

**WASHINGTON STATE
WORKFORCE TRAINING AND EDUCATION COORDINATING BOARD
MEETING NO. 126
MAY 14, 2008**

***HIGH SKILLS, HIGH WAGES 2008-2018
OUR AGENDA FOR ACTION***

This tab contains the first draft of objectives and strategies for *High Skills, High Wages 2008-2018: Our Agenda for Action*. The draft addresses three goals to meet the workforce development needs of youth, adults and industry.

The draft is based upon input obtained through eight meetings of the youth, adult and industry workgroups, the Interagency Committee, legislative panels, and a review of the literature. It is a first draft. It is presented to the Board for the Board's review and direction. Following the May meeting, staff will complete a draft plan based upon the Board's direction and present it to the Board at the July meeting. After the July meeting, staff will disseminate the plan electronically and the Board will hold public forums around the state in order to obtain wider input. Final Board adoption of *High Skills, High Wages 2008-2018* will occur in September.

Board Action Required: None. For discussion purposes only.

High Skills, High Wages 2008-18
Washington Strategic Plan for Workforce Development

Youth Goal: Ensure all youth receive the education, training, and support they need for success in postsecondary education and/or work.

Objective 1

A K-12 Guidance and Counseling System provides students and their parents with a curriculum to individually plan their pathways and prepare for future education and/or work after high school.

- By 2018, all middle and high schools in the state have in place all five elements of the K-12 Guidance and Counseling System that includes community, business and labor collaboration.

Objective 2

All students leave high school prepared for success in further education and/or work.

- By 2018 all high school students across Washington have the option to complete a career and technical education sequence that matches their career interests, articulates with postsecondary education and results in industry certification where applicable.

Objective 3

All students graduate on time from high school.

- By 2018 every local community in the state will have an effective school/community partnership that provides a comprehensive dropout prevention, intervention and re-engagement system for ALL youth, including those who have dropped out or who are at risk of dropping out.

Objective 4

Reduce unemployment rates among older youth, and improve their career prospects.

- By 2018, there is a comprehensive state strategy to help unemployed older youth reconnect with work and/or further education opportunities.

Youth Goal: Ensure all youth receive the education, training, and support they need for success in postsecondary education and/or work.

Objective 1

A K-12 Guidance and Counseling System provides students and their parents with a curriculum to individually plan their pathways and prepare for future education and/or work after high school.

- By 2018, all middle and high schools in the state have implemented all five elements of the K-12 Guidance and Counseling System that includes community, business and labor collaboration.

Steps To Get Us There

- Expand implementation of the best practice guidance system, “Navigation 101” across the K-12 system including establishing goals for expansion each year.
- Integrate the Individual Education Plan with the 13th year plan required for graduation.
- Work with the State Board of Education to create policy links to comprehensive career guidance.

Youth Goal: Ensure all youth receive the education, training, and support they need for success in postsecondary education and/or work.

Objective 2

All students leave high school prepared for success in further education and/or work.

- By 2018 all high school students across Washington have the option to complete a career and technical education sequence that matches their career interests, articulates with postsecondary education and results in industry certification where applicable.

Steps To Get Us There

- Increase the number of students who complete a CTE sequence and/or course requirements for admission to a four-year college or university or enrollment in college-level classes at a community or technical college by:
 - Identifying targets for increases.
 - Conducting an ongoing campaign to increase awareness of teachers, counselors, students, parents, and the general public of the opportunities of rigorous CTE programs, using multiple strategies.
 - Establishing criteria for setting academic course equivalencies.
 - Increasing the number of CTE courses that provide credit for math or science.
 - Provide new opportunities for students in rural areas to complete a CTE sequence.
 - Expanding CTE offerings offered via distance learning options.
 - Identifying high employer demand programs and expand these offerings in secondary CTE sequences.
 - Expanding Grades 7-12 CTE sequences for students.
 - Developing model statewide CTE articulation agreements that provide a program of sequenced courses and ensure all students have access to dual enrollment options.
 - Working with the State Board of Education to ensure high school graduation requirements contain a viable option for students to pursue a CTE sequence.
- Expand pre-apprenticeship and apprenticeship opportunities for youth.
- Provide opportunities for all youth to connect to the workplace, including mentorships, job shadows, internships and a variety of other strategies including:
 - Building upon the mentorship component of the In-Demand Scholars program.
- Develop and implement best practice models to help basic skills deficient immigrant youth succeed in high school including.
 - Developing I-BEST programs for use in middle schools and high schools (basic skills and English language programs that are integrated with occupational skills training)
- Create stronger program links between Job Corps and Skills Centers to ensure more Job Corps students receive a high school diploma.

Youth Goal: Ensure all youth receive the education, training, and support they need for success in postsecondary education and/or work.

Objective 3

All students graduate on time from high school.

- By 2018 every community in the state will have an effective school/community partnership that provides a comprehensive dropout prevention, intervention and re-engagement system for ALL youth, including those who have dropped out or who are at risk of dropping out.

Steps To Get Us There

- Expand the Building Bridges Grant Program.
- Collaborate with education partners to develop state-level performance measures and targets for reducing the dropout rate, increasing the on-time graduation rate and increasing successful re-entry and achievement for students who have dropped out.
- Establish a process for identification, development and replication of best practices statewide.
- Identify and make recommendations to reduce the fiscal, legal and regulatory barriers that prevent coordination of program resources across agencies to support the development of sustainable dropout prevention, intervention and retrieval partnerships.

Youth Goal: Ensure all youth receive the education, training, and support they need for success in postsecondary education and/or work.

Objective 4

Reduce unemployment rates among older youth, and improve their career prospects.

- By 2018, there is a comprehensive state system to help unemployed older youth reconnect with work and/or further education opportunities.

Steps To Get Us There

- Create summer youth employment programs.
- Connect unemployed youth to expert “navigators” who can guide them to postsecondary resources and work experience opportunities.
- Seek a WIA I-B Youth waiver or WIA Adult 18-24 waiver for the maximum age eligibility and supplement these resources with state funds.
- Develop I-BEST opportunities specifically for older youth.
- Ensure the Building Bridges Grant programs includes a strong component for re-engaging youth 21 years of age and under to reconnect with education to obtain a high school diploma.

Adult Goal: Provide Washington adults (including those with barriers to education and employment) with access to lifelong education, training, and employment services.

Objective 1

Increase the number of adults who have at least one year of postsecondary training.

By 2018:

- (Target to be determined) More adults attain at least one year of postsecondary training and a credential.
- Washington state covers the tuition costs for the 13th year for workforce education students.
- (Target to be determined) Fewer individuals report leaving postsecondary training with unmet needs for support services.

Objective 2

Working adults will have a variety of options for continuing their education pathway, including workplace-based learning.

By 2018:

- The majority of working adults are engaged in training each year, including workplace-based learning.

Objective 3

Adults with barriers to employment and training are provided with pathways into jobs that enable self-sufficiency.

By 2018:

- (Target to be determined) More participants in programs for adults with barriers to employment and training become employed in middle and higher wage jobs.
- The majority of Adult Basic Skills programs at community and technical colleges are integrated with occupational skills training.

Objective 4

The WorkSource system provides integrated and effective customer service without barriers associated with siloed programs.

By 2018:

- WorkSource is a functionally integrated service delivery system that measurably improves the employability of customers.

Adult Goal: Provide Washington adults (including those with barriers to education and employment) with access to lifelong education, training, and employment services.

Objective 1

Increase the number of adults who have at least one year of postsecondary training.

By 2018:

- (Target to be determined) More adults attain at least one year of postsecondary training and a credential.
- Washington state covers the tuition costs for the 13th year for workforce education students.
- (Target to be determined) Fewer individuals report leaving postsecondary training with their need for support services left unmet.

Steps To Get Us There

- Provide more financial aid and support services to enable students to enroll in and complete at least one year of postsecondary training and receive a credential, including:
 - Expand the Opportunity Grant program and include support services.
 - Provide the first five credits of post-secondary training free for workforce students who earn less than the median family income.
- Establish more industry-based credentials in occupational and general workplace skills demanded by employers for students that complete one-year of training and develop more one year certificated programs.
- Provide more workforce education students with access to work-based learning and career and labor market information.
- Create easy to navigate postsecondary education and training and career websites, including financial aid and support services.
- Conduct an ongoing marketing campaign to inform the general public about the employment and earnings benefits of postsecondary training, especially in high employer demand programs of study.

Adult Goal: Provide Washington adults (including those with barriers to education and employment) with access to lifelong education, training, and employment services.

Objective 2

Postsecondary education and training provides effective opportunities for going in and out of training over the course of life-long learning.

By 2018:

- The majority of working adults are engaged in training each year, including in workplace-based learning.

Steps To Get Us There

- Identify and implement best practice models for working adults to gain further education and training at the workplace, including through digital learning.
- Develop public/private financial aid support to assist working adults to gain further education and training credentials including:
 - Lifelong Learning Accounts (LiLas).
 - Increasing the number of part-time, working students who can receive the state-need grant.
- Develop more Applied Baccalaureate degrees to create four-year degree options for students that complete technical associate degrees.
- Develop more statewide direct transfer agreements and articulation agreements between two-year and four-year schools, and between private schools and public schools.

Adult Goal: Provide Washington adults (including those with barriers to education and employment) with access to lifelong education, training, and employment services.

Objective 3

Adults with barriers to employment and training are provided with pathways into jobs that enable self-sufficiency.

By 2018:

- (Target to be determined) More adults with barriers to employment and training become employed in middle and higher wage jobs.
- The majority of Adult Basic Skills programs at community and technical colleges are integrated with occupational skills training.

Steps To Get Us There

- Expand the use of the self-sufficiency calculator to all workforce development councils, and provide training for frontline staff.
- Expand the number of Adult Basic Skills programs that integrate occupational skills training through the I-BEST model.
- Expand use of the Food Stamps Education and Training program for customers with the greatest barriers to employment.
- Develop a tool box that identifies competencies and provides credentials for career coaching, mentoring, and instruction in life skills and employability skills for use by WorkSource Centers, training institutions, community-based organizations, employers, and others.
- Enhance employment and training options for targeted populations (people of color, people with disabilities and women), ex-offenders, and veterans.
- Ensure that workforce development services are fully accessible for all adults with disabilities.
- Develop a system to provide post-employment services to adults to improve work retention and career advancement.

Adult Goal: Provide Washington adults (including those with barriers to education and employment) with access to lifelong education, training, and employment services.

Objective 4

The WorkSource system provides integrated and effective customer service without barriers associated with siloed programs.

By 2018:

WorkSource is a functionally integrated service delivery system that measurably improves the employability of customers.

Steps To Get Us There

- Identify barriers to integrated customer service and implement solutions.
- Increase integration of WorkSource partner programs through methods such as co-enrollments and co-locations among WorkSource partner programs.
- Increase the use of consistent performance measures among WorkSource partner programs.
- Improve the integration of assessments, counseling, employment services, and training in the WorkSource system.
- Improve linkages with community-based organizations, especially those that serve target populations, ex-offenders, and veterans.

Industry Goal: Meet the workforce needs of industry by preparing students, current workers, and dislocated workers with the skills employers need.

Objective 1

The workforce development system supplies the number of newly prepared workers needed to meet current and emerging employer needs.

By 2018:

- Raise mid-level degrees and certificates to 36,200 annually, an increase of 9,400 degrees and certificates annually.

Objective 2

The workforce development system strengthens Washington's economy, focusing on strategic industry clusters as a central organizing principle.

By 2018:

- Washington's workforce and economic development programs have established track records of effective service to the state's strategic industry clusters.
- Washington's workforce development system prepares the number of workers needed to fill job openings in strategic industry clusters.

Objective 3

Current and dislocated workers, and job seekers receive education and training that builds competitive skills and businesses.

By 2018:

- A majority of mid- and lower-wage employees receive training from either their employers or the workforce development system.
- Dislocated worker programs are easy to navigate and provide good wage replacement results.

Industry Goal: Meet the workforce needs of industry by preparing students, current workers, and dislocated workers with the skills employers need.

Objective 1

The workforce development system supplies the number of newly prepared workers to meet current and emerging employer needs.

- By 2018, raise mid-level degrees and certificates to 36,200 annually, an increase of 9,400 degrees and certificates annually.

Steps To Get Us There

- Increase capacity in mid-level education and training programs (greater than one year but less than four years) by an average of 9,400 degrees and certificates annually over 10 years.
- Expand apprenticeship training opportunities and recruitment of employers who hire apprenticeships for traditional and non-traditional programs.

Industry Goal: Meet the workforce needs of industry by preparing students, current workers, and dislocated workers with the skills employers need.

Objective 2

The workforce development system strengthens Washington's economy, focusing on strategic industry clusters as a central organizing principle.

By 2018:

- Washington's workforce and economic development programs have established track records of effective service to the state's strategic industry clusters.
- Washington's workforce development system prepares the number of workers needed to fill job openings in strategic industry clusters.

Steps To Get Us There

- Establish Industry Skill Panels that provide information on skill needs in strategic industry clusters in all workforce development areas.
- Establish Centers of Excellence that provide best practice support to education providers for all strategic industry clusters in the state.
- Expand High Employer Demand programs of study at all levels of postsecondary education and target under-represented labor pools to facilitate their entry to high demand occupations.
- Prepare more individuals to work in industry clusters that provide middle-wage and high-wage job opportunities.
- Coordinate workforce development and economic development planning efforts at the state level, including an emphasis on industry clusters.
- Identify barriers that prevent best possible services to support industry clusters.
- Provide incentives to regions and local areas to convene and support industry clusters through programs and resources.
- Identify and implement best practices in cluster development.
- Establish a state initiative modeled after the WIRED grant program.
- Convene an annual conference for workforce and economic development.

Industry Goal: Meet the workforce needs of industry by preparing students, current workers, and dislocated workers with the skills employers need.

Objective 3

Current and dislocated workers, and job seekers receive education and training that builds competitive skills and businesses.

By 2018:

- A majority of mid- and lower-wage employees receive training from either their employers or the workforce development system.
- Dislocated worker programs are easy to navigate and provide good wage replacement.

Steps To Get Us There

- Increase the level of public and private support for customized training for current workers, recruit more workers and employers to participate, and improve program design to best suit their needs. (Also see strategies in the Adult section of this plan.)
- Expand worksite learning including distance learning, integrated Adult Basic English / English language and occupational skills, and other methods. (Also see strategies in the Adult section of this plan.)
- Expand the availability of Lifelong Learning Account to fund worker training.
- Align eligibility criteria for dislocated worker programs. (Also see strategies in the Adult section of this plan.)
- Establish a toolbox of work-ready assessments and promote their use in a variety of settings.