



**National Institute on Scaling
Work-Based Learning
Pre-Meeting for the NGA Policy
Academy Cohorts**

April 8, 2019
The Grand Hotel
1 Grand Boulevard, Point Clear, Alabama

Pre-Meeting Objectives:

- Exchange best practices across states participating in each of the three cohorts of the NGA Policy Academy on Scaling Work-Based Learning;
- Develop and plan state strategies for sustaining and building on the work completed to date and to continue scaling work-based learning.

Monday, April 8th

7:30 AM – 5:15 PM **Registration**

Lobby

7:30 – 8:30 AM **Breakfast**

Grand Ballroom South

8:30 – 9:00 AM **Welcome**

Magnolia Ballroom

NGA Center for Best Practices staff will provide an overview of the meeting agenda, structure, and goals; an overview of state progress during Phase Two of the Policy Academy; and an introduction to the NGA Center team.

Speakers:

- **Martin Simon**, Interim Director, Economic Opportunity Division, NGA Center for Best Practices
- **Meghan Wills**, Program Director, Economic Opportunity Division, NGA Center for Best Practices
- **Rachael Stephens**, Senior Policy Analyst, Economic Opportunity Division, NGA Center for Best Practices

9:00 – 10:15 AM **State Exchange: Best Practices from the Policy Academy Cohorts**

Magnolia Ballroom

Participants will self-select into small groups to discuss best practices and share experiences across several key topics critical to the expansion of work-based learning. State team members should take notes on this discussion to share during State Team Time.

Moderator:

- **Kristin Baddour**, Policy Analyst, Economic Opportunity Division, NGA Center for Best Practices

10:15 – 10:30 AM **Break**

National Institute on Scaling Work-Based Learning
Pre-Meeting for Policy Academy Cohorts

10:15 AM – 12:00 PM State Team Time One: Identifying Next Steps for Program Success

Breakout Rooms

Room	State
Azalea A	American Samoa
Azalea A	Mississippi
Azalea B	Colorado
Azalea B	Kansas
Azalea C	Minnesota
Azalea C	Kentucky
Azalea D	Alabama
Azalea E	Nevada
Azalea F	North Carolina
Magnolia 3	Montana
Magnolia 5	Indiana
Magnolia 6	New Hampshire
Magnolia 7	Washington
Dogwood	Utah
Boardroom 1	Idaho
Hospitality Parlour 4126	Illinois
Hospitality Parlour 4106	Rhode Island

12:00 – 1:00 PM Lunch

Magnolia Ballroom

1:00 – 2:30 PM Maintaining Momentum: Building on Policy Academy Achievements

Magnolia Ballroom

Utah will share best practices from the transition from Phase I to Phase II of the Work-Based Learning Policy Academy. Representatives from Leader States will then share their strategies for building on and sustaining the work they have done to date during their participation in the policy academy, followed by an opportunity for states to discuss their plans and ideas moving forward.

Moderator:

- **John Guerriero**, Policy Analyst, Economic Opportunity Division, NGA Center for Best Practices

Speaker:

- **Kimberlee Carlile**, Director of Industry and Talent Initiatives, Utah Governor's Office of Economic Development

National Institute on Scaling Work-Based Learning
Pre-Meeting for Policy Academy Cohorts

2:30 – 2:45

Break

2:45– 4:45 PM

State Team Time: Setting Goals for Continued Success

Breakout Rooms

Room	State
Azalea A	American Samoa
Azalea A	Mississippi
Azalea B	Colorado
Azalea B	Kansas
Azalea C	Minnesota
Azalea C	Kentucky
Azalea D	Alabama
Azalea E	Nevada
Azalea F	North Carolina
Magnolia 3	Montana
Magnolia 5	Indiana
Magnolia 6	New Hampshire
Magnolia 7	Washington
Dogwood	Utah
Boardroom 1	Idaho
Hospitality Parlour 4126	Illinois
Hospitality Parlour 4106	Rhode Island

4:45 – 5:15 PM

Pre-Meeting Wrap-Up

Magnolia Ballroom

NGA staff will close the pre-meeting for cohort states and provide logistics for the National Institute that starts on Tuesday morning.

Speaker:

- **Rachael Stephens**, Senior Policy Analyst, Economic Opportunity Division, NGA Center for Best Practices

Dinner on your own



National Institute on Scaling Work-Based Learning

April 9 – 10, 2019

The Grand Hotel

1 Grand Boulevard, Point Clear, Alabama

Meeting Objectives:

- Exchange best practices across states and learn from subject matter experts on current topics in developing and scaling high-quality work-based learning opportunities; and
- Develop a sense of community across states, including states not involved in NGA's Policy Academy on Scaling Work-Based Learning, and expose state teams to leading practices.

Tuesday, April 9th

7:00 AM – 5:30 PM **Registration**

Lobby

7:00 – 8:00 AM **Breakfast**

Grand Ballroom South

8:00 – 8:30 AM **Welcome and Overview of Day One**

Magnolia Ballroom

NGA Center leadership will welcome attendees to the National Institute, highlighting the value of work-based learning in workforce development statewide, as well as the role of the governor in coordinating these programs. Participants will also receive an overview of the first day's agenda.

Speakers:

- **Martin Simon**, Interim Director, Economic Opportunity Division, NGA Center for Best Practices
- **Meghan Wills**, Program Director, Economic Opportunity Division, NGA Center for Best Practices
- **Rachael Stephens**, Senior Policy Analyst, Economic Opportunity Division, NGA Center for Best Practices

8:30 – 9:15 AM **State Introductions**

Magnolia Ballroom

One representative from each state will introduce themselves, sharing who is attending from their state and one area of success in work-based learning, as well as one major question or challenge they would like to address or learn more about during the Institute.

Facilitator:

- **Rachael Stephens**, Senior Policy Analyst, Economic Opportunity Division, NGA Center for Best Practices

9:15 – 10:15 AM **Achievements and Lessons Learned Through NGA's Policy Academy on Scaling Work-Based Learning**

Magnolia Ballroom

The opening session will feature insights from David Etwiler of the Siemens Foundation, which has funded the three-year policy academy and acted as a

National Institute on Scaling Work-Based Learning

thought partner to the NGA Center, on the importance of developing state strategies to scale high-quality work-based learning opportunities. A panel of state representatives from each of the three cohorts will share their successes and lessons learned from the Policy Academy.

Speakers:

- **David Etwiler**, Chief Executive Officer, Siemens Foundation
 - **Shannon Lewis**, Director, Montana State Workforce Innovation Board
 - **Randall Brumfield**, Chief Academic Officer, Idaho State Board of Education
 - **John Russ**, Area Manager, Idaho Department of Labor
 - **Rachel DeVaughan**, Assistant Executive Director of Work-Based Learning and Special Initiatives, Mississippi Community College Board
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10:15 – 10:30 AM

Break

10:30 – 11:30 AM

Magnolia Ballroom

Preparing the Future Workforce: The Promise of Work-Based Learning

States are increasingly grappling with strategies to better prepare their workforces with the skills they will need to possess in order to thrive in an evolving economy shaped by rapidly changing technology and global forces. Presenters from Entangled Solutions will discuss what exactly these critical skills will be, how work-based learning programs are preparing the future workforce today, and how communicating the link between work-based learning and preparation for the future has advanced initiatives to scale work-based learning, such as Future Ready Iowa.

Moderator:

- **Rachael Stephens**, Senior Policy Analyst, Economic Opportunity Division, NGA Center for Best Practices

Speakers:

- **Debbie Hughes**, Senior Strategist, Entangled Solutions
 - **Beth Townsend**, Director, Iowa Workforce Development
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11:30 AM – 12:30 PM

Magnolia Ballroom

Host State Highlight: Alabama

Keynote Address:

- **Adam Thompson**, Deputy Chief of Staff for Policy, Governor Kay Ivey

Moderator:

- **Nick Moore**, Coordinator, Governor's Office of Education and Workforce Transformation

Speakers:

- **Lori Bearden**, Deputy Secretary, Alabama Department of Commerce
 - **Josh Laney**, Senior Director for Workforce Development, Alabama State Department of Education
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National Institute on Scaling Work-Based Learning

- **Jeff Lynn**, Vice Chancellor, Alabama Community College System
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12:30 – 1:30 PM

Lunch

Grand Ballroom South

1:30 – 1:45 PM

Break

1:45 – 2:45 PM

Concurrent Sessions: Setting the Vision for Work-Based Learning

Breakout Rooms

State attendees will select **one** of the below sessions to attend. It is recommended that states divide team members across relevant sessions.

Azalea A

Building the Business Case for Work-Based Learning

The session will focus on how state policy-makers can make the case that work-based learning is great strategy for meeting the talent needs of the private sector. A state expert will share their strategies for engaging the private sector and highlight ways in which their teams coordinate and collaborates on this topic. Attendees will leave with a menu of strategies and framing to consider as they return to their states.

Moderator:

- **Mike Bartlett**, Senior Policy Analyst, Economic Opportunity Division, NGA Center for Best Practices

Speakers:

- **Melissa Aguilar**, Executive Director, Kentucky Workforce Innovation Board

Azalea B

Governance Structures to Support and Scale Work-Based Learning

Strong leadership through effective governance structures is one of the key factors to the success of scaling quality work-based learning programs. During this session we will explore ways that states have coordinated work-based learning stakeholders across systems, from the development of Work-Based Learning Offices to creation and support of long-standing partnerships hosted by the Governor's Office.

Moderator:

- **Kimberly Hauge**, Senior Policy Analyst, Economic Opportunity Division, NGA Center for Best Practices

Speakers:

- **Carrie Lively**, Senior Director, The Office of Work-Based Learning and Apprenticeship, Indiana Department of Workforce Development
 - **Shannon Lewis**, Director, Montana State Workforce Innovation Board
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National Institute on Scaling Work-Based Learning

Azalea C	<p><i>Creating Partnerships for Long-Term Success</i></p> <p>What does partnership building look like when it's done well? A few key factors include clear expectations, leveraging expertise and connections, and adaptability. In this session, we'll hear from two states on how they created partnerships, one as a non-profit intermediary and the other as a Governor led initiative, to connect across industry, education, labor and other stakeholders to expand work-based learning opportunities.</p> <p>Moderator:</p> <ul style="list-style-type: none">• John Guerriero, Policy Analyst, Economic Opportunity Division, NGA Center for Best Practices <p>Speakers:</p> <ul style="list-style-type: none">• Renise Walker, Senior Consultant, Colorado Workforce Development Council• Nina Pande, Executive Director, Skills for Rhode Island's Future
2:45 – 3:00 PM	Break
3:00 – 4:00 PM Breakout Rooms	<p>Concurrent Sessions: Using Data to Support & Scale Work-Based Learning</p> <p>State attendees will select one of the below sessions to attend. It is recommended that states divide team members across relevant sessions.</p> <p><i>Introduction to Collecting Data on Work-Based Learning</i></p> <p>This session is meant for states not engaged in the WBL cohort. Attendees will be able to hear from a state WBL leader on how they approached initial data discussions. The group will then engage with state scenarios to craft the questions that participants need to answer to engage with required partners back in their states.</p> <p>Moderator:</p> <ul style="list-style-type: none">• Amanda Winters, Program Director, Economic Opportunity Division, NGA Center for Best Practices <p>Speaker:</p> <ul style="list-style-type: none">• Natalie Clark, Education Program Consultant, Kansas State Department of Education
Magnolia Ballroom	
Azalea A	<p><i>Data and Equity Goals</i></p> <p>Ensuring equitable access to work-based learning and career access is vital, and data analysis is an important part of that work. Representatives from The Education Trust will show states dashboards they have created to track equity and attainment goals, then states will have opportunity for brainstorming next steps for their own goals.</p> <p>Moderator:</p> <ul style="list-style-type: none">• Dana Westgren, Policy Analyst, Economic Opportunity Division, NGA Center for Best Practices

National Institute on Scaling Work-Based Learning

Speakers:

- **J. Oliver Schak**, Senior Policy and Research Associate, The Education Trust
- **Kayla Patrick**, P-12 Data and Research Analyst, The Education Trust
- **Jenee Myers-Twitchell**, Impact Director, Washington STEM

Azalea B

Data as a Tool for Sustainability

For a work-based learning program to be sustainable, it must be relevant in the community it serves over time and it must maintain adequate political and financial support. Presenters will share their own experiences using data to promote consistency, longevity and effectiveness of work-based learning programs. Those in attendance should leave this session with a better idea of how they can collect meaningful data and leverage it to support sustainable work-based learning programs in their state.

Moderator:

- **Madelyn Rahn**, Policy Analyst, Economic Opportunity Division, NGA Center for Best Practices

Speakers:

- **Anna Matri**, Senior Researcher, Mathematica
- **Zach Heit**, Strategic Data Manager, Nevada Governor's Office of Workforce Innovation
- **Craig Brockett**, Work-Based Learning Administrator, Clark County School District

4:00 – 4:15 PM

Break

4:15 – 5:15 PM

State Team Time: Reflections on the Concurrent Sessions

Magnolia Ballroom

Attendees will work with fellow participants from their states, using the provided worksheets to reflect on the first day of the Institute, to identify major lessons learned and questions raised, and to articulate next steps they can take when they return to their states.

5:15 – 5:30 PM

Day One Wrap-Up

Magnolia Ballroom

Speaker:

- **Rachael Stephens**, Senior Policy Analyst, Economic Opportunity Division, NGA Center for Best Practices

5:30 – 7:30 PM

Reception

Julep Point

Please join us for an evening reception featuring live music performed by a local singer. Drinks and appetizers will be served.

National Institute on Scaling Work-Based Learning

Wednesday, April 10th

7:00 AM – 12:00 PM **Registration**

Lobby

7:00 – 8:00 AM **Breakfast**

Grand Ballroom South

8:00 – 8:15 AM **Welcome and Overview of Day Two**

Magnolia Ballroom

Speaker:

- **Rachael Stephens**, Senior Policy Analyst, Economic Opportunity Division, NGA Center for Best Practices
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8:15 – 8:30 AM **Break and Travel to Concurrent Session**

8:30 – 9:30 AM **Concurrent Sessions: Innovative Work-Based Learning Program Models**

Breakout Rooms

State attendees will select **one** of the below sessions to attend. It is recommended that states divide team members across relevant sessions.

Azalea A

Mid-Career Apprenticeship Programs

This session will explore different ways states can grow registered apprenticeship programs across different sectors, from advanced manufacturing to health care. Attendees will hear from two panelists on how to connect their programs to state initiatives and workforce partners, as well as successful strategies for selling the value of registered apprenticeship to employers and candidates.

Moderator:

- **John Guerriero**, Policy Analyst, Economic Opportunity Division, NGA Center for Best Practices

Speakers:

- **Carla Whitlock**, Senior Apprenticeship Consultant, Apprenticeship Carolina
- **Amy Weinstein**, Employer Liaison, Building Futures Rhode Island

Azalea B

Work-Based Learning and the CTE System

Work-based learning is a critical component of high-quality career and technical education (CTE). These experiential learning opportunities compliment the instruction students receive in the classroom, allowing students to make connections in their field and to gain employability skills. It's critical that work-based learning and CTE are aligned with relevant standards, have buy-in from employers, and are accessible to all. In this session, participants will hear from state leaders on how they've connected with employers to define high-quality work-based learning and ensure that students across their state have access to these opportunities.

National Institute on Scaling Work-Based Learning

Moderator:

- **Mike Bartlett**, Senior Policy Analyst, Economic Opportunity Division, NGA Center for Best Practices

Speakers:

- **James Coble**, Coordinator, Career and Technical Education, West Virginia Department of Education
- **Steve Rothenberg**, Concord Regional Technical Center, New Hampshire

Azalea C

Youth Apprenticeship Programs

States have played an important role in creating and expanding high-quality youth apprenticeship initiatives by providing dedicated funding, establishing policies that support local initiatives, and creating accountability mechanisms. Moving forward, state policy will be particularly important in scaling youth apprenticeships because, while high-quality programs currently exist, only a small fraction of all high-school aged students participate in them. Session attendees will learn more about promising youth apprenticeship efforts in several states, engage in a discussion with peers, and inform resources being developed for the field by the National Governors Association Center for Best Practices.

Moderator:

- **Kimberly Hauge**, Senior Policy Analyst, Economic Opportunity Division, NGA Center for Best Practices

Speakers:

- **Jessica Englert**, Office of the Governor of North Carolina
- **Ryan Gensler**, Director, National Partnerships, CareerWise Colorado

Magnolia Ballroom

Integrating Work-Based Learning into Postsecondary Programs

This session will bring together experts to discuss work-based learning across multiple points of the postsecondary pathway: transitions, community college and universities. Speakers will explore how each sector has integrated and elevated work-based learning and will highlight strategies for states to coordinate between these separate systems.

Moderator:

- **Amanda Winters**, Program Director, Economic Opportunity Division, NGA Center for Best Practices

Speakers:

- **Nina Pande**, Executive Director, Skills for Rhode Island's Future
- **Rachel DeVaughan**, Assistant Executive Director of Work-Based Learning and Special Initiatives, Mississippi Community College Board
- **Mary Rothchild**, Senior System Director, Workforce Development, Minnesota State Colleges and Universities

9:30 – 10:00 AM

Break

National Institute on Scaling Work-Based Learning

10:00 – 11:00 AM

Aligning Federal and State Policy to Scale Work-Based Learning

Magnolia Ballroom

Work-based learning opportunities are supported through a diverse range of federal and state policies and funding streams. The local public-private partnerships that enable these opportunities have varying levels of connection to state-led initiatives; but state policymakers that are strategic in championing, incentivizing, and establishing effective accountability measures for high-quality work-based learning opportunities can play a significant role in bringing them to scale. This session highlights two state models for effectively aligning a broad spectrum of federal and state policy areas with the potential for significantly scaling work-based learning opportunities.

Moderator:

- **Geoff King**, Senior Policy Analyst, Economic Opportunity Division, NGA Center for Best Practices

Speakers:

- **Nova Gattman**, Deputy Director for External Affairs, Washington Workforce Training and Education Coordinating Board
- **Nick Moore**, Education Policy Advisor, Office of Alabama Governor Kay Ivey

11:00 – 11:45 AM

State Report-Out

Magnolia Ballroom

State participants will share lessons learned and next steps they will take toward scaling work-based learning programs in their states.

Moderator:

- **Rachael Stephens**, Senior Policy Analyst, Economic Opportunity Division, NGA Center for Best Practices

11:45 AM – 12:00 PM

Wrap-Up and Next Steps

Magnolia Ballroom

Speaker:

- **Meghan Wills**, Program Director, Economic Opportunity Division, NGA Center for Best Practices
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