

Career & Education Committee Roles and Responsibilities

Committee Chair: Ravi Kumar, Infosys, President

Committee Vice Chair: Dr. Leslie Torres-Rodriguez, Hartford Public Schools, Superintendent

Chief Administrative Officers: Alycia Angus, SVP, Shannon Marimón, ReadyCT, Executive Director, Molly Thomas, Office of Workforce Strategy

Objective: To align training and education with occupational demand and career opportunities.
There are **7 initiatives** that support the attainment of the career and education objective.

- 2.1 Career Pathways
- 2.2 Sector-Based Training
- 2.3 Work-Based Learning
- 2.4 Accelerating Postsecondary Access
- 2.5 Academic and Career Advising
- 2.6 Improving Teacher and Student Preparedness
- 2.7 Adult Education

The responsibilities of the career and education committee are to:

- Oversee the progress and direction of the subcommittee working groups
- Engage as an advisor and thought partner on the subcommittee work as necessary
- Provide feedback and input to inform subcommittee work as necessary
- Ensure connections are made between subcommittees as necessary
- Approve measurable key performance indicators and milestones for each initiative

Committee members are encouraged to participate in or assign a designee to any of the subcommittees.
Please indicate the subcommittee you or a designee would like to participate in.

Meeting Cadence:

- Bi-Monthly meeting of all committee members
- Monthly meeting of Committee Chair and Vice-Chair with the GWC Chair and Vice-Chair.
- Quarterly GWC meetings set for 2:30pm-5:00pm on January 28, April 16, July 15, and Oct 7, 2021

GWC Council and Career & Education Committee Members:

- **Jeff Flaks**, CEO Hartford Healthcare
- **Kevin Graney** CEO, Electric Boat
- **Margaret Keane** CEO, Synchrony
- **Dr. Ruth Levy** Superintendent, Bozrah School District
- **Judy Marks** President & CEO, Otis Elevator

GWC Council Ex-Officio and Career & Education Committee Members:

- **Susan Bysiewicz**, Lt. Governor
- **Miguel Cardona**, State Department of Education, Commissioner
- **Katie Dykes**, Department of Energy and Environmental Protection, Commissioner
- **Jane Gates**, Connecticut State Colleges & Universities, Interim President
- **Thomas Katsouleas**, President University of Connecticut
- **Jennifer Widness**, Connecticut Conference of Independent Colleges, President
- **Jeffrey Wihbey**, Connecticut Technical High School System, Superintendent

Partner Committee Members:

- **Alycia Angus**, SVP (CAO)
- **Catherine Awwad**, Northwest Regional Workforce Investment Board, Executive Director
- **Mark Hill**, Eastern Connecticut Workforce Investment Board, President & CEO
- **Shannon Marimón**, SVP (CAO)
- **Alice Pritchard**, Connecticut State Colleges & Universities, Chief of Staff
- **Chris Soto**, State Department of Education, Director of Innovation & Partnerships
- **Molly Thomas**, Office of Workforce Strategy, Education Consultant (CAO)

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2.1 & 2.4 Career Pathways & Accelerating Postsecondary Access Subcommittee Overview

Career Pathways is a subcommittee within the Education and Career Building GWC Committee

2.1 Career Pathways

2.2 Sector-Based Training

2.3 Work-Based Learning

2.4 Accelerating Postsecondary Access

2.5 Academic and Career Advising

2.6 Improving Teacher and Student Preparedness

2.7 Adult Education

Objective:

The objective of the **Career Pathways & Accelerating Postsecondary Access** subcommittee is to develop and expand career pathway and dual credit/enrollment programs across high-growth industries and to support Connecticut residents in securing the training required to obtain jobs within their field.

Deliverables:

- Inventory of all career pathways programs (including dual enrollment and dual credit programs) within the state. This inventory will document the regions and demographics they serve, which industries they feed into, their effectiveness in placing new workers, and costs.
- Needs assessment outlining which skills, industries, and content areas schools and other career training institutions should be expanding into
- Policy recommendations to develop and implement career pathway programs by identifying necessary resources and processes for implementation
- Playbook for schools, academic institutions, and career training programs attempting to stand up new career pathway programs
- Partnership with pilot school districts to create or expand career additional pathways programs
- Develop articulation agreements that facilitate the promotion and attainment of stackable credential from K-12 to Postsecondary education

Action Steps:

- Leverage large existing body of work (including 5-year trends, market research reports, and expert interviews) to predict job and sector growth in CT over the next decade
- Develop and administer survey to school districts, academic institutions, and industry leaders on existing career pathway programs within the state
- Develop and administer survey to school districts, academic institutions, and industry leaders on existing policies and administrative processes used to support career pathway initiatives
- Conduct expert interviews and focus groups with principals, superintendents, district CTE coordinators, and other key stakeholder groups in order to map the process of standing up a new career pathway initiative
- Provide strategic support to pilot school districts and career training organizations attempting to launch or scale career pathways programs

Subcommittee Members:

- Fran Rabinowitz
- Grace Suh
- Robert Schwartz
- Robin Golden
- Sal Menzo
- Scott Schumacher
- Be Foundation: Richard Wenning
- CareerPath Mobile LLC.: Richard Portelance
- Central Connecticut State University: Zulma R. Toro
- College Board: Ashley Gibson
- CT Department of Labor: Kathy Marioni, Todd Berch
- CT Office of Higher Education: Chris Soto
- CT Office of Workforce Strategy: Molly Thomas (CAO), Kelli Vallieres
- CT State College & University System: Alice Pritchard, Dawn Bunting, Karen Wosczyzna-Birch, Kristina Testa-Buzzee, Tracy Ariel, Vicki Bozzuto, Jorge Gonzales
- CT State Department of Education: Irene Parisi, Keith Norton, Melissa Hickey, Suzanne Loud
- CTECS Superintendent Jeffrey Wihbey
- East Hartford Public Schools: Amy Peltier
- Goodwin University: Christina Nieves, Melanie Hoben
- McEIVR, Inc/MakerspaceCT: Devra Sisitsky
- Mitchell College: Tracy Espy
- New Haven Public Schools: Dominique Argo
- Norwalk ACTS: Jesse Buccolo
- Norwalk PTEch: Giana Gleeson
- NYU: Suzanne Lyons
- OperationsInc: David Lewis
- PTA Plastics: Michael Rocheleau
- P-TECH Norwalk: Karen Amaker
- ReadyCT: Shannon Marimon, Deb Presbie
- Sacred Heart University: Sherylyn Watson
- Social Venture Partners: Sylvia Shepard Alycia Angus, Bernie Park, David Allon
- Southern Connecticut State University: Antoinette Towle
- University of Connecticut: Nathan Fuerst
- University of New Haven: Ibrahim Baggili

2.2 Sector-Based Training Subcommittee Overview

Sector-Based Training is a subcommittee within the Education and Career Building GWC Committee

- 2.1 Career Pathways
- 2.2 *Sector-Based Training***
- 2.3 Work-Based Learning
- 2.4 Accelerating Postsecondary Access
- 2.5 Academic and Career Advising
- 2.6 Improving Teacher and Student Preparedness
- 2.7 Adult Education

Objective:

The objective of the **Sector-Based Training** committee is to develop a series of entry-level, mid-career, and incumbent worker training programs focused on high-quality and high-priority jobs across in-demand industries.

Outcomes:

- Expansion of high-quality sector-based training programs across the state that focus on offering affordable, high-quality, short-term training across in-demand industry verticals.
- A process for engaging businesses and regional sector partnerships to continuously identify in-demand jobs and hiring commitments across high-priority industries.
- An integrated approach for braiding sources (e.g., state, federal, philanthropic, employer-sponsored, etc.) of funding for sector-based training programs.
- An intuitive digital enrollment and assessment process that allows students and job seekers to apply for various high-demand training programs across the state.

Action Steps:

- Determine existing best practice models in CT for delivering high-quality workforce training programs and assess how such models can be scaled statewide.
- Engage key business partners to determine a process focused on how to best identify industry demand on a continual basis.
- Develop a standard set of features for each training program (e.g., supportive services, professional skills, employer commitments, industry recognized credentials, etc.).
- Build a comprehensive marketing strategy that highlights the various workforce programs to targeted audiences (e.g., high school graduates, college students, career-changers, etc.).
- Establish a standard process for soliciting new training program proposals from industry, educational, state government, or community-based organizations.
- Develop a standard set of metrics for evaluating the success of each training program and ensure a reporting process is in place to properly evaluate training outcomes.

Subcommittee Members:

- Bank of America: Carol Heller, Jill Hutensky
- Carey Manufacturing: Paul Lavoie
- Central Connecticut State University: Dr. Ravindra Thamma
- CHEFA/CHESLA: Jeanette Weldon
- CT Department of Labor: Todd Berch, Bernice Zampano
- CT Office of Workforce Strategy: Molly Thomas (CAO)
- CT State College & University System: Mary Bidwell, Tracy Ariel, Diane Bordonaro, Eileen Peltier, Karen Wosczyzna-Birch, Kristina Testa-Buzzee, Basia Dellaripa, Jorge Gonzales
- CT State Department of Education: Melissa Hickey
- East Hartford Public Schools: Amy Peltier
- Eastern Connecticut Workforce Investment Board: Mark Hill
- Goodwin University: Melanie Hoben
- Mitchell College: Tracy Espy
- OperationsInc: David Lewis
- Social Venture Partners: Joe Smialowski, Tim Lewis, David Allon
- Train Worldwide: Moira Deasy
- University of New Haven: Ibrahim Baggili

2.3 Work-Based Learning Subcommittee Overview

Work-Based Learning is a subcommittee within the Education and Career Building GWC Committee

- 2.1 Career Pathways
- 2.2 Sector-Based Training
- 2.3 Work-Based Learning**
- 2.4 Accelerating Postsecondary Access
- 2.5 Academic and Career Advising
- 2.6 Improving Teacher and Student Preparedness
- 2.7 Adult Education

Objective:

The objective of the **Work-Based Learning** committee is to aid in the development and brokering of work-based partnerships between students, academic institutions, and employers.

Deliverables – To be completed by December 2021:

- Update and implement existing strategy for a statewide system of work-based learning
- Develop a playbook for academic institutions and employers interested in creating or expanding their own work-based learning initiatives
- Develop a digital tool that documents all active workplace learning opportunities in order to foster coordination between employers and schools and provide comprehensive list of opportunities for job seekers

Action Steps:

- Participate in NGA Learning Lab on Work Based Learning
- Conduct a series of interviews with schools and employers to understand their current process, resources required, and obstacles faced when standing up work-based learning initiatives, in order to inform best practices in playbook
- Conduct user experience research with students, schools, and employers in order to understand what would be useful to them in a WBL portal
- Vet and hire a web developer to build WBL portal
- Administer survey to schools and employers to populate WBL portal

Subcommittee Members:

- Bristol Schools: Jaime Rechenberg
- Capital Workforce Partners: Jim Boucher
- Central Connecticut State University: Dr. Ravindra Thamma, Dr. Zulma R. Toro
- CT Department of Labor: Todd Berch
- CT Office of Workforce Strategy: Molly Thomas (CAO), Kelli Vallieres, Laura Baker
- CT State Colleges & Universities: Mary Bidwell, Vicki Bozzuto, Karen Wosczyzna-Birch, Basia Dellaripa, Jorge Gonzales
- CT State Department of Education: Melissa Hickey, Keith Norton, Suzanne Loud
- East Hartford Public Schools: Amy Peltier
- Goodwin University: Melanie Hoben
- Learn Tech Teach: Khaita Wasiyo
- Norwalk ACTS: Jesse Buccolo
- OperationsInc: David Lewis
- ReadyCT: Shannon Marimon
- Social Venture Partners: Sylvia Shepard, David Allon

- Train Worldwide: Moira Deasy
- University of New Haven: Ibrahim Baggili

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2.5 Academic and Career Advising Subcommittee Overview

Academic and Career Advising is a subcommittee within the Education and Career Building GWC Committee

- 2.1 Career Pathways
- 2.2 Sector-Based Training
- 2.3 Work-Based Learning
- 2.4 Accelerating Postsecondary Access
- 2.5 Academic and Career Advising**
- 2.6 Improving Teacher and Student Preparedness
- 2.7 Adult Education

Objective:

The objective of the **Academic and Career Advising** subcommittee is to provide high school students with career planning support in order to seek out academic and professional training opportunities that will set them up for success in college and/or career.

Deliverables – To Be Completed by December 2021:

- Conduct research on national and international best practices of career guidance
- Identify and design pilot for new model(s) of career guidance that enhance students' agency to explore career opportunities and develop career plans for themselves. Examples of creative models might include integrating career exploration into curriculum, utilizing RESCs to provide regional career counseling services, or providing professional development to enable existing teachers and counselors to provide career guidance to students
- Assemble industry-led network of mentors and career advisors serving to expand student exposure to new industries and career opportunities
- Launch a digital tool (e.g. SSP) to facilitate college and career exploration among middle and high students

Action Steps:

- Research promising models of high school and postsecondary career advising
- Conduct principal working group conversations to understand their capacity and interest to test new model of career advising support
- Recruit industry leaders to join Professional Mentor Network to volunteer in schools and host site visits for students
- Design and administer survey to better understand how Student Success Plans are utilized in classrooms across the state
- Conduct user experience research interviews with students, recent graduates, teachers, and principals to vet/socialize new models of career support and better understand features of a useful web-based tool for career exploration

Subcommittee Members:

- Fran Rabinowitz
- Be Foundation: Richard Wenning
- CareerPath Mobile LLC.: Richard Portelance
- Central Connecticut State University: Justine Gamache
- College Board: Ashley Gibson
- CT Department of Labor: Todd Berch
- CT Office of Higher Education: Chris Soto
- CT Office of Workforce Strategy: Molly Thomas (CAO)
- CT State Colleges & University System: Dawn Bunting
- CT State Department of Education: Melissa Hickey
- East Hartford Public Schools: Amy Peltier
- Goodwin University: Christina Nieves
- Norwalk ACTS: Jesse Buccolo
- NYU: Suzanne Lyons
- Sacred Heart University: Sherylyn Watson
- The Stress Blueprint: Wendy Garvin Mayo
- University of Connecticut: John Elliott, Michael Bradford
- University of New Haven: Ibrahim Baggili

2.6 Improving Teacher and Student Preparedness Subcommittee Overview

Improving Teacher and Student Preparedness is a subcommittee within the Education and Career Building GWC Committee

- 2.1 Career Pathways
- 2.2 Sector-Based Training
- 2.3 Work-Based Learning
- 2.4 Accelerating Postsecondary Access
- 2.5 Academic and Career Advising
- 2.6 *Improving Teacher and Student Preparedness***
- 2.7 Adult Education

Objective:

The objective of the **Improving Teacher and Student Preparedness** subcommittee is to improve instruction by streamlining state-mandated teacher PD and redirecting resources towards inquiry-based learning models and authentically integrating digital literacy into all facets of instruction

Deliverables – To Be Completed by December 2021:

- Design and implementing a pilot program for self-directed inquiry-based model of professional development
- Comprehensive set of recommendations for teacher Professional Development that will increase student preparedness addressing student achievement and digital literacy
- Draft a set of policy proposals on altering environmental factors that have previously caused high quality PD to fail (e.g., teacher evaluation, teacher schedule/time, assessments)

Action Steps:

- Conduct principal and teacher working group conversations to understand their professional development needs and inform new inquiry-based model of PD
- Consult national experts and conduct comprehensive literature review on teacher professional learning and inquiry-based learning
- Evaluating the efficacy of state-mandated teacher professional development, in order to consolidate existing mandated PD and free up PD days for new experimental inquiry-based professional development model
- Invite schools to co-create and host pilot program of new experimental inquiry-based professional development model

Subcommittee Members:

CT Office of Workforce Strategy: Molly Thomas

- Joseph Cirasuolo
- Judy Donnelly
- Marijke Kerhkahn
- Sal Menzo
- Central Connecticut State University Dr. Ravindra Thamma
- College Board Ashley Gibson
- CT Department of Labor: Todd Berch
- CT State Colleges & Universities Stephanie Bridgewater
- East Hartford Public Schools: Amy Peltier
- EdAdvance Matt Mervis
- Learn Tech teach Khaita Wasiyo
- ReadyCT: Shannon Marimon
- The Stress Blueprint Wendy Garvin Mayo
- University of Connecticut: Barry Sheckley, Gladis Kersaint
- University of New Haven Ibrahim Baggili (Abe)

2.7 Adult Education Subcommittee

The Adult Education subcommittee lies within the broader Career & Education Committee

- 2.1 Career Pathways
- 2.2 Sector-Based Training
- 2.3 Work-Based Learning
- 2.4 Accelerating Postsecondary Access
- 2.5 Academic and Career Advising
- 2.6 Improving Teacher and Student Preparedness
- 2.7 Adult Education**

Objective:

In 2021, create an implementation plan for a more integrated, student-centered adult education system with stronger connections to the workforce system.

Deliverables:

- A contextualized adult education system to better serve students' needs and increase student enrollment, persistence, and attainment of industry-recognized credentials.
- A standard set of success metrics across each adult education program so that outcomes can be analyzed, and impact can be assessed.
- A governance structure that includes Adult Education providers, the workforce development boards, and community colleges to ensure ongoing collaboration, reduce duplication, increase service delivery quality across systems.
- Begin to implement against a strategic blueprint to improve the Adult Education system.

Action Steps:

- Identify programs with best practices in and outside of the state that should be expanded statewide.
- Provide a venue for all stakeholders within Adult Education system to align on system strengths, challenges, and opportunities.
- Determine where duplicative services and programs exist and generate a plan for streamlining and improving service delivery to students.
- Recommend how adult education funding can be better utilized to drive student success.
- Understand and develop strategies to remediate barriers (e.g., online learning, childcare, transportation, etc.) that students face to successfully completing adult education programs.

Project Lead:

Social Finance will lead this effort with input from members of the Adult Education subcommittee and Education and Career Building committee.

Subcommittee Members:

- CAACE & Bristol Adult Education: Larry Covino
- Capital Workforce Partners: Jim Boucher
- Central Connecticut State University: Justine Gamache, Zulma R. Toro
- CHEFA/CHESLA Jeanette Weldon
- CT Department of Labor: Todd Berch
- CT General Assembly: Rep. Toni Walker
- CT State College & University System: Alison Buckley, Michael Stefanowicz, Jorge Gonzales
- EASTCONN: Rich Tariff
- Eastern Workforce Investment Board: Mark Hill
- Naugatuck Adult Education: Heather Pelletier
- New Haven Adult and Continuing Education: Michelle Bonora
- Northwest Regional Workforce Investment Board: Cathy Awwad
- Social Finance: Jake Edwards, John Pion, Nic Miragliuolo
- Social Venture Partners: Susan Adamsen
- Stamford Adult Education: Angela Thomas Graves
- The WorkPlace: Joe Carbone
- Workforce Alliance: Jill Watson