sciences: Proposed next steps

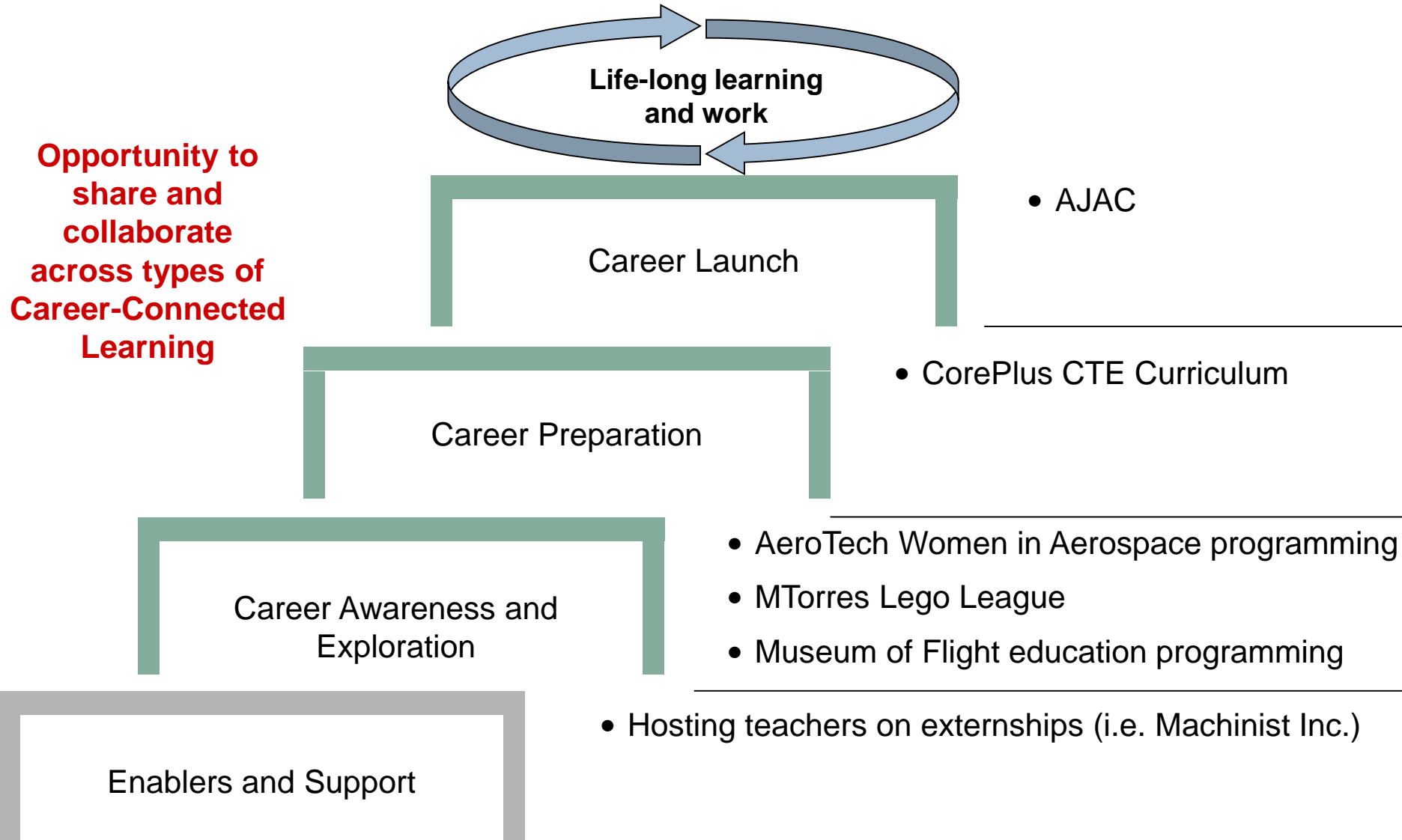
Next Steps

- Circulate information about existing programs and build inventory of opportunities for students
- Reconvene to discuss how to take an industry-wide approach to career-connected learning and build a roadmap to fill jobs from local talent
 - Step 1: Identify collective Career Awareness/Exploration activity
 - Step 2: Identify Career Prep model that can be expanded and applied across companies
 - Step 3: Build and pilot Career Launch model

Opportunities Identified

- Host biotech teacher meetings at companies on a rotating basis
- Contribute to bus fees for Life Science tours to expose students to facilities

Aerospace workshop example: Industry-identified opportunities to scale



Aerospace: Workshop wrap-up

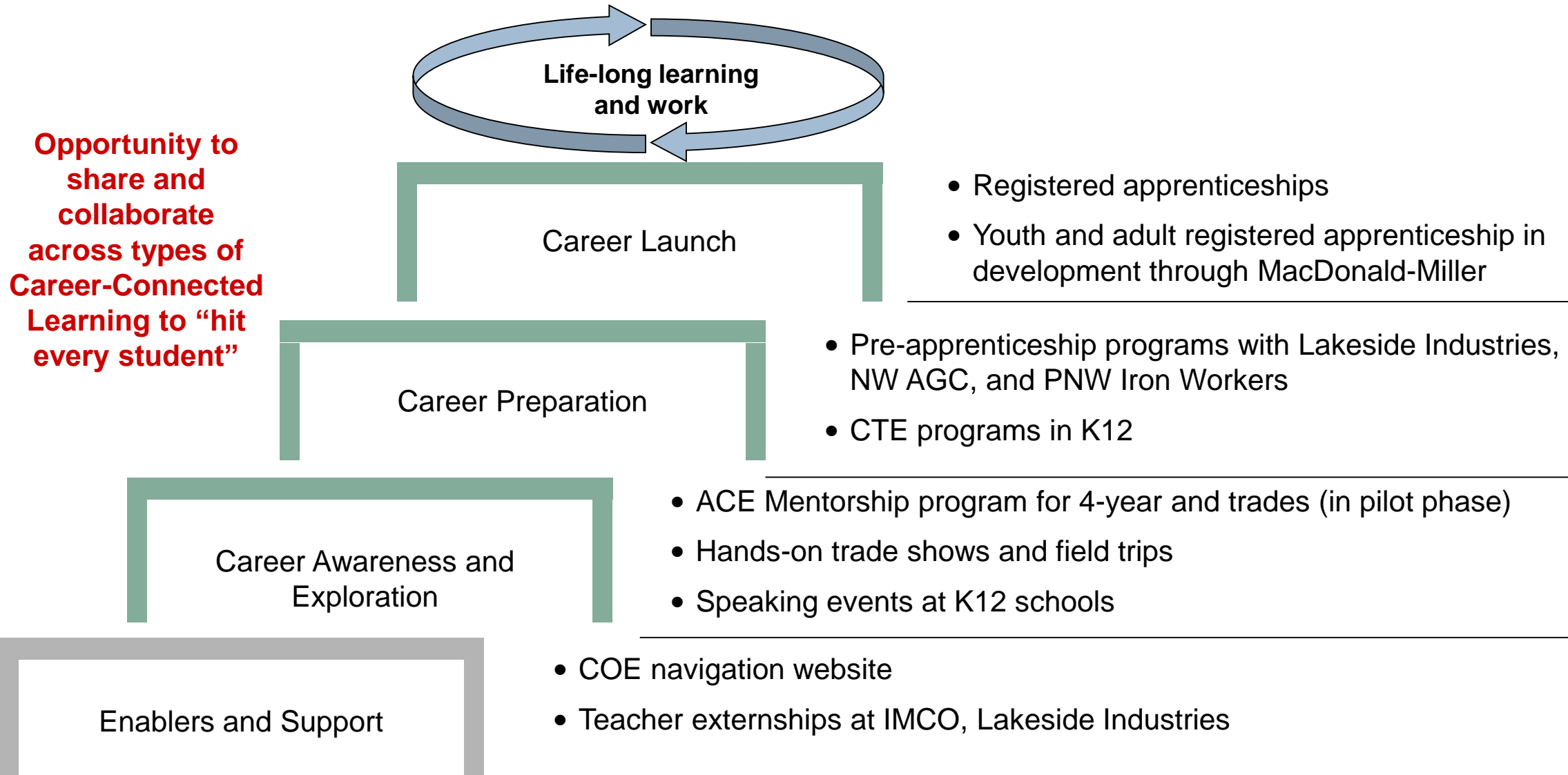
Key actions identified:

- Ensure Career Connect WA efforts are **aligned to existing industry activities** including CORE plus curriculum development and marketing efforts to increase awareness and exploration of aerospace careers
- **Enhance career launch programs** to ensure that graduating students have the skills needed to fill the roles the industry needs

Next steps:

- **Alignment:** identify point-person for legislative requests and solicit input from working group, develop umbrella organization to streamline efforts, eliminate redundancy, increase best practices, and work with stakeholders to strategize, communicate and implement
- **Messaging:** Include aerospace messaging in CCW communication efforts in support of and in line with CorePlus marketing strategy
- **Student engagement:** Capture information on existing programs and harness the opportunities for replicating best concepts
- **Career Launch:** Conduct ongoing meetings to hear directly from industry about current needs, as well as what's working/not working from our efforts. Explore piloting aircraft maintenance technicians Career Launch program.

Construction workshop example: Industry-identified opportunities to scale



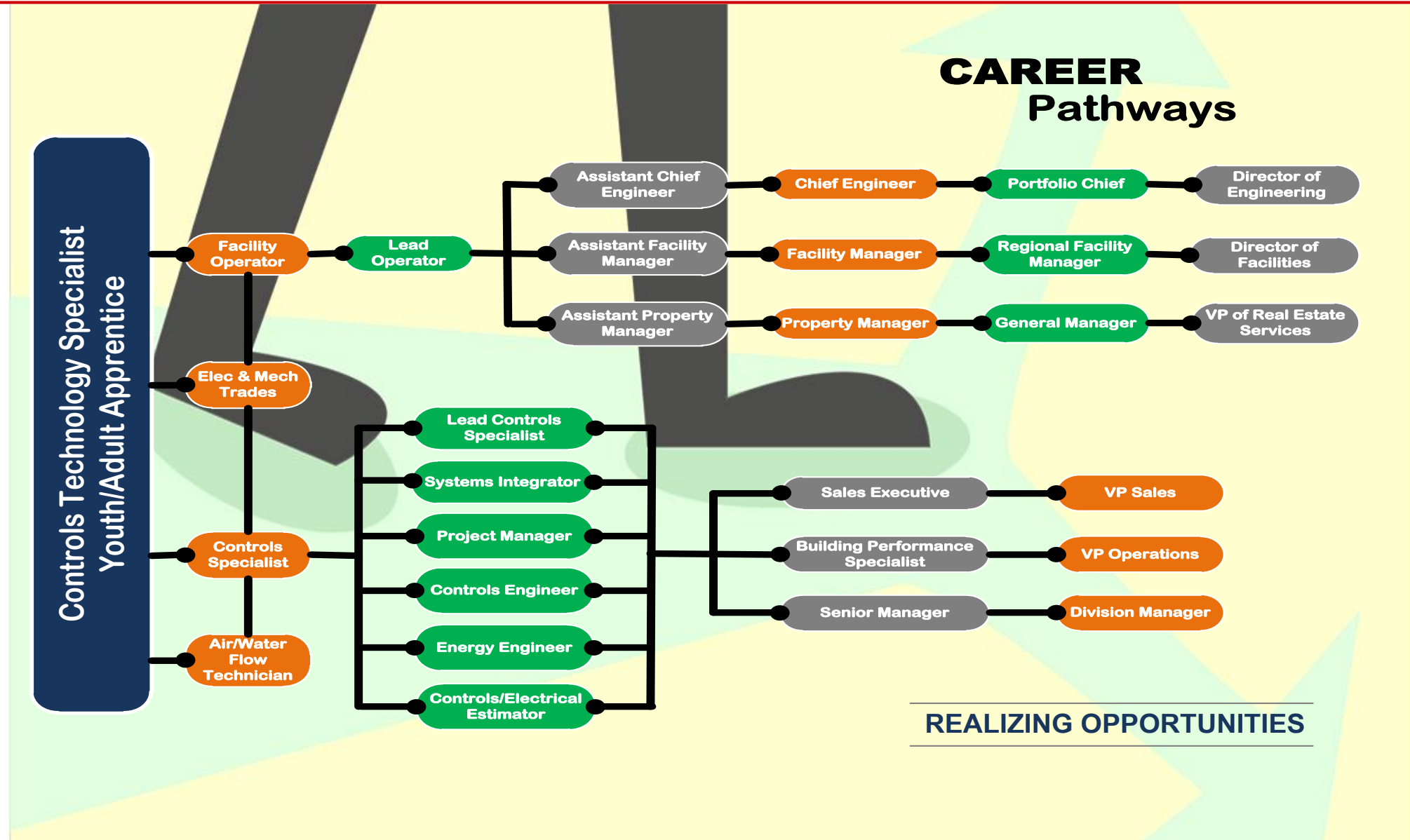
Construction: Key pain points identified

- **Attracting Youth:** Combating stigma of “second-choice career”; generating *awareness* of career paths and benefits in construction and providing clarity into the different roles and responsibilities of each job type; enabling *easy navigation* of opportunities to learn, intern, and enroll in pre-apprenticeship and registered apprenticeship programs
- **Filling immediate and eminent job openings:** Job openings across the board (particularly for carpenters, iron workers, operators, and laborers). Estimated 30K annual openings for roles requiring formal education in Washington over the next 5 years, with 6K a year from industry growth and rest from competition and retirements from aging workforce (avg. age of 58 in industry)
- **Professional readiness and soft skills:** Recruiting individuals with strong work-ethic and are on-time, follow instructions, and are consistent
- **Coordination to scale existing programs:** Activity across each component of career-connected learning, but limited scale and coordination between employers

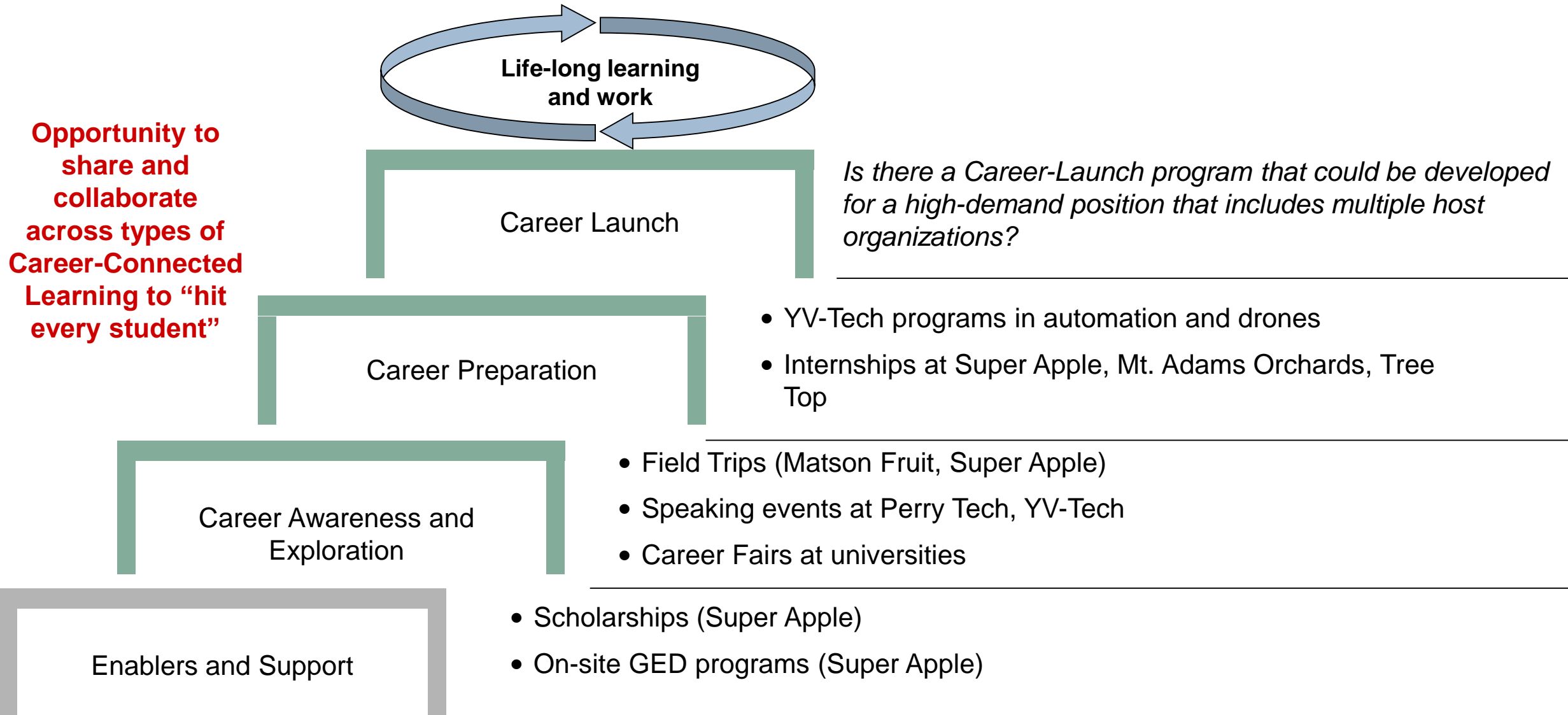
Construction: Proposed next steps

- Reconvene to discuss what it will take to set up the industry for success and “hit every school” with career-connected learning opportunities in construction
 - Identify programs for each type of CCL to scale and necessary supporting infrastructure
 - Additional focus on opportunities that can reach youth and instill work ethic and offer mentorship for development of professional skills
- Share and disseminate existing tools and program curriculum such as the COE’s navigation tool and Lakeside Industries curriculum; identify additional programs across state and disseminate best practices
- Develop key messages for marketing campaign

Construction: Proposed Youth/Adult Registered Apprenticeship pathways from MacDonald-Miller



Agriculture workshop example: Industry-identified opportunities to scale



Agriculture: Key pain points identified

IMAGE / STIGMA



- Association of entire industry with few jobs
- Limited awareness of job opportunities and associated skills in field; little visibility into career progression / career paths
- View as “jobs” rather than “careers”
- Community and parents often frame success as “escaping agriculture”

PROFESSIONAL SKILLS



- Challenging to get people to arrive on-time and on-schedule
- Hard transitions to upskill in order to keep up with technological advancements (ex: Forklift)

TECHNICAL ROLES



- Open positions in:
 - food safety quality and sanitation
 - refrigeration technicians
 - computer operators
 - line supervisors
 - robot maintenance technician
 - stampers/sizers
 - fabricators

Agriculture: Proposed next steps

- Leverage work from YDC foundation to **develop career pathways** for key positions and the skills necessary
 - Identify individuals who have progressed through these pathways and document story for communications efforts
- Identify **support necessary to enable progression along career pathways** (i.e. specialized certifications or education programs, GED classes, math skills training, transportation/childcare, etc.)
- Work with regional partners to **map existing support programs and highlight gaps**
- Design a **collaborative approach to attracting and training talent** for the hard-to-fill technical jobs (a la clearing house of opportunities)
 - Unified programming for career awareness and exploration, career prep programs, and career launch
 - ▶ Ex: Common application and “first round” interviews
 - Is there a Career Launch program for a hard-to-fill role that employers could collaborate on?
- **Articulate support needed** from CCW and state system

Agriculture : Potential Solutions

- Clearing house of opportunities
- Develop food safety and sanitation program at YV-Tech / integrate curriculum in high schools
- Field trips to WSDOA labs, showcasing sales and other interesting roles/ career paths in agriculture
- Apply lean manufacturing concepts to warehouse and train employees in new way of working
- Develop career pathways and identify necessary skills (leveraging YDC foundation)
- Increase field trip funding
- Host teacher externships to show potential careers for students and begin to combat stigma
- Utilize 4H and FFA networks
- Engage parents through PSA to combat stigma and highlight opportunities and benefits of careers in agriculture
- Do more to recognize value of agriculture employees in community (affirm career choices, recognize importance of work and various roles and individual contributions)
- Develop a communications campaign to highlight cool careers, the role of technology and science, individuals that have progressed through the industry from entry-level positions, and benefits from careers in ag.
- Enhance messaging at existing venues such as the state fair