



## From the Director ...

Dear Friends and Colleagues,

Welcome to Vol. 28, No. 6, of *Connections*, the newsletter of the National Career Pathways Network.

Thanks to all who made the conference in Louisville a success! In this issue we provide highlights of the keynotes by **Josh Davies**, CEO of the Center for Workforce Ethic Development in Denver, Colorado, and by **Bryan Albrecht**, President of Gateway Technical College in Kenosha, Wisconsin. Both presentations aligned perfectly with the conference theme—*Career Pathways: Creating Connections, Building Futures*.

A particular highlight of this year's conference was a special session hosted by **Toyota** and **KY FAME**. Those entities have jointly created an unprecedented preK-through-master's pathway in which students acquire STEM skills from a very early age. The featured speaker was **Susan Elkington**, president of Toyota Motor Manufacturing, Kentucky, Inc. (TMMK), Toyota's largest production facility worldwide.

The article by **Monica Groves** describes a \$1 million competition that challenges communities and organizations across the country to encourage adults to download and use apps designed to improve adult literacy. If you're interested, act now. The application deadline is December 21.

**Matthew Fieldman** of MAGNET: The Manufacturing Advocacy and Growth Network describes the Early College, Early Career (ECEC) program, which "adapts the best aspects of European-style manufacturing apprenticeships to the Ohio educational system."

As we look back on 2018, we note many positive developments, including reauthorization of Perkins—an event of great importance to those of us involved in CTE.

Thanks for all you do to promote the educational and career success of our nation's youth and adults. Best wishes for success in the coming year.

Claudia Maness, Director, NCPN ♦



## NCPN 2018 Opening Session

The 2018 opening session began with performances of "My Old Kentucky Home" and the National Anthem by Churchill Downs bugler **Steve Buttleman**. Thanks to **Seneca High School MCJROTC** for providing the color guard, under the direction of **Sergeant Major David Compton**.

Outgoing NCPN director **Debbie Mills** greeted attendees, along with **Reecie Stagnolia**, who spoke of his state's workforce development initiatives. Stagnolia is Vice President for Adult Education at the Kentucky Council on Postsecondary Education and Chair of the National Association State Directors of Adult Education.

## Kentucky Governor Matt Bevin Challenges and Inspires



**Kentucky Governor Matt Bevin** welcomed attendees and spoke of his desire to make his state a manufacturing powerhouse. The U.S. does not have enough people who are "career ready," he said, using a term that has changed in recent years. Of the 11.6 million jobs created after the economic dip of a decade ago, 11.5 million require some form of postsecondary education, be it a

degree, a certification, technical training, or other forms of education. The bottom line, he said, is that educators must provide diverse pathways that match the diversity of the U.S. population. That will require many kinds of on-ramps.

"What makes a vision come to reality?" Governor Bevin asked his listeners. Everyone has a dream, even going back to childhood. "The capacity of the human mind to dream and accomplish things is extraordinary," he said. "But what's the difference between a dreamer and someone who accomplishes their vision? Action. That's it. What dreams do we have, and what actions will we put with them to make our visions come true?"

Educators in the twenty-first century face tremendous opportunity, Governor Bevin said. Quoting Thomas Edison, he noted that most people miss opportunity because it shows up in overalls and looks like hard work.

We were wrong to tell students to work smarter, not harder, he said. We are bearing the fruit of that mistake and must endeavor to change perceptions—among students and their families, educators, and communities.

The American Dream is alive and well, Governor Bevin reminded his listeners. Our job is to prepare students to pursue it.

Governor Bevin left his listeners with a quotation that has been attributed to Abe Lincoln: "Good things may come to those who wait but only the things left behind by those who hustle."



See "Opening Session," page 2.

## Toyota FAME Pathway Fills the Skills Gap

Session Features Unprecedented PreK–Master’s Pathway

A special highlight of the 2018 NCPN conference in Louisville was a session sponsored by **Toyota** and **KY FAME**.

Speakers included **Susan Elkington** of Toyota, **Rex Bolinger** of Project Lead The Way, **JennyLynn Hatter** of Harrison County (KY) Schools, and **Gardner Carrick** of the Manufacturing Institute.



Elkington began her career with Toyota in 1998 in Princeton, Indiana, as an assembly engineering specialist. Today, as president of Toyota Motor Manufacturing, Kentucky, Inc. (TMMK), she oversees Toyota’s largest production facility worldwide.

The premise of Elkington’s remarks was that, over the next decade, more than two million manufacturing jobs are in jeopardy of going unfilled because of a lack of skilled candidates. To help remedy that situation, Toyota has joined forces with Project Lead The Way, KY FAME, Bluegrass Community and Technical College (BCTC), and Northwood University.

The Toyota KY FAME collaborative gives students a direct pathway from secondary to postsecondary education with little or no student debt. The program is also designed to engage more female and minority students in STEM subjects.

The initiative strives to discredit the stereotype that women don’t want to pursue, or can’t succeed in, technical careers. While half of today’s college-educated workforce is female, less than a third hold STEM jobs. Only about seven percent of all mechanical engineers are women. (Both of the women on the panel said they knew first-hand that biases against women in technical fields are real and tend to discourage female students who have the skills to thrive in technical fields.)

STEM classes and career pathways have been around for a while. What’s new about the Toyota KY FAME program is that it begins at the pre-K level. Students acquire STEM skills from a young age, each grade building on the skills learned in the grades below.

After high school graduation, participating students can attend the Advanced Manufacturing Technician (AMT) program at BCTC, pursuing any of three options:

1. Become skilled technicians;
2. Pursue bachelor’s degrees in advanced manufacturing business at Northwood University (with the possibility of going on to master’s degrees in manufacturing);
3. Enroll in the Advanced Manufacturing Engineering program (which leads to bachelor’s degrees).

Students in the AMT program work two days a week at area manufacturers and attend classes three days. Students can graduate with little or no student loan debt. Students who earn associate degrees can obtain jobs with salaries as high as \$75,000. FAME’s job placement rate is around 90 percent. The bachelor’s and master’s programs offer night and online classes to accommodate students who work full-time.

For more information, visit <http://fame-usa.com/>. ◆

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## Josh Davies: Closing the Work Ethic Gap



Keynote speaker **Josh Davies**, CEO of The Center for Work Ethic Development in Denver, delivered a presentation titled *Work Ethic: The Building Blocks for the 21st Century Workforce*.

Davies pointed out that work ethic has long been the number one priority of employers in hiring decisions.

Over the last four years, Davies’s organization has conducted surveys in which employers are asked this simple question: “When you’re hiring a new employee, regardless of level, what’s the most important skill, characteristic, or ability you’re looking for?” From a list of twenty choices, employers consistently choose work ethic as number 1 (highest priority) and education as number 20 (lowest priority). This points to a disconnect between education, particularly in universities, and the realities of work.

Things are happening quickly, Davies said. It is estimated that 80 percent of the jobs that will exist in the year 2030—only twelve years from now—haven’t been invented yet, and many of today’s jobs will have disappeared.

How do we prepare people for jobs that don’t exist yet? One of Davies’s slides listed “Top Ten Skills for the Future.” That list, which included items such as communication (written and verbal), problem solving, and gathering information, was headed by “Work ethic, including self-motivation and time management.”

Though everyone seems to recognize the importance of work ethic, we are in a work ethic deficiency, Davies said: high demand, low supply. According to one survey, less than half of the millennial generation agrees with this statement: “What is worth doing is worth doing perfectly.” (The same survey showed that approximately three fourths of the “older boomer” generation agreed with the statement.)

Work ethic consists of what Davies calls “the 7 A’s”—*Attitude, Attendance, Appearance, Ambition, Acceptance, Appreciation, and Accountability*. To perform well in the workplace, employees should “Bring Their ‘A’ Game” every day.

Can work ethic be taught? Yes, but not by telling people what not to do. We can’t teach people using penalties, Davies said. We have to show them WIIFM—*what’s in it for me*. Behaviors change when people see what’s in it for them.

The rate of youth employment, whether full- or part-time, has been dropping for the past several decades, Davies said. The reason relatively few young people today work is that many don’t want to and don’t have to. This means that many young people miss the experience of learning work ethic on the job.

How do we close the work ethic gap? The first step, Davies said, is to *create awareness*. Most people misunderstand their own work ethic and need to be reminded that work ethic can be improved. Creating awareness is the first step because otherwise no one thinks they have a problem.

See [www.workethic.org](http://www.workethic.org) for additional resources. ◆

## NCPN 2018 Closing Session Features Bryan Albrecht

*Pathways and Prosperity: Student and Community Success*

The closing session and award luncheon of the 2018 NCPN conference on Friday, October 12, included presentations and an inspiring keynote by **Bryan Albrecht**, President of Gateway Technical College in Kenosha, Wisconsin.

**Hope Cotner**, the new President of NCPN's parent organization, the Center for Occupational Research and Development (CORD), extended a bittersweet farewell to **Debbie Mills** in honor of her retirement. Mills is a long-time visionary leader in CTE, Tech Prep, and Career Pathways, and NCPN's director for the last five years. In addition to many other accomplishments, she is the author of NCPN's popular Career Pathways Leadership Certification Workshop, through which she has trained thousands of Career Pathways practitioners. Echoing the conference theme, *Career Pathways: Creating Connections, Building Futures*, Mills noted that her work with NCPN has enabled her to make many meaningful connections.

**Jeraline Johnson**, chair of NCPN's Leadership Development Committee, congratulated graduates of the NCPN Leadership Development Academy, a yearlong professional development program that focuses on the Department of Education's 10 Component Framework for Programs of Study, WIOA legislation, the Department of Labor's Six Key Elements for Career Pathways, and the core principles of the CTE Blueprint: advanced systems, determining vantage points, leadership roles, and innovation.

**Claudia Maness**, NCPN's incoming director, recognized this year's winner and honorable mention recipients of the Career Pathways Excellence Award. (*Winner*: Florida Pathways to Apprenticeship. *Honorable mention*: Reseda Charter High School Police Academy Magnet and Port Houston Partners in Maritime Education)

Keynote speaker **Bryan Albrecht** has been a driving force in making Gateway Technical College a national leader in the development of innovative learning strategies, model business and industry partnerships, and community engagement. Albrecht serves on the boards of the American Technical Education Association, the National Manufacturing Institute, the Center for Occupational Research and Development, the National Coalition

of Certification Centers, and the Wisconsin State Workforce Board, among others. He has testified before the U.S. Congress on workforce issues and has been an invited speaker at the White House.



Albrecht compared life's journey to a book in the making. Everyone's life consists of multiple chapters, he noted. Educators are tasked with helping their students transition to the next chapters after graduation.

That journey, Albrecht said, is like climbing a tree. The branches (the steps in the pathway) are not always in an obvious, sequential order. We all encounter unexpected turns, and sometimes we have to step back before we can step forward. The logic of that process can illude us as it is taking place.

"When students leave you, they have to decide for themselves," Albrecht said. The reason trees don't fall over is that they have root systems. The root system below the ground, which is not seen, is just as important as the part of the tree we see above the ground. Careers are the same. To be successful, they need strong foundations. As Albrecht put it, "pathways build a foundation that empowers people to stretch and grow in their careers."

Technology is changing everything, Albrecht noted. Gateway Technical College's success in equipping its students with the skills necessary to succeed in the workplace depends on its ability to equip students for future technologies such as the Industrial Internet of Things (IIoT), among many others. As educators, we must all strive to anticipate the future that awaits our students, he noted.

Comparing life's journey to the adventures of Dorothy and her new friends in *The Wizard of Oz*, Albrecht left his audience with four "takeaways." (1) Be a world-class adapter. Make it easy for your institution to change. (2) Speed up everything you touch. Don't live with barriers. (3) Always think "new and improved." (4) Help others build the confidence to achieve great things. ♦

## MAGNET's Early College, Early Career Program Reaches 100 Pre-Apprentices Across Northeast Ohio

*Matthew Fieldman, Vice President for External Affairs, MAGNET: The Manufacturing Advocacy and Growth Network*

Ask any manufacturing executive about their most pressing business challenge, and you're likely to hear the same thing: finding skilled workers. In Northeast Ohio, according to a recent survey by MAGNET: The Manufacturing Advocacy and Growth Network, over 60 percent of manufacturing businesses said they will not achieve their growth goals because of a lack of skilled workers to fill entry-level positions in their companies.

To address this challenge, MAGNET, as part of the Ohio Manufacturing Extension Partnership, has created the Early College, Early Career (ECEC) program. ECEC adapts the best

aspects of European-style manufacturing apprenticeships to the Ohio educational system, offering students paid internships, college credit, industry-recognized certifications, and the potential for a high-paying manufacturing job immediately after high school graduation. This fall, MAGNET will connect roughly 100 pre-apprentices from seven high schools across three counties to exciting, rewarding manufacturing positions at eleven manufacturing companies throughout Northeast Ohio. Most significantly, the vast majority of these students are from

*See "ECEC," page 4.*

## Want to Transform Lives Through Literacy? There's a Competition for That

Monica Groves, Senior Associate, XPRIZE



Funded by the Barbara Bush Foundation and Dollar General Literacy Foundation, the Adult Literacy XPRIZE is transforming lives through literacy. Launched in 2015, the Adult Literacy XPRIZE is a global competition challenging teams to develop mobile applications for existing smart devices that result in the greatest increase in literacy skills among participating adult learners in just 12 months.

Recognizing the Organisation for Economic Co-operation and Development's findings that more than 36 million adults in the U.S. lack basic English literacy skills, we are tackling one of humanity's greatest challenges by inspiring innovation and the development of mobile learning tools that increase access to education for adult learners. And according to Tyton Partners, of those millions of adults who lack basic English literacy skills, only 2.1 million are enrolled in adult education programs, which gives us the opportunity to bring the classroom to them via convenient, proven, adult literacy apps.

Prior to the launch of the competition, we were aware of only two organizations in the world that were developing literacy apps for adults reading at a 3rd-grade level. From an original pool of 108 teams and 41 developed and submitted apps, we are now down to our top five finalist teams. These teams have developed Android apps that have measurably increased literacy levels using an easy-to-use and accessible interface and engaging and relevant curriculum.

• "ECEC," continued from page 3 •

low-income backgrounds, attending high schools in inner-city Cleveland and other underserved neighborhoods. ECEC is offering manufacturing careers to students who would generally never consider them otherwise.

Of course, certain aspects of ECEC have existed in Ohio for many years, but ECEC is the first program nationally to weave together these independent components into a seamless career pathway. First, employers demanded ECEC's creation and drive its ongoing execution. The goal is that all participating students receive a job offer from their employers. Each employer also offers tuition reimbursement, offering graduates a debt-reduced pathway to a two- or four-year college degree. To encourage participation, ninth and tenth graders engage in manufacturing career awareness activities. Interested students can then apply for "earn-and-learn" paid apprenticeships during the school day in eleventh and twelfth grades. In addition to working, ECEC interns earn up to 15 college credits and relevant manufacturing credentials. Along the way, ECEC also educates parents and school administrators, ensuring they understand the potential that manufacturing offers for long-term, rewarding careers. Finally, as part of the program,



These five finalist apps have undergone a rigorous 15-month field test to prove their effectiveness with learners. Up to three will be available for distribution in the Adult Literacy XPRIZE Communities Competition, a follow-on \$1 million competition designed to challenge communities and organizations across the country to encourage the greatest number of adult learners to download and use these apps.

The Communities Competition consists of two phases. In Phase 1, competitors will submit proposals that detail how they will distribute the apps; the 50 best proposals will win \$10,000 each. In Phase 2, all competitors who submitted proposals will distribute the winning app(s) to learners. The top three teams with the largest number of learners who download and use the apps will win a share of an additional \$500,000.

If you are interested in spurring innovation through outreach, testing out new tools in blended learning, and helping the hardest-to-reach learners in your community, join us in transforming lives through literacy.

The deadline to register and submit your proposal is December 21. Visit [communities.xprize.org](http://communities.xprize.org) to register today. ♦

ECEC students receive extracurricular support throughout the program, including mentorship, financial education, transportation to and from their employers and colleges, and social services wherever necessary.



Once proven in Northeast Ohio, ECEC is built to scale throughout the state, with replicable best practices for interested high schools, school districts, and communities. Finally, MAGNET created ECEC with financial sustainability in mind: starting Fall 2019, employers will pay for the privilege of participating (and developing their future workforce). The support of local philanthropy and the State of Ohio has been tremendous, and ECEC was awarded Bank of America's Neighborhood Builder Award for 2018 as one of the State's leading workforce development programs.

For more information, or to learn about how your community can adapt ECEC to develop your advanced manufacturing workforce of the future, contact the author at [matthew.fieldman@manufacturingsuccess.org](mailto:matthew.fieldman@manufacturingsuccess.org). ♦



**If YOU** are involved in career technical education, adult education, counseling, corrections, or workforce development and your duties have expanded to include Career Pathways . . .

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[ncpn.info/pd\\_cplc\\_winter2019.php](http://ncpn.info/pd_cplc_winter2019.php)



# SAVE THE DATE

## National Career Pathways Network Conference

**October 11–13, 2019**  
(Friday–Sunday)

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