

Career Pathways—Leveraging CTE to Enhance Learning for All Students

Part 1: Engaging Key Stakeholders to Lead and Inform Career Pathways

The webinar will begin shortly

Career Pathways—Leveraging CTE to Enhance Learning for All Students

Part 1: Engaging Key Stakeholders to Lead and Inform Career Pathways

Ellen Cushing, Deputy Director
July 2016

CCRS Center

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Who?

State
Department
of Education
Agencies

What?

Build SEA
capacity to
implement college
and career ready
policies

How?

Provide technical
assistance,
including targeted
and intensive
support

Why?

Career pathways
can align
academic learning
and career
readiness skills.

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Career Pathways Webinar Series

Webinar Title	Webinar Date
Engaging Key Stakeholders in the Career Pathways Design Process	Thursday, July 14, 2016, 3:00–4:00 p.m. ET
Understanding the State Context to Inform Career Pathways Design	Tuesday, July 19, 2016, 3:00–4:00 p.m. ET
Creating Coherence With Career Pathways	Monday, July 25, 2016, 4:00–5:00 p.m. ET

Today's Objectives

- Define authentic stakeholder engagement and its role in career pathways.
- Learn how Ohio has promoted stakeholder engagement.
- Share available resources to promote authentic stakeholder engagement.

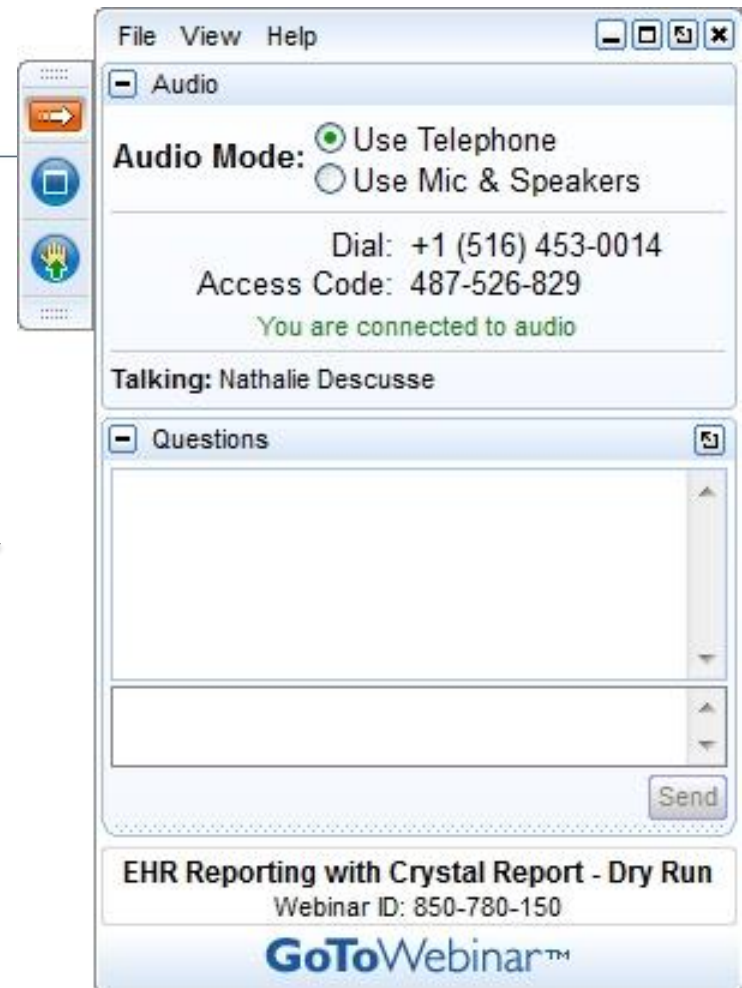
Engaging With Us

Postevent feedback survey



Recorded webinar

<http://www.ccrscenter.org/products-resources/ccrs-center-webinars-events>



Today's Presenters



Chaney Mosley, Ph.D.
Content Expert, CCRS Center



Emily Passias, Ph.D.
Director, Career and Technical Education Ohio
Department of Education



Catherine Jacques
Technical Assistance Lead, CCRS Center

Polling Question 1

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Engaging Stakeholders

Chaney Mosley, CCRS Center

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Importance of Stakeholder Engagement

- **Every Student Succeeds Act**
 - Well-rounded education, standards alignment, and funding for career pathways, guidance, preparation
- **Workforce Innovation and Opportunity Act**
 - Programs that lead to a postsecondary credential
- **Carl Perkins Act**
 - CTE program advisory boards, aligned with workforce needs and opportunities, engagement in CTE program development, and improvement planning



Importance of Stakeholder Engagement

- Successful career pathways are implemented through partnerships with stakeholders.
- Instruction that has value beyond school is informed by and requires community input.
- Enhanced governance and accountability results.
- Engagement provides external public relations and marketing for initiatives.
- Collaborative decisions lead to increased support and sustainment of programs.



Anticipated Outcomes of Stakeholder Engagement

- Shared vision
- Collective impact
- Champion of initiatives
- Connection with and leveraging of resources
- Insight and advice
- Increased accountability



Authentic Stakeholder Engagement

- Assembling the right team
- Assigning roles and responsibilities
- Engaging through outreach and communication
- Sharing beliefs and designing goals
- Ensuring relevant participation
- Doing the work together



Ohio's Approach to Stakeholder Engagement

Emily Passias, Ohio Department of Education

Stakeholder engagement

■ Guiding Questions

- Who are our stakeholders?
- How do we reach them?
- What are the right questions to ask them?
- How do we analyze their feedback?

Stakeholder engagement

- Multi-pronged approach to engaging stakeholders
 - Focus groups, interviews, survey

- Design survey to engage
 - School administrators
 - Teachers
 - Parents
 - Students
 - Community leaders/organizations
 - Business leaders

Stakeholder engagement

- **Comprehensive marketing plan**
 - Governor's office and agency support
 - Work with our networks
 - Leverage pre-existing meetings and conferences
 - Social media marketing
 - Traditional media engagement
 - Evaluate effectiveness of our efforts and adjust as necessary

Polling Question 2

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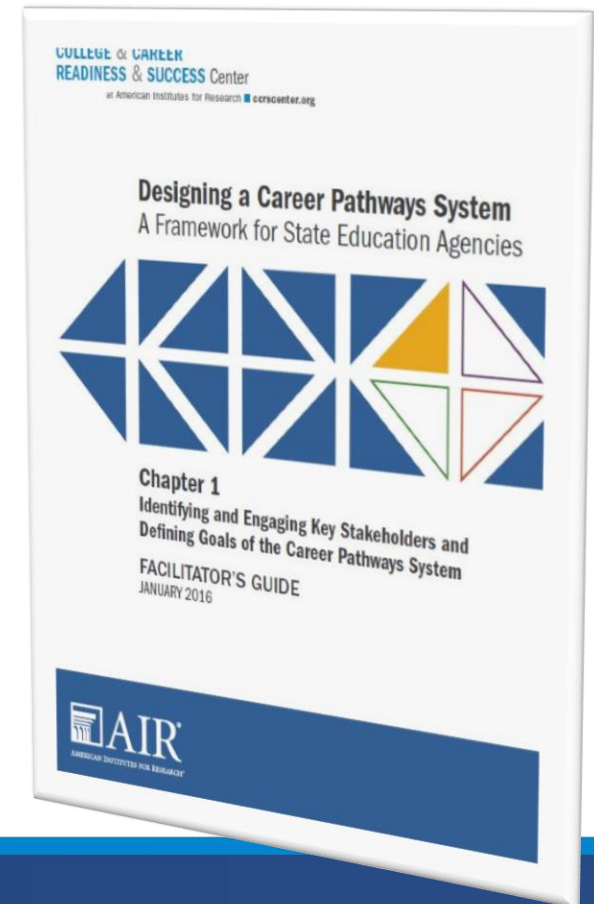
Resources for Engaging Stakeholders

Catherine Jacques, CCRS Center

Career Pathways Module: A Framework for SEAs

- Includes
 - Facilitator guide
 - Handouts and supplementary resources
 - Slide presentation
- Leads SEA through designing and implementing a career pathways system.

www.ccrscenter.org/technical-assistance-networks/career-pathways-modules



Designing a Career Pathways System: A Framework for State Education Agencies

Labor Market Gap Analysis

After identifying the key career readiness policies and programs, the facilitator will need to identify the growing industries within the state. Aligning career pathways with future labor market needs will increase the chances that students will be able to secure gainful employment. Youth who consider and pursue a career in growing business and industry sectors also create a pipeline of trained employees for these employers.



To prepare for this discussion, the facilitator identifies the growing industries and occupations and completes the **Handout 2B: Labor Market Gap Analysis Template**. When completing the template, the facilitator should have access to key information about each occupation:

- ▶ Annual job openings
- ▶ Number of qualified annual applicants
- ▶ Projected annual gap in qualified applicants
- ▶ Projected 10-year gap in qualified applicants

This information will be used with stakeholders to identify and prioritize growing industries. Facilitators can find examples of this information through federal resources such as O*NET OnLine or the Bureau of Labor Statistics, state resources such as the state workforce commission or Department of Labor, and additional resources such as One Stop Career Center or chambers of commerce.

Note: The facilitator will need to use the template table for as many industries as will be the focus of this analysis. Because this work is time intensive, the facilitator may wish to include additional staff within and outside of the facilitator's agency, such as regional comprehensive center staff or staff from other agencies, to locate the information.





If the career pathways system will include micro-economies, that is, economies with greater regional, county, or municipal significance than statewide significance, this information should be included in the mapping process.

The Career One Stop website uses federal labor data to identify each state's growing careers. This site is a good place to start when researching the information necessary to complete the table. Information on related occupation policies or programs will be preliminary as it will likely be refined once the facilitator convenes the stakeholders and discusses the information.

Data available through public sources are typically lagging. There are real-time labor market information sources that are usually available for a fee. Costs range from \$5,000 to \$10,000 for a single-user, one-year license. (Source: http://www.jttf.org/sites/default/files/publications/VendorProductReview_041712.pdf)

Group Activity: Interpreting the Data

Post your notes on the SWOT grid.

Strengths 	Weakness 
Opportunities 	Threats 

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Career Pathways Modules



1. Engaging Key Stakeholders and Defining Goals

Identify key stakeholders, define roles and responsibilities of stakeholders in designing a state career pathway system, and determine the goals of the career pathways system.



2. Mapping Policies, Programs, and Industries

Map and assess existing career readiness policies and programs, identify growing occupations in the state or region, and prioritize industries and occupations that will be the focus of the career pathways system.



3. Designing a Framework

Prioritize labor market data, understand the knowledge, skills, and competencies students should acquire for specific industries and interpret career pathways system data to develop a career pathways system framework.



4. Implementation and Continuous Improvement

Create a process for refining the career pathways system over time, by identifying outcome measures, collecting data on the measures, and analyzing the data to continuously improve and sustain the career pathways system.

Chapter 1: Identifying and Engaging Key Stakeholders and Defining Goals of the Career Pathways System

- Involvement of key stakeholders in design and planning process
- Clarifying roles and responsibilities
- Build stakeholder knowledge
- Define goals and prioritize career pathway elements

Assign Stakeholder Roles and Responsibilities

To design a career pathways system, the facilitator will need to secure a number of resources, both human and financial. Participating stakeholders need the knowledge, skills, and experience to build, scale, and sustain a career pathways system as well as a vested interest. After identifying which agencies, organizations, and stakeholders the facilitator wants to invite to participate, the facilitator should think about what role each stakeholder will play and when in the development process those stakeholders will be most engaged. Some stakeholders may play a critical role at the beginning of the initiative, such as the initial design of the system, while other stakeholders may play a critical role later, such as the development of implementation resources. Exhibit 1 and Table 3 identify key roles that stakeholders need to play for the initiative to be successful.

Exhibit 1. Key Stakeholder Roles



Table 3. Key Roles for Stakeholders

Role	Responsibilities	Number or Type of Stakeholders
Champion	<ul style="list-style-type: none">Advocate for a statewide career pathways system to their network.Leverage position, connections, or relationships to build buy-in for the initiative.Share information with broader stakeholders.Represent stakeholders at all levels, such as teachers, program administrators and policy advisors.	Everyone should be a champion in some capacity, as everyone has a responsibility to advocate for the initiative. However, there should be key individuals who have influence and visibility to secure resources and political will to move the career pathways work forward. It is understood that these champions may not have time to do all of the career pathways work, so champions may designate staff to complete the work.
Connector	<ul style="list-style-type: none">Make connections between people and initiatives.Leverage and identify resources.Share information with stakeholders.	There should be a few key people involved who can make connections with other work or resources across the state.

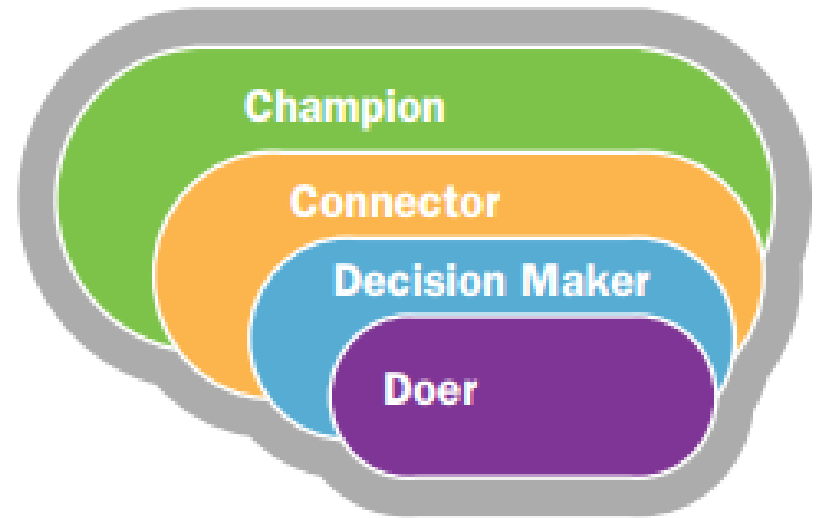


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Chapter 1: Engaging Stakeholders and Defining Goals

- Handout 1A: Identifying Stakeholders
- Part 1: Who would you want to be involved in career pathways work?



Chapter 1: Engaging Stakeholders and Defining Goals

- Handout 1A: Identifying Stakeholders
- Part 2: What role are stakeholders best suited to take on to move the career pathways work forward?

Stage of the Process	Responsibilities
Process and Logistics	<ul style="list-style-type: none">■ Lead the coordination and collaboration across state agencies and stakeholders.■ Identify a common vision, mission, and goals.■ Develop a budget and secure human and fiscal resources for the initiative.■ Facilitate meetings and document the discussion.■ Assign tasks to be carried out during the initiative and track progress and results.■ Gather information, analyze, summarize, and report to stakeholders.■ Communicate with stakeholders, the public, and media during the various stages of the initiative.

Chapter 1: Engaging Stakeholders and Defining Goals

- Handout 1B: Career Pathways 101
- Handout 1C: Existing Definitions of a Career Pathways System

Priority Element	Tally of Importance
Continuum of workplace learning opportunities	XXXX
Nonduplicative assessments	XXXXXX
Multiple entry and exit points	XX
Align policies and programs	XXXXXX

Additional Stakeholder Engagement Resources

- **GTL Stakeholder Engagement Guide**
(http://www.gtlcenter.org/sites/default/files/GTL_Moving_Toward_Equity.pdf)
 - Formats for convenings
 - Communication tactics

- **CCSSO Stakeholder Engagement Guide**
(<http://www.ccsso.org/Documents/2016/ESSA/CCSSO%20Stakeholder%20Engagement%20Guide%20FINAL.pdf>):
 - Best practices
 - Guiding questions

Additional Stakeholder Engagement Resources

- RSN Engaging Educators Guidance

(<https://www2.ed.gov/about/inits/ed/implementation-support-unit/tech-assist/engaging-educators.pdf>)

- Outlines roles for stakeholders as they become more involved in the process

- IDEA Leading by Convening

(<http://www.ideapartnership.org/building-connections/the-partnership-way.html>)

- Tips and reflection on how to interact with stakeholders and build engagement
- Developed entirely by stakeholders

Questions

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Webinar 2: Understanding the State Context to Inform Career Pathway Design

Tuesday, July 19, 2016, 3:00–4:00 p.m. ET

Website: www.ccrscenter.org

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Feedback Survey

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