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# Bridges to Opportunity Initiative: Career Pathways

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# Bridges To Opportunity Initiative

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# Bridges to Opportunity Initiative

- Multi-year, multi-state foundation initiative
    - Target States (multi-year commitments)
      - Ohio, Kentucky, Louisiana, Colorado, New Mexico, Washington
    - Opportunity States
      - Illinois, California, Maine
  - Grantees
    - CC systems, an association, advocacy groups, a foundation
    - Focused on policy change and advocacy
    - Selected research, technical assistance, capacity building
  - For more info...
    - <http://www.communitycollegecentral.org>
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# The Bridges Hypotheses

- Separation of remedial, workforce, and academic missions fails to promote economic and academic advancement for disadvantaged students.
  - Public policy reinforces this separation and changes in public policy can foster improved mission integration.
    - The engagement of multiple stakeholders in the policy discourse improves policy and enhances influence.
    - Stakeholder efforts are bolstered by knowledge built through (1) research and (2) innovative models of effective practice.
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# Mission Integration

*...is what Mission Integration Does*

- Students starting in one mission area transfer seamlessly to another.
    - High percentage of associates degrees conferred to students who started in remedial and vocational programs.
    - “Credit-izing” non-credit courses.
  - Learning is accelerated and high quality.
    - integrated instruction methods (“learning communities.”)
    - recognition of prior learning policies.
    - “Chunking” credit courses.
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# Mission Integration (2)

- Scheduling, student support, and financial assistance support students across mission areas.
  - Larger numbers of students are prepared for further education AND the workplace.
    - Pathway programs enabling disadvantaged students to attend four-year institutions.
    - Industry partnership programs place students in career jobs.
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# State of Kentucky

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Shauna King-Simms

Director, Adult Education Partnerships and  
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Kentucky Community and Technical College  
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# Career Pathways: The KCTCS Vision

- Not a program but a systemic framework for a new way of doing business in our colleges and communities.
  - Not a program but a process.
  - Career Pathways are the synergy created when best practices are aligned to focus on an identified employment sector.
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# Career Pathways: Best Practices

- ❑ New programs
  - ❑ New courses
  - ❑ Remedial bridges
  - ❑ Secondary alignment
  - ❑ Articulation with 4 year
  - ❑ Customized and short term training interventions
  - ❑ Inclusion of work experience
  - ❑ More counseling and advising
  - ❑ Improved assessments
  - ❑ Evening and weekend classes
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# Career Pathways: Lessons Learned

- Every college starts in a different place, builds upon different strengths and progresses at a different rate.
  - Redesign of curriculum and delivery methods (internal issues) more challenging than employer and agency partnership development (external issues).
  - Conversations between colleges (academic faculty) and employers were elevated to a new level.
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# Career Pathways: Lessons Learned (2)

- Workforce development staff facilitate and support while reinventing their role and relationships.
  - Be prepared to align pathways with corresponding secondary efforts (Perkins, Tech Prep, High Schools that Work, etc.)
  - Colleges initially look to adult ed providers for more flexible and targeted remediation.
  - Additional technical assistance and resources needed to engage college faculty in curriculum design and redesign.
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# KCTCS 3 Year Plan

- System Level Pathways Coordinator.
  - System Level Pathways Curriculum and Articulation Specialist.
  - Employment sector specific faculty professional development.
  - Redesign of developmental/remedial bridge.
  - Policy development and continuous improvement.
  - Sustainability through program income and leveraging resources.
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# KCTCS Accountability and Outcomes

- Four Phases:
    - Program Performance (nursing, manufacturing, construction)
    - Individual Student Performance (Career Pathway flag in PeopleSoft)
      - Those students receiving resources or services not otherwise available to them.
    - Colleges gather and report aggregate information on non-KCTCS enrolled participants (Career Pathways Report Summary)
    - Track employer engagement (Employer Outcomes form)
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# State of Ohio

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Barbara Endel

Senior Program Officer

KnowledgeWorks Foundation

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# About KnowledgeWorks

## Foundation

- Cincinnati based philanthropy dedicated to improving education in Ohio
  - Fund, Facilitate, and Do to create Champions of Change
  - Program Areas
    - Communities & School Facilities
    - School Improvement
    - College & Career Access
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# Key Drivers in Ohio

- 1.2 Million working poor in Ohio
  - Ohio ranks 34th in associate degree and 39th in bachelor degree attainment
  - 2003 Governor called for a 30% increase in postsecondary enrollment
  - 83% workers in 2010 working in 2000
  - Increased workplace skills needs
  - Ohio is highly decentralized – lack of a systemic approach
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# Key Drivers

- Ohio's Education Matters - 2005 KnowledgeWorks Foundation Poll key findings:
    - 86.2% of Ohioans agree or strongly agree that getting a college education is as important as getting a high school diploma used to be.
    - Ohioans surveyed believe they are “too old” or have “all the education” they need. Cost wasn't as important.
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# KnowledgeWorks Approach

- Approach to Adult College Access
    - Policy Focus
    - Practice – Career Pathways
    - People – build public will
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# Career Pathways

- The community college/adult workforce education provider at the center of supply and demand.
  - Provides regional business sector with workers with the skills they need.
  - Provides under-skilled workers with clear ladder that builds to a career.
  - Meets the needs of working adults by offering flexible, modularized scheduling and other program re-design to enable college attendance.
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# Career Pathways Outcomes

- Demonstrates how a regional approach and system for low-income adults can be employed in a decentralized state – scale.
  - Improves the economic well-being of the participants and the local and state economy.
  - Informs state policy about the value of system integration when investing public resources into college and workforce education and training
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# State of Oregon

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Nan Poppe

Campus President

Portland Community College

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# Pathways to Advancement Initiative

*Transform Oregon's education system to focus on helping youth and adults attain degrees, certificates, and credentials that lead to demand occupations, increased wage gain, and lifelong learning.*

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# Governor Kulongoski's Highest Priority



*Growing Oregon's economy  
to ensure Oregonians have  
the skills to compete for family wage jobs.*

Pathways to Advancement is a key component of Oregon's overall education, workforce development, and economic development strategies.

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# Outcomes

- Increase number of Oregonians accessing post-secondary education
  - Increase number of Oregonians persisting in post-secondary education and attaining credentials
  - Decrease need for remediation at the post-secondary level
  - Increase wage gain for completers
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# Oregon's Pathways to Advancement Initiative

- Focus on meeting the changing needs of youth and adults
  - Easing student transitions across the education continuum
  - Focus on demand occupations in the local labor market – meeting employer needs
  - Provide options and tools to succeed in post-secondary attainment
  - A systemic approach or framework – NOT a “program”
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# Oregon's Pathways to Advancement Initiative

- Pathways to Advancement Steering Committee
  - Pathways Initiative Statewide Director hired January 2006
  - Focus on capacity-building across the state:
    - Resource Development
    - Marketing & Communications
    - Technical Assistance to 17 Community Colleges
    - Strengthen alignment and build strategies with secondary and higher education partners
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