Workforce Development Vision Presentation

September 20, 2022

Workforce Development Planning Team Members

Team Members	Function	Institution
Patricia Moulton	Team Lead	VSCS
Francesca Catalano (Former Member, left the VSCS)	Dean of the Colleges of Health and Sciences- Vacant	CU
Melissa DeBlois	Director of Prior Learning Assessment	CCV
Jessica Duncan	Director of Experiential Learning and Workplace Readiness	CU
Doug Eastman	Director of Information Systems	OC
Vin Favoroso (Former Member, left the VSCS)	Coordinator of Campus Engagement and Workforce Development -Vacant	NVU
Maureen Hebert (Former Member, left the VSCS)	Associate Dean of Continuing Education and Workforce Development-Vacant	VTC
Katherine Levasseur	Director of External and Governmental Affairs	OC
Ann Nygard	Director - Center of Professional Studies	NVU
Rick Reardon	Director – Castleton Center for Schools	CU
Mike Stevens	Manager of Transformation Projects and Planning	OC
Tiffany Walker	Associate Dean of Workforce Education	CCV
Carrie Wright	Business and Project Manager Office of Continuing Education and Workforce Development	VTC

Program / Activity	Purpose	Institution
Castleton Center for Schools	Supporting the work of Vermont's public schools by providing workshops, institutes, seminars, symposiums, and graduate coursework for teachers, support staff, school and district administrators, and community members.	CU
NVU Center for Professional Studies	Making educational and professional opportunities accessible through Do North Coworking, Forest Product Accelerator, The Testing Center, and Professional Life-Long Learning online, in the classroom, and in the field.	NVU
Career and Technical Teacher Education Program	Professional certification program for new CTE instructors	VTC
Vermont Cooperative for Practice Improvement	A statewide cooperative in which member organizations engage in sustainable practice improvement and workforce development in the Vermont system of mental health and substance use care.	NVU
Learning and Working Communities	A program model where NVU degree programs integrate academic objectives with career-oriented learning, requiring students to engage in hands-on experiences through internships and cooperative learning through area businesses and on-campus jobs.	NVU
Incubator without Walls	A program providing technical assistance to area businesses in industry clusters with the greatest capacity in creating high paying jobs by engaging students in a consulting function to assess needs, define optimal business performance steps, and assist to implement solution to help grow business to the next level.	NVU
Prior Learning Assessment	Credit awards in a variety of formats for learning outside of a college classroom	CCV
Apprenticeship	"learn and earn" opportunities in the trades, manufacturing, professional development	VTC/CCV
Northern Lights	Professional Development including training and career advising for early childhood and afterschool professionals in Vermont	CCV

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Program / Activity	Purpose	Institution
Experiential Learning	Scaffolded opportunities outside of the classroom which give learners real world experience in a non-academic setting: Apprenticeship, internship, civic-engagement, undergraduate research, field experience, practicum, clinical, student teaching, study abroad, service learning, community service,	CCV/CU/VTC/NVU
External and Grant Funding	Federal, State, Philanthropic opportunities	CCV/CU/VTC/NVU
VT Manufacturing Extension Center	Provides technical assistance, education and training to manufacturers in Vermont in areas such as Industry 4.0	VTC
VT Small Business Development Center	Provides technical assistance to small business of all types	VTC
Memberships and Partnerships	Partner organization development and maintenance : Chamber of Commerce, board of directors, advisory committees, legislative liaison	CCV/CU/VTC/NVU
Customized training for employers	Training for incumbent workers and new hires in almost any sector, multiple employers	VTC/CCV/NVU/CU
Standardized short courses (Ag and other)	A standard set of repeated courses based on demand and market	VTC/CCV/NVU
Workforce 1.0 - 3.0	Free tuition program at VSCS schools to Vermonters impacted by Covid-19	VSCS
Advanced Manufacturing Center	Advanced manufacturing technology education, training, prototyping and small batch manufacturing.	VTC

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What is workforce development?

Evolving Definition of Workforce Training & Education

- All courses & programs support career preparation

- Programs which lead to specific careers, licenses, jobs

- VSC Workforce Development categories
  A. Non- Degree: Professional Development (trainings, certificates, credentials, licenses, post Baccalaureate continuing education units). Many may award credit
  B. Degree Education (Associate, Baccalaureate, Graduate)

- **Definition of Workforce Development**

The Vermont State College Workforce Transformation Team defines workforce development as the strategic approach of developing education and training programs to meet the needs of existing and emerging businesses and organizations.

We engage a complex ecosystem of public and private sector policies, and programs to provide individuals with the opportunity for a sustainable livelihood. Workforce development helps businesses and organizations create a highly educated workforce. The education component of workforce development includes credit and non-credit bearing offerings in an array of forms including industry credentials, certificates, credit for prior learning, apprenticeship, professional development, internships, and experiential learning. As a result, Vermont gains economic sustainability and prospers in an increasingly competitive global environment.

- **Continuing Education**

The Vermont State College Workforce Transformation Team defines continuing education as short-term credit or non-credit learning undertaken by individuals for either professional development or self- improvement.

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VSC Workforce Development 2028 Vision

Qualitative Dimensions

- Collaborative, Integrated & non-competitive

- Focus on creditized or creditable trainings

- **AND**, leveraging non-credit as bridge to credit

- Based on a continuum of stackable components: micro credentials to graduate degrees

- Integrated data collection

- Structured as the "one stop shop" with the Executive Director of Workforce Development serving as the lead for creating/bringing new opportunities, projects and grants to be executed by VTSU & CCV

2028 Quantitative Dimensions (5 years hence)

Workforce Development Office: DRAFT

- Outreach to 5 new employment sectors (i.e. mental health, hospitality, finance, government, transportation)
- Establish 50 new funded employee workforce development contracts with businesses
- Establish 25 new workforce development partnerships with professional industry or business organizations
- Generate $40 million in federal and state grant funding for workforce development programs

VTSU

- Embed industry-relevant micro-credentials into all degree programs: 100% of VTSU students will start earning at least one industry relevant micro-credential by 2028
- Embed experiential learning/professional development opportunities in all degree programs: 100% of VTSU students will start engaging in at least one significant experiential learning/professional development activity before graduation (e.g. paid or unpaid internships)
- Establish 5 new faculty professional development programs in workforce, community and economic development
- Add 5 new workforce-related degree programs (e.g. Dental Therapy, Restorative Justice, Masters in Social Work)
- Add 10 new industry-relevant certificate programs

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2028 Quantitative Dimensions contd.

VtSU Contd.

- Add 10 new industry-relevant certificate programs

- Add 4 new registered apprenticeship programs

- Increase the number of businesses served through workforce development partnerships (credit or non-credit) by 100%

- Increase in the number of organizations served through workforce development partnerships (credit or non-credit) by 200%

- Address shortages of workers in critical need professions (e.g. nurses, teachers) by increasing the number of graduates by 50%

CCV:

- Increase number of Registered Apprenticeship and Pre-Apprenticeship Programs by 100%. (from 4-8)

- Increase in the number of Employer-Based Programs, including 12 new opportunities with either existing or new employers in high demand sectors.

- Develop a process to track special populations in workforce programs and increase the number of participants from special populations in workforce programs, including BIPOC participants and people with disabilities.

- Increase occupational credential offerings by imbedding industry recognized credentials into existing programs and courses, along with offering 8 new industry recognized credentials through non-credit and credit bearing workforce offerings.

Current Status of VSC Workforce Development
For each institution

Castleton University Center for Schools and Office of Experiential Learning and Workforce Readiness

The Journey from Pre-Professional to Professional

Office of Experiential Learning:
Supports workforce development as a student centric approach to supporting learners to engage with relevant coursework and experiences that support individual career development, and ready learners to be active participants in the workforce in their chosen fields.

Castleton Center for Schools:
Supports workforce development using an organizational centric approach, offering professional development that provides current and potential educators with the skills to work collaboratively in schools and share content knowledge using effective instructional practices

Courses:

Rigorous and relevant courses in offered through CCS in core content areas and in critical content areas such as proficiency-based learning, trauma informed practices, building classroom culture, career development, equity, self-care, tech integration, outdoor education, etc. Key workforce programs on main campus include nursing, education, sports management, marketing and communications, business, Computer Information Systems, Social Work, Archaeology, Geography, & Applied anthropology, wildlife and forestry conservation.

Highlights:

• 6 years facilitating and growing the Castleton Early Childhood Educator's Institute

• State agency partners VPA, VSA, VTCLA, VCSEA, VTAOE, VTNEA; 487 districts/schools

• 53 partnerships (CFS); Shelburne Farms and Museum, Stern Center, Flow of History, VAEYC, Community Engagement Lab, Institute for Social Ecology, Fairbanks Museum

• 528+ partner organizations (OELWR) engage with Castleton University by offering clinical opportunities, field experiences, internships, service-learning, civic engagement and volunteering.

• 176 students engaged with internships in the 21-22 year

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Cost per Participant and Revenue: Castleton Center for Schools

Expenses $173,788

Cost per Participant $96.28

*Expenses/1805 participants

Revenue- Tuition/registration money collected for all services

Gross Revenue $1,008,373

Expenses $173,788

Net Revenue $834,585

Annual Revenue Comparison Castleton Center for Schools

2014	2015	2016	2017	2018	2019	2020*	2021	2022
$380,502	$426,520	$591,223	$689,315	$698,739	$789,370	$782,675 1% COVID drop	$834,585	TBD

Tuition for Full-Time Undergraduates on Main Campus

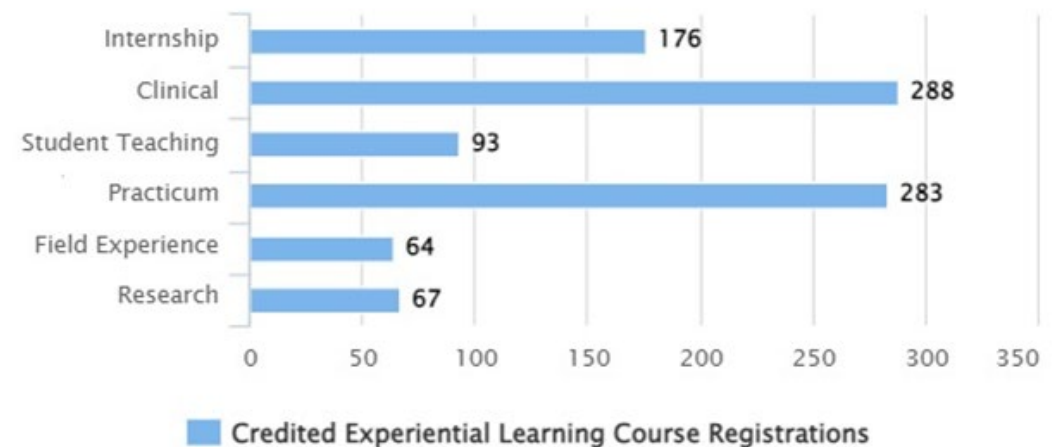| Vermont Resident:	$11,832 (per year)	$5,916 (per semester)	$493 (per credit)
Non-resident:	$28,800 (per year)	$14,400 (per semester)	$1,200 (per credit)

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Castleton Center for Schools (2021) 1805 participants addressed licensure requirements, contributed courses to Master's degree programs, and/or moved along their district's salary schedule.

Castleton University (2021-2022) Just under 2000 learners engaged in coursework at Castleton University though our undergraduate and graduate programs. CU offers 13 certificate programs and 75 undergraduate majors, and 10 graduate programs. 800+ students engaged with experiential learning opportunities in AY 21-22.

Degree/Program Completions 21-22	2021-2022
Bachelor Degrees Awarded (75 programs offered)	349
Associate Degrees Awarded	11
College Level Certificates Awarded (13 certificates offered UG/G)	36
Master Degrees Awarded (10 programs offered)	77

2021-2022 Experiential Learning at Castleton University

	Credited Experiential Learning Course Registrations
Internship	176
Clinical	288
Student Teaching	93
Practicum	283
Field Experience	64
Research	67

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Workforce Development
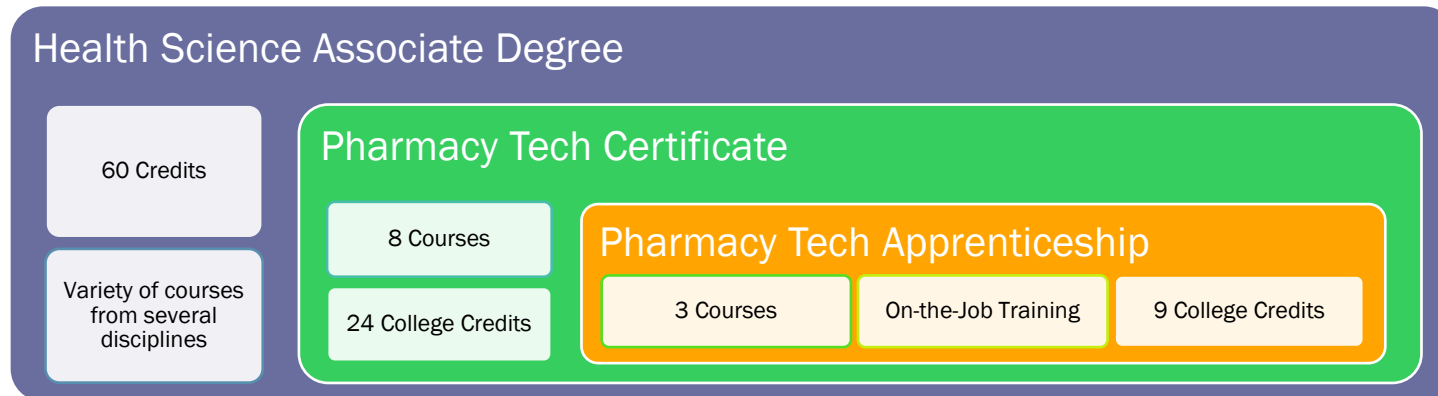
Community College of Vermont

The Community College of Vermont defines workforce development as an interwoven group of apprenticeships, trainings, certificates, industry recognized credentials and degree programs that are nested and stackable along a career pathway.

Successes

- Development of public/private partnerships such as **Registered Pre-Apprenticeship in Nursing** at **Central Vermont Medical Center.** 20 participants have successfully completed with the third cohort of this program beginning this fall.
- Offering Related Instruction for **Registered Apprenticeship** through s**ynchronous online learning** including **Orvis, Darn Tough Vermont, MMIC Medical Systems**, and **Lane Press**.
- **Northern Lights at CCV** is the hub of the professional development system for the early childhood and afterschool workforce in Vermont. Northern Lights offers trainings, career advising, and registry management for approximately 9,000 individuals currently working in early childhood and afterschool settings in Vermont.
- **Prior Learning Assessment** awarded over 5,000 credits to 240 portfolio students since 2019, representing $1.4 million in tuition savings, in addition to nearly 150 students served by individual course challenges.
- **Nested, stackable, credit-bearing workforce programs** such as our Pharmacy Technician Apprenticeship:

Health Science Associate Degree

60 Credits

Variety of courses from several disciplines

Pharmacy Tech Certificate

8 Courses

24 College Credits

Pharmacy Tech Apprenticeship

3 Courses | On-the-Job Training | 9 College Credits

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Outcomes

Program	AY22	AY20-22
Industry Recognized Credentials and Trainings Examples Include: Northern Lights	1,567	3,676
Registered Pre-Apprenticeship & Apprenticeship Examples include Medical Assisting and Production Technician	121	137
Prior Learning Assessment	71	240
College Level Certificates Awarded Examples Include: Medical Billing and Coding, Web Development	562	1,555
Associate Degrees Awarded Examples Include: Early Childhood Education, Information Technology	402	1,251

Cost and Revenue

- 80% of CCV students in any given semester are working
- CCV serves the workforce through all our programs, from IRCs, trainings, workshops, to certificates and degree programs.
- CCV budgets for a class size average of 13 across the College.
- 50% of our revenue goes to direct costs, including faculty.
- CCV's in-state tuition price for AY 22-23 is $280/credit with a $100 administrative fee per semester.

Workforce Development

Northern Vermont University

Implementing workforce development education through its Learning and Working Communities approach, an interwoven system of undergraduate and graduate degree programs, free-standing and embedded professional credentials, and hands-on experiential learning so to prepare a wider range of students for today's jobs and those on the horizon.

Successes

- **Learning and Working Communities:** $3M private donation awarded to institutionalize a career-readiness approach to prepare students with relevant the skills benefiting area businesses.

- **Center for Professional Studies:**

  Do North Coworking: Launched in November 2018 to provide professional space for business development, accessible continuing education, and connecting students with the community.

  Forestry Accelerator and Workforce Development: Launched first of its kind Forestry Accelerator in North America and develop relevant workforce.

  Embedded Credentials in NVU Degree Programs: Visual Arts (*Adobe Professional-Illustrator, InDesign, Photoshop, After Effects),* Outdoor Education and Leadership (*Wilderness Outdoor First Aid, AIARE, Single Pitch, White Water),* Business Administration (*Microsoft Office Specialist-Excel; Intuit QuickBooks), Music- Business Industry (Protocols)*

  The Testing Center at NVU: The only public testing center in Vt enables NVU students and the public to test for over 500 unique industry-recognized credentials.

- **Pre-Nursing Program and Clinical Nursing Education Center** in partnership with VTC

- **Vermont Cooperative for Practice Improvement (VCPI):** a statewide membership cooperative providing mental health and substance abuse provider education.

Outcomes FY 22

- Learning and Working Communities: 112 funded internship awards; Formal partnerships with businesses

- Do North Coworking- 244 members and day pass visitors in FY 22;

- Forestry Accelerator and Workforce: Grant execution initiated.
  - Forestry Accelerator Space renovation underway with launch Oct 1; Sustainable Trail Building One Year Certificate launches Oct 6; Cohort of 15 participants started in Aug 2022;

- CPS Classes and Embedded Credentials: 161 participants

- The Testing Center: 325 testers in FY 22

- VCPI: Serving over 1600 community members.

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Cost and Revenue FY 22

- How does CPS/ VCPI determine class pricing?
  - Expenses (Instructor costs, Equipment, Licensing, and Material Costs)
  - Competitive Analysis
  - Market entry strategy goals
- How does NVU determine net workforce revenue?
  - (Earned income from CPS and VCPI programs and embedded credential + Grants+ Sponsorships/Gifts)- Programmatic Expenses= Net Revenue

FY2022	
CPS	Earned Income
Classes and Embedded Credentials	$ 86,401.00
Do North Coworking & Accelerator	$ 39,360.21
Testing Center	$ 22,500.00
VCPI	$ 19,000.00
TOTAL	$ 167,261.21
FY 2022- Grant Revenue	FY2022 Contribution
VCPI	$ 359,000.00
NBRC 2018 Coworking	$ 54,416.25
EDA 2018 Coworking	$ 72,355.00
NBRC Forest Workforce	$ 328,750.63
VT Community Foundation	$ 50,000.00
Sponsors	$ 46,500.00
TOTAL	$ 911,021.88
GRAND TOTAL	$ 1,078,283.09

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Workforce Development

Vermont Technical College

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CONTINUING EDUCATION & WORKFORCE DEVELOPMENT

The Office of Continuing Education & Workforce Development's (CEWD) mission is to provide accessible, career-focused education for life-long success.

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Successes *(multi-year highlights)*

- Career & Technical Teacher Education Program
- NOFA New England
- Strengthening Working Families Initiative (SWFI)
- Corporate programming (credit) Nolato/GW, GlobalFoundries, GS Precision, GE
- Grants: Apprenticeship Expansion, Electrical & Plumbing, SWFI, LPN, Broadband/Fiber, Aviation Airframe, Vacuum Technology. Apprenticeship Expansion, VCAP, Workforce 1.0-3.0, NBRC
- Summer session
- NSTI camps
- Corporate programming (non-credit): National Molding/Dynaplas, Fujifilm Dimatix, Chittenden Solid Waste, Homeland Security
- Ed2go for WBL: training opportunities for high school students (work-based learning) during pandemic
- LNA training (Brattleboro and White River Jct) during pandemic

Outcomes *(multi-year highlights)*

- 41 GE Apprentice completers (2019-2022)
  24 Capstone projects, over 3 years, with an estimated $3,320,000 savings for GE
  7 pursuing AAS.GET, BS.MET, BS.BUS

- 130 Electrical & Plumbing Apprenticeship Completers (2022)
  36 obtained journeymen license (as of 9/10/22)
  642 final enrollment (April 2022); 5% increase from 2021

- 9 Career & Tech Teacher Completers (2022)
  63 students currently enrolled in various stages of the four-year program
  Largest incoming cohort (23FY)

- 658 SWFI Participants served (400 participant target)
  310 received a degree or other credential (275 degree/credential target)
  80 unemployed obtained employment after completion (100 employment target)

- 102 Apprenticeship Expansion participants served (2019-2022)
  31 currently enrolled (23FY)

  *2193 learners served (22FY) - does not include summer session or camps, etc.

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Cost and Revenue

- How does CEWD determine pricing?
  - Expenses (staff pay excluded)
  - What are other providers charging?
- How does CEWD determine net revenue?
  - The amount of money brought in minus any expenses incurred
    - Grants and Indirect excluded

FY22 gross revenue = $901,466.66

CRF Funds/Workforce 3.0 2022

- In this third round of CRF funding to date, 1,006 Vermonters have received funding to participate in 1,522 courses and workshops across the Vermont State Colleges.

- $450,000 in funds have been awarded to participants to help pay for expenses that have been a barrier to success, such as transportation, gas, childcare, textbooks, and access to technology.

- 70% of previous CRF funded participants said cost was a barrier that prevented them from attending in the past.

- 80% said the courses and workshops were extremely helpful in contributing to their success.

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CURRENT challenges to the future VSC 2028 Workforce Vision

- Varying Organizational cultures and processes
- Resistance to providing credits for some trainings
- Credit approval processes are not timely
- Variations in software type, access, and usage by institutions
- Lack of market data
- Lack of consistent systems in data reporting & collection processes
- Brand barriers, market perception of VSC
- Competition and pricing challenges
- Resource limitations for both staff and personnel
- Faculty and Staff development needs
- Varying awareness and understanding of importance and nature of Workforce Development

Design Principles

- Communication, employer outreach/engagement and customer development
- Identify gaps the VSC is well suited to address
- Workforce development activities are integrated in the VtSU and CCV core systems and business functions
- Systems needed to support and track non-matriculated students
- Heighten the profile of all Workforce offerings for the betterment of the students, the Vermont State College Systems and our regional employers
- Establish a prominent office to coordinate all Workforce needs and measure outcomes
- Need a strong office of sponsored programs to assist

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Design principles contd.

- Enhance the growth opportunities by leveraging state, federal, philanthropic and business partner resources
- Need a "no wrong door" attitude across the system for new students and partners
- Organized as a sales/opportunity funnel
- Assure timely approval of workforce opportunities for credit and non-credit
- Dedicated to continuous improvement

VSC Workforce Development 2028 Vision Next Steps

- Check in with the Leadership and BOT: TODAY!

- Begin Design Phase

- Develop benchmarking data

- Defining data system needs

- Agreement on performance data reporting and frequency: TODAY!

Performance reporting*:

- Quarterly:

  Outreach:

  Organizations visited

  With sector, training type, # of participants, potential revenue, estimated costs, estimated net revenues, expected contract date

  Contracts/opportunities pending: Same data

  Contracts/initiatives executed: Same data

  Contracts/initiatives completed: Same data

  *pending supportive data and collection systems being in place

Performance reporting contd.*

- **Annually**:
  - Totals of all the above
  - Participants: Credit and non-credit
  - Revenues: Credit and non-credit
  - Expenses: Credit and non-credit
  - Net Revenues: Credit and non-credit
  - Completion: Certificates, Licensure, other
  - Pathways: Matriculated to VSC, Transfer to non VSC
  - Student demographics: underserved, minority, Veteran, other

* pending supportive data and collection systems being in place

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THANK YOU!

- ## Board Feedback and Q&A

Is the data we intend to report what you wish to see quarterly and annually?

Are we on the right track with our vision which informs design?

Looking for affirmation from the BOT!

Pat Moulton, Executive Director of Workforce for the VSCS

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