Overview and update

Updated: February 2020
Agenda

CCW overview

Implementation

Appendix: Budget & policy details

Appendix: Endorsement process
In May 2017, Governor Inslee created the CCW Task Force (composed of leaders from business, labor, government, nonprofits, and education).

**The taskforce:**

- Concluded that while WA has many excellent CCL programs, it lacked systemic supports to achieve the scale needed to have a transformative impact
- Recommended an inclusive planning process to develop a strategic plan including policy recommendations to overcome the barriers to scale and expansion with quality
- CCW system design effort builds off NGA work-based learning policy academy and 11 regional pilots (launched in May 2017)

**CCW scope includes:**

- Young adults up to age 29
- CCL opportunities in K-12, postsecondary (2 and 4-year)
- Registered Apprenticeships and other high-quality CCL programs

**CCW plan was built with input from students, parents and many other key stakeholders**

Budget and associated legislation was approved by the legislature in April 2019, with network and first round intermediary grantees announced in September 2019
The Problem: Students lack sufficient pathways to great careers

Goal: Connect young people to great careers while advancing their education

Percent of Washington students **gaining a credential or degree beyond high school**

- 40%

Percent of Washington jobs **requiring a postsecondary credential**

- 70%

New jobs to be created by 2021 in Washington – most **needing a credential beyond high school**

740K
Finding a Solution: Plan was built with the help of thousands of our citizens

Education
- Students & Parents
- Teachers & Counselors
- Superintendents
- 4-Year and Community College Presidents

Business & Industry Leaders

Government/State Agency Staff

Labor Leaders

Community Leaders and Nonprofits

Regional Leaders
The Reality Today: Disconnected pathways between education and employment

Education
(K-12 and Postsecondary)

Employment
The Solution: Career Connect Learning is a braided pathway that connects students to the career opportunities around them, starting early in their schooling.

Education
(K-12 and Postsecondary)

Employment
The Solution: Connected pathways require a connected system

Employment

- Government
- Industry
  - Employers
  - Labor

Education

- K-12
- Higher Education
  (incl. CTC, 4-Year)

CCW can provide the connective tissue to grow CCL programs statewide
Vision for career connected learning in Washington

Every young adult in Washington will have multiple pathways toward economic self-sufficiency and fulfillment, strengthened by a comprehensive state-wide system for career connected learning.
We are building the infrastructure to create new and grow existing CCL programs

**Definition**

Work-based programs with aligned classroom learning that culminate in a postsecondary credential*, producing a competitive candidate for meaningful employment

---

**Career Prep**

Career-specific instruction at a worksite or in a classroom for academic credit

---

**Career Explore**

Early exposure opportunities to careers and career options (e.g. career fairs, worksite tours)

---

**Career Launch**

Life-long learning and work

*Postsecondary credential means certificate, or at least one year towards an associates or bachelor's degree*
Career Launch Programs:
Positioning young adults for promising careers

Meaningful, high quality on-the-job experience
- At worksite
- Paid and academic credit
- Occupation-aligned
- Employer supervisor at ratio typical of occupation
- Defined competencies and skills gained
- Full compliance with existing legal regulations

Aligned classroom learning
- Curriculum and program requirements developed in partnership with employers and industry
- Aligned with academic and employer standards
- Qualified instructors
- Dedicated student support (academic and career)

Competitive candidate
- Able to continue in employment OR successfully compete for jobs leading to financially-sustainable and fulfilling careers

Valuable credential beyond high school diploma
- Credential attained OR
- Significant progress (at least one year) towards a 2 or 4 year credential

Career Launch definition
**Ambition:** Enable all WA young adults to experience career connected learning

**System Goals**

- **Career Launch (CL)**
  - 60%
  - CL completion for Class of 2030

- **Career Prep (CP)**
  - 100%
  - CL completion for Class of 2030

- **Career Explore (CE)**

**Leading Indicators**

- **Career Launch completion rate**
  - Completion by sub-group (e.g. region, industry, demographic)
  - No. of young adults enrolled
  - No. of employers participating
  - Registered apprenticeship growth

- **CP, CA completion rate**
  - Completion by sub-group (e.g. region, industry, demographic)
  - No. of young adult experiences (including by experience type)
  - No. of employers participating

**Long-Term Success**

- WA % unemployment (relative to other states)
- 70% credential attainment (for Class of 2030)
- x2 growth in registered apprenticeships
- WA median wage increase
- WA GDP increase
Approach: Career Connect Washington will build a system from many strong but disconnected programs
Regional networks and program intermediaries provide the necessary connections

Employment
- Government
- Industry
  - Employers
  - Labor

Education
- K-12
- Higher education
  (incl. CTC, 4-Year)
Regional Networks and CCL Coordinators

Network: Kareen Borders
karen.borders@skschools.org
CCL Coordinator: Kimberly Hetrick
khetrick@oesd114.org
Counties: Clallam, Jefferson, Kitsap, and Mason

Network: Joy Emory
joy.emory@workforcesnohomish.org
CCL Coordinator: Bre Urness-Straight
burnessstraight@nwesd.org
Counties: Island, San Juan, Skagit, Snohomish, and Whatcom

Network: Sue Kane
suek@ncesd.org
CCL Coordinator: Tami McBride
tamim@ncesd.org
Counties: Chelan, Douglas, Grant, and Okanogan

Network: Cassidy Peterson
cpeterson@greaterspokane.org
CCL Coordinator: Dennis Conger
dconger@esd101.net
Counties: Adams, Ferry, Lincoln, Pend Oreille, Spokane, Stevens, and Whitman

Network: Debra Bowen
deb@STEMlearning.org
CCL Coordinator: Greg Fancher
gfancher@esd123.org
Counties: Asotin, Benton, Columbia, Franklin, Garfield, and Walla Walla

Network: Mark Cheney
mark.cheney@esd105.org
CCL Coordinator: Hugo Moreno
Hugo.moreno@esd105.org
Counties: Grant, Kittitas, Klickitat, and Yakima

Network: Lorie Thompson
lthompson@esd113.org
CCL Coordinator: Pat Lange
plange@p sesd.org
Counties: Grays Harbor, Lewis, Mason, Pacific, and Thurston

Network: Phyllis Harvey-Buschel
phyllis@wabsalliance.org
CCL Coordinator: Walter Jackson
wjackson@p sesd.org
Counties: King and Pierce

Network: Vickei Hrdina
vickei.hrdina@esd112.org
CCL Coordinator: Scott Culbertson
scott.culbertson@esd112.org
Counties: Clark, Cowlitz, Klickitat, Pacific, Skamania, and Wahkiakum

Network: Vickei Hrdina
vickei.hrdina@esd112.org
CCL Coordinator: Scott Culbertson
scott.culbertson@esd112.org
Counties: Clark, Cowlitz, Klickitat, Pacific, Skamania, and Wahkiakum
# Career Connect Washington Intermediary Grantees (Cohort 1)

## Lead sponsors

<table>
<thead>
<tr>
<th>Computing for All</th>
<th>Aerospace</th>
<th>Agriculture / Food Processing</th>
<th>Automotive</th>
<th>Construction</th>
<th>Health care</th>
<th>Hospitality</th>
<th>Information Technology</th>
<th>Manufacturing</th>
<th>Maritime</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction trades <strong>Career Preparation</strong> / pre-apprenticeship (King)</td>
<td>✓</td>
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<tr>
<td>Develop <strong>Career Preparation</strong> / pre-apprenticeship program to prepare students for Apprenti and similar programs (King)</td>
<td></td>
<td>✓</td>
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<tr>
<td>Expand General Service Technician Registered Apprenticeships; Master Service Technician Registered Apprenticeships (Pierce)</td>
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<td>✓</td>
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<tr>
<td>Develop new construction trades and maritime (specifically marine construction, fisheries, maritime logistics) <strong>Career Launches</strong> (Kitsap)</td>
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<td></td>
<td></td>
<td>✓</td>
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<tr>
<td>Create new Central Sterile Processing Technician and Pharmacy Technician <strong>Reg. Apprenticeships</strong>; Expand Medical Assisting <strong>Reg. Apprenticeship</strong> programs (King)</td>
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<td>✓</td>
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<tr>
<td>Develop new <strong>Career Launch</strong> in aviation maintenance and hospitality mgmt.; Expand existing IT support Registered Apprenticeship (Chelan/Grant/Adams)</td>
<td></td>
<td>✓</td>
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<tr>
<td>Expand existing manufacturing <strong>Registered Apprenticeship</strong> programs, with AJAC as one of the primary partners (Spokane)</td>
<td></td>
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<td></td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Expand AJAC manufacturing <strong>Youth Registered Apprenticeships</strong>, including expansion to food processing and agriculture industries (Southcentral Region/Yakima)</td>
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<td>✓</td>
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<tr>
<td>Develop new <strong>Career Launch</strong> programs with T-Mobile, focused on data management, advanced analytics, artificial intelligence, etc. (King)</td>
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<td>✓</td>
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<tr>
<td>Expand semiconductor <strong>Career Launch</strong> program; Develop a new medical assisting <strong>Career Launch</strong> (Clark/Cowlitz)</td>
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<td>✓</td>
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</tbody>
</table>

*Program has not yet received formal endorsement*
<table>
<thead>
<tr>
<th>Elements of Education Partners</th>
<th>P-Tech supported by</th>
</tr>
</thead>
<tbody>
<tr>
<td>Design and deliver Career Awareness program for middle school students health sciences and healthcare delivery sectors (Stevens)</td>
<td>Wenatchee Valley College</td>
</tr>
<tr>
<td>Develop Career Launch engineering / machining production program (Chelan/Douglas/Okanogan)</td>
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</tr>
<tr>
<td>Develop Career Launch program to provide classroom learning and paid OJT for Certified Nursing Assistant certification (Pierce)</td>
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</tr>
<tr>
<td>Develop Career Connected Technology Information Academy based on IBM’s P-Tech High School Program to be scaled aligned to Career Launch (King/Franklin/Snohomish)</td>
<td></td>
</tr>
</tbody>
</table>
Quality Control: Industry and Education-Led endorsement process for Career Launch

Career Launch Programs will be endorsed in a rigorous CCW-led process including:

- **Industry-validated** (e.g. students work-ready, critical mass of employers participating, valued across industry, high-potential career pathway)

- **Academically-validated** (e.g. state-wide recognition and transferability, aligned with high-quality academic standards)

- Endorsement will be reviewed periodically based on student outcomes

Only endorsed Career Launch Programs will have access to increased support (including capacity funding) and count towards CCW goal
Career Connect Washington Equity Strategy

- **Community**: Support for intermediaries that work with underserved young adults
- **Individual**: Grants for transportation, equipment, fee/tuition waivers, reasonable accommodations, etc.
- **Disaggregated data**: Progress and outcomes tracked by underserved groups
- **CCL Directory**: Will include resources available for students in their communities
- **Implementation grants**: Criteria will include how programs will ensure equitable access
- **Regional networks**: Criteria will include how to ensure community voices represented in CCW
We’ve received over $25M in state operating funds for 2019-2021

**Network & Intermediary Grants, $5.4M**  
Competitive grants for program intermediaries, regional networks and coordinators in education service districts to create and expand career-connected learning opportunities statewide

**Increasing enrollment, $3.6M**  
Student enrollment funding in K-12 and CTCs for Career Launch

**Equity supports, $1.6M**  
Dual enrollment scholarship pilot – provides scholarships and textbook vouchers to low-income students enrolled in Running Start and College in the High School

**System start-up, $2.9M**  
Funding for creation of career-connected learning data enclave, CTE course equivalencies, and expansion of career-connected learning in K-12

**Supported programs, $12.0M**  
Funding for existing and new career-connected learning programs including CorePlus, health care registered apprenticeships, and others
Agenda

- CCW overview
- Implementation
  - Appendix: Budget & policy details
  - Appendix: Endorsement process
CCW Work Group and Advisory Team

Office of the Lieutenant Governor

Washington Office of Superintendent of Public Instruction

CCW Work Group

Governor’s Office

Legislative Leadership

CCW Advisory Team

(Detailed on next slide)

Business & Philanthropy Leaders

Labor Leaders

Regional Networks
Detail: CCW Advisory Team

Governor’s Office

CCW Executive Leader
Maud Daudon

Strategy & Project Management
- Kinetic West
- Far Field Consulting
- Anna Nikolaeva (ESD)

Marketing & Communication
- SoundView Strategies
- Strategies 360

Technology
- Eric LeVine
- Strategies 360

Legislative Affairs
- Jim Justin

Best Practices, Implementation Support
- Washington STEM
- Jobs for the Future
- Bob Schwartz + others

Data & Learning
- Washington STEM

Policy & Technical Support
- New America

1. Lead by David Postman, John Aultman, Maddy Thompson, and Breann Boggs
# Implementation workstreams

<table>
<thead>
<tr>
<th>Government workstreams</th>
<th>External workstreams</th>
</tr>
</thead>
<tbody>
<tr>
<td>Endorsement</td>
<td>Supporting current industry groups</td>
</tr>
<tr>
<td>Designing and implementing Career Launch endorsement process</td>
<td>Helping to scale programs already in-development</td>
</tr>
<tr>
<td>Grants: Intermediaries &amp; Networks</td>
<td>Cultivating new industries</td>
</tr>
<tr>
<td>Creating RFPs, selecting grantees, technical assistance</td>
<td>Facilitating workshops for new industry groups to create new CCL programs</td>
</tr>
<tr>
<td>Marketing</td>
<td>Regional &amp; intermediary support</td>
</tr>
<tr>
<td>Getting the word out to students and families about CCW and Career Launch</td>
<td>Provide trainings and technical assistance for regional networks and intermediaries</td>
</tr>
<tr>
<td>Technology</td>
<td>Endorsement campaign</td>
</tr>
<tr>
<td>Developing mobile-friendly tool for students, counselors, businesses to find CCL programs</td>
<td>Supporting existing programs to gain Career Launch endorsement</td>
</tr>
<tr>
<td>Data &amp; Learning</td>
<td>Stakeholder engagement</td>
</tr>
<tr>
<td>Building secure data enclave and measurement / reporting processes to track student outcomes</td>
<td>Continued roundtables / updates for BPL, Labor, Regions, Legislators, Intermediaries</td>
</tr>
<tr>
<td>Equity</td>
<td></td>
</tr>
<tr>
<td>Creating database of equity supports to ensure equitable access to CCL programs</td>
<td></td>
</tr>
</tbody>
</table>
Next two years: How we’ll know we’re successful

Building high-quality, equitability accessible programs across regions and industries

5K Career Launch seats

120 Career Launch programs

Creating sustainable career-connected learning system across the state

2021 Goals
Career Connect Washington by the numbers

14 Intermediaries funded to build new / expand existing student programs

9 Regional Networks established statewide

$3.7M Grants distributed to networks and programs

Career Connected Learning Experiences

78,190 career experiences over 2 years
~10,000 students enrolled in Career Launch programs
Over 400 projected Career Launch enrollees from grant recipients

Higher Education (2 and 4-year)

10 Career Launch endorsement applicants
3 Career Launch programs endorsed as of January 2020

Registered Apprenticeship

16% growth in active apprentices (<30 y.o.) since July 2018
17 Registered Apprenticeship programs approved

1. Pending finalization of second cohort intermediary contracts; 2. Includes 9,684 active apprentices under 30 years old as of September 1, 2019; 3. Projected enrollment across all Career Launch grantees after 2 years of operation; 4. Active Registered Apprenticeship programs approved in or after July 2018; Note: apprenticeship figures reflect total growth, influenced by a variety of factors, including significant economic expansion statewide.
Agenda

CCW overview

Implementation

Appendix: Budget & policy details

Appendix: Endorsement process
We secured over $25M in operating and over $11M in capital and transportation funding for Career Connect Washington and supported initiatives.

<table>
<thead>
<tr>
<th>Category</th>
<th>FY 2019-21 ($M)</th>
<th>Funding Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Network &amp; Intermediary Grants</td>
<td>5.4</td>
<td>• Competitive grants for program intermediaries, regional networks and coordinators in education service districts to create and expand career-connected learning opportunities statewide</td>
</tr>
</tbody>
</table>
| Increased enrollment            | 3.6             | • $3.0M for CTC Career Launch enrollment  
• $0.6M for K-12 Career Launch programs via CTE |
| Equity supports                 | 1.6             | • $1.6M dual enrollment scholarship pilot – provides scholarships and textbook vouchers to low-income students enrolled in Running Start and College in the High School |
| System start-up                 | 2.9             | • $1.6M to K-12 to support CTE course equivalencies and expansion of CCL  
• $1.2M for data enclave infrastructure  
• $0.1M for CCW implementation |
| Supported CCW initiatives       | 12.0            | Additional ~$4M of WIOA funds dedicated by Governor  
• $3.4M for CorePlus in K-12 programs  
• $2.0M for information technology apprenticeships  
• $1.6M for expanding health care apprenticeships  
• $1.5M for regional pre-apprenticeship pathways pilot program in Marysville School District  
• $0.9M for expansion of state apprenticeship staffing  
• $0.9M for High School and Beyond Plan mastery-based learning work group  
• $0.7M for controls apprenticeship pathways in South Kitsap School District  
• $0.5M biological manufacturing equipment for regional training facility in Bothell  
• $0.4M for Vancouver-based Center of Excellence in aerospace and manufacturing and Clark County pilot to increase access to workforce training |
| Total Operating Funding         | 25.5            |                                                                                                                                               |
| Total Capital Funding           | 9.5             | • $4.5M for K-12 equipment grants, of which $3.5M for skills centers, $1M for Career Launch & Preparation  
• $5.0M for CTC equipment grants |
| Total Transportation Funding    | 2.0             | • $2.0M for transportation supports for underserved populations to access apprenticeship and career-connected learning programs |
| Additional: Washington College Grant | TBD (Dependent on number of CL students) | • $183M for the Washington College Grant program, providing, scholarship aid to low-income students to pursue postsecondary degrees. Career Launch (including Reg. Apprenticeship) students are eligible. |
### At-a-glance: Career Connect Washington legislation (I/II)

| Establishes CCL work group | • Creates a career connected learning cross-agency work group to scale and expand CCL opportunities  
• Work group chaired by Governor, includes representatives from multiple agencies (see later slide)  
• Must meet 6 times per year  
• Requires one annual update by Sept 1 to Governor and Legislature |
|---|---|
| Defines work group responsibilities | • **PROGRAM EXPANSION:** Create new and expand existing CCL programs in K-12, CTC, 4-year universities, and state registered apprenticeship system  
• **CAREER LAUNCH ENDORSEMENT:** Create process to endorse Career Launch programs  
• **AGENCY INTEGRATION:** Build system functions within agencies and existing systems  
• **CREDIT ARTICULATION:** Ensure transfer, articulation, and credit portability  
• **EQUITY SUPPORTS:** Create statewide inventory of existing CCL support services  
• **DATA:** Develop data enclave, systems and protocol to track CCL participation and outcomes  
• **INDUSTRY:** Mobilize private sector and philanthropic leadership and resources  
• **MARKETING:** Implement marketing and communications plan to students  
• **TECHNOLOGY PLATFORM:** Develop technology platform / directory of CCL opportunities statewide |
At-a-glance: Career Connect Washington legislation (II/II)

Establishes CCL grant program
- Creates CCL competitive grant program, to be administered by the Employment Security Department
- Provides funds for each of nine education service districts and support for regional networks
- Provides funds to support program intermediaries to create new and scale existing CCL programs

Defines CCL framework
- Codifies definitions for CCL “staircase” (e.g. Career Explore, Career Prep, and Career Launch)
- Integrates Work-Integrated Learning / Experiences into CCL framework

Expands CTE FTE
- Expands CTE funding to 1.2 FTE, allowing for after school and summer Career Launch programs
We need 5,000 new enrollees in Career Launch programs over the next two years

<table>
<thead>
<tr>
<th>Program</th>
<th>Year 1 ('19-'20)</th>
<th>Year 2 ('20-'21)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Existing RA Enrollees under 29</td>
<td>6,000</td>
<td>6,000</td>
</tr>
<tr>
<td>New RA Enrollees* (# of programs)</td>
<td>500 (13)</td>
<td>1,100 (27)</td>
</tr>
<tr>
<td>K-12 Enrollees (# of programs)</td>
<td>350 (9)</td>
<td>700 (18)</td>
</tr>
<tr>
<td>CTC Enrollees (# of programs)</td>
<td>1,000 (25)</td>
<td>2,000 (50)</td>
</tr>
<tr>
<td>4-Year (# of programs)</td>
<td>500 (13)</td>
<td>1,000 (25)</td>
</tr>
</tbody>
</table>

**Total**

- Total enrollment (incl. existing RA) ~8,400 ~10,800
- Newly endorsed enrollment (# of programs) ~2,400 (60) ~4,800 (120)

*New reg. apprenticeship programs to be created in both K-12 and CTC systems*
Agenda

- CCW overview
- Implementation
- Appendix: Budget & policy details
- Appendix: Endorsement process
Program endorsement: Career Launch endorsement pathways

<table>
<thead>
<tr>
<th>Pathway</th>
<th>Academic coursework approval</th>
<th>Career Launch endorsement</th>
<th>Career Launch endorsement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>New Educational Pathways</strong></td>
<td>Courses approved through existing processes by each sector (K-12, CTC, 4-Year) (e.g. CTE approval, CTC PAR / BAS processes, ICAAP, etc.)</td>
<td>Courses reviewed by Career Launch Review Team (CLER) to ensure program meets Career Launch definition</td>
<td>Program Endorsed</td>
</tr>
<tr>
<td><strong>Existing Educational Pathways</strong></td>
<td></td>
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<td>Automatically Endorsed*</td>
</tr>
<tr>
<td><strong>Registered Apprenticeships</strong></td>
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</table>

*Requires approval by Washington State Apprenticeship and Training Council
Program endorsement: Approval process overview

The purpose of the endorsement process is not to evaluate or “score” programs, but to ensure each program meets the standards of the Career Launch definition.

Career Launch program application has three parts:
- Program checklist
- Industry checklist
- Academic checklist

A subset of the CCW cross-agency work group will review applications at least quarterly to endorse Career Launch programs.

CLER membership includes representatives from education, employers, labor, and government:
- Education stakeholders from K-12, CTCs, and 4-year institutions
- Industry (employers and / or labor when appropriate)
- Governor’s office / CCW Team
- An “open chair” for additional experts, leaders as needed for specific Career Launch programs

Membership varies based on Career Launch applications received and feedback provided by applicants and the CCW cross-agency work group.
<table>
<thead>
<tr>
<th>Program checklist</th>
<th>Industry checklist</th>
<th>Academic checklist</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Program description including length of program in years and total hours</td>
<td>✓ Address of worksite(s)</td>
<td>✓ List of academic institution(s) providing career-aligned instruction for CL program</td>
</tr>
<tr>
<td>✓ Estimated number of hours per week at worksite and in classroom</td>
<td>✓ Hourly wage for CL participants</td>
<td>✓ Curriculum scope and sequence aligned to skills and competencies in employer checklist</td>
</tr>
<tr>
<td>✓ Demonstration of labor market demand in for specified skills/career in local region</td>
<td>✓ Planned student supervision model</td>
<td>✓ Demonstration of student supports available for CL enrollees (e.g. mentoring, advising, financial aid, tutoring, etc.)</td>
</tr>
<tr>
<td>✓ Projected count of student enrollment, student completion, and anticipated employer participation for 5 years post-pilot</td>
<td>✓ List of entry-level positions with job descriptions for CL completers</td>
<td>✓ Number of postsecondary credits provided and / or credential earned upon CL completion</td>
</tr>
<tr>
<td>✓ Description of development process to create Career Launch program</td>
<td>✓ List of specific skills and competencies required for completion of CL aligned to entry-level positions</td>
<td>✓ Demonstrated curricular alignment with relevant professional and / or academic standards associated with coursework and credential</td>
</tr>
<tr>
<td>✓ Signed letter of endorsement from program partners and stakeholders</td>
<td>✓ Employer-outlined student supervision and mentorship model</td>
<td>✓ Details of current or future partnerships and/or scalability of the program within and across sectors and/or geographic locations (e.g. articulation agreements, degree pathways, etc.)</td>
</tr>
<tr>
<td>✓ Description of supports and resources for students from underserved backgrounds</td>
<td>✓ Description of common career pathway(s) beginning with entry-level position</td>
<td></td>
</tr>
<tr>
<td></td>
<td>✓ Signed letter from employers attesting that CL program is in compliance with required federal, state, and local regulations</td>
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<tr>
<td></td>
<td>✓ Competency alignment with relevant professional standards</td>
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<td>✓ Non-binding commitment from estimating number of CL completers they plan to hire/interview over 3 years</td>
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