A Clearer Path to College and Career Success: The Madison Experience

Pathways to Adult Success Conference
October 22-23, 2019
Baltimore, Maryland
Presenters

- **Michael Grady**, Consultant, Author (with Kyle Hartung) *Clearer Paths to College and Career Success: The Great Lakes College and Career Pathways Partnership*
- **Leah Moschella**, Associate Director, Pathways to Prosperity Network, Jobs for the Future
- **Bridgett Willey**, Director of Allied Health and Career Pathways, University of Wisconsin Health System
- **Hugh Wing**, Community Development Specialist, City of Madison
Session Goals

- Describe the national Pathways to Prosperity network and the work of one of its affiliates, the Great Lakes College and Career Pathways Partnership
- Report on early lessons from four Great Lakes communities
- Learn from Madison’s pathways experience from perspective of two key community partners: University of Wisconsin Health System and the City of Madison
- Engage audience in discussion of opportunities and challenges to multi-sector pathways approaches
JFF: BUILDING A FUTURE THAT WORKS

OUR VISION

The promise of education and economic mobility in America is achieved for everyone.
“The American system for preparing young people to lead productive and prosperous lives as adults is clearly badly broken. Failure to aggressively overcome this challenge will surely erode the fabric of our society.”

Harvard Graduate School of Education, 2011
JFF designs innovative solutions, scales proven programs, and influences industry action and policymaking to drive transformative impact.

**Strategy & Advising**
We provide expert consulting to shape ideas into action to transform workforce and education systems.

**Design What Works**
We bring diverse stakeholders to the table and analyze labor market information to build the most effective approach for each state and region. We conduct research and field-test our designs and models.

**Scale & Spread Solutions**
We create, implement, and scale innovative solutions through national networks that expand access to economic advancement.

**Influence the Field**
We shape policy that strengthens the labor market at the federal, state, and local levels. We drive the conversation for education, workforce, and industry leadership nationwide.
FOCUS ON TRANSFORMATIVE OUTCOMES

Students
- Middle and high school success
- Postsecondary success
- Career and community success

Education
- Defined outcomes for students
- Support for high quality courses including increased dual enrollment and decreased remediation

Economies
- State and regional economies thriving and growing in key industry sectors; providing upward mobility
- Skills gap/talent shortage addressed
KEY FINDINGS FROM
THE GREAT LAKES
Great Lakes College and Career Pathways Partnership

GOALS

➢ **Student level:** To increase the number of young people who leave high school prepared to succeed in college and the workplace

➢ **Nationally:** Codify best practices to scale and sustain high-quality college and career pathways systems
MOVING FROM PROGRAMS TO SYSTEMS

• Define Quality Indicators
• Identify and share what works
• Establish a common goal among stakeholders

From individual institutions with an idea to an organized group with a data-driven plan for outcomes.

SYSTEMS CHANGE IS PEOPLE CHANGE

• Provide consistent time and space to work together connected to a **shared** workplan
• Consistent opportunities to connect and share best practices in a **community of practice**
• Explicitly promote inclusive practices within our organizations and our pathways ecosystems with a **focus on equity**
“Increasing college and career awareness and readiness to succeed beyond high school is good for our individual institutions, but also preparing our postsecondary youth to experience success...”

-Brian Knetl
REGIONAL LEARNING

**NW SUBURBS**
- Respond to regional economic demand
- Scaling WBL
- Increasing Dual Enrollment
- Strengthen NECCSS as a strong intermediary

**ROCKFORD**
- Formalizing partnerships between secondary and post-secondary institutions
- Strategic dual enrollment offerings
- WBL aligned to state policy and PaCE framework

**MADISON**
- Developing new pathways opportunity
- Stakeholder engagement
- Rethinking classroom learning
- Defined leadership structures

**CENTRAL OHIO**
- Rethinking collaboration among multiple large school districts
- Leveraging community college robust internship program and employer partnerships
Allied Health Education and Career Pathways at UW Health and Anchor Partner Teamwork with Madison Metropolitan School District

Bridgett Willey, PhD, RDMS, RVT, RDCS, RT(R)
Director, Allied Health Education and Career Pathways
Allied Health Education and Career Pathways

Community Programs and Training
Youth – Health Occupations and Professions Exploration (HOPE) Program and HOPE Summer Internships
Adults – Urban League, Centro Hispano, Operation Fresh Start

UW Health Schools / Programs
School of Radiologic Technology
School of Diagnostic Medical Sonography
Medical Assistant Apprenticeship Program
Nursing Assistant Program
Other College and University Affiliations

Government Partnerships
K-12 Pathways with Public Education, MM5D and DCSC
Workforce Dev. Board of S.C. Wisconsin
Wisconsin Dept. of Public Instruction
Wisconsin Dept. of Workforce Development
U.S. Department of Labor

Education, Training, Program Development, Partnerships, Affiliation Agreements
Rationale for Development of AHECP

• Proactively address workforce shortages in health care and increase diversity at UW Health
  – By 2025 shortage of 200K Physicians, 400K Allied Health professionals, 500K Nurses

• Wisconsin is an aging state with virtually no net migration
  – More people requiring health care
  – Less people trained and educated to provide
  – People entering vs. leaving state is net 0% to – 0.6%

• Unemployment in Dane County is very low
  – 1.9% May 2019
  – Except in communities of color and other under-represented populations
• **Career Pathways**
  – Partnerships with local non-profit organizations, communities of color, education and employment programs designed based on characteristics of people served and fit with existing programs.
  – Programs and opportunities for youth and adults

• **Allied Health Education**
  – Formal post-secondary programs
  – Affiliation agreements and educational programs that meet specific criteria for accreditation and funding purposes (can be UW Health supported or in partnership with colleges)

• **Government**
  – Support larger level workforce development efforts, local, regional, state, and national
  – Partnerships with public school districts and state and federal agencies, DPI, DHS, DWD, U.S. DOL
• Partnerships with 23 organizations supporting youth and adults
  • 9 community-based or non-profit organizations
  • 9 K-12 or higher education organizations
  • 5 federal, state, regional and local government organizations
• 9 UWH formal programs, supported by AHECP or in partnership with other UWH areas
  • HOPE and HOPE Summer Internships
  • UWH Schools of Medical Imaging – Medical Sonography and Radiologic Technology
  • UWH Medical and Nursing Assistant Apprenticeship Programs
  • Pharmacy Technician and Maintenance Tech Apprenticeship Programs
  • Learn@Work
• 18 Advisory boards or workgroups
  • Including Anchor Partner for MMSD Personalized Pathways and Wisconsin DPI for State Pathways
Youth Programs
Career Pathways program for under-represented high school students – founded at UW Health in 2013

www.hopemadisonwi.org
- Saturday seminars throughout the school year
- Hands on activities
- Career mapping
- Job shadowing assistance
- Summer Internship opportunities
  - 85 HOPE interns per year
- 72% of students declare health care major in college
- Over 2500 students to date
  - over 375 of which have completed a summer internship
  - over 125 have become employed with UW Health.
Finding Your Path App

• Developed over 2 years with local gaming company
• Online version
  – https://acmenerdgames.com/finding_your_path
• Apple Store
  – Finding Your Path by University of Wisconsin Hospitals and Clinics
• Google Play
  – Coming soon!!
• **HOPE Program for Teachers**
  – 1.5 day professional development course offered every June to MMSD Personalized Pathways and Wisconsin State Pathways teachers

• **Schools of Medical Imaging**
  – School of Radiologic Technology and Diagnostic Medical Sonography
  – 44 students year-round
  – 2 years of professional curriculum for undergraduate degree completion

• **Medical and Nursing Apprenticeship**
  – Offered to current UW Health employees who are paid while they receive instruction and training
  – Instruction and training is no cost to UW Health employees
  – MA, 12 month diploma, certification exam, 20-40 students per year
  – NA, 6 week diploma, certification exam, 48 students per year
HOPE Program for Teachers

• Offered each June to pathways teachers
  – 2018, 75 MMSD teachers
  – 2019, 65 MMSD teachers and 4 teachers from other districts

• One HOPE day followed by ½ day small group curriculum development
  – Teachers from each school work in groups to develop integrated projects with AHECP staff and industry partners

• Professional development, resources and learning for high school level teachers across curriculum
  – HOPE and Hands-on activities and curriculum
  – Finding Your Path online and app based game
UW Health Adult Apprentice Programs

• Serve current UW Health Employees in entry level positions
• Serve Youth Apprentices in MMSD Health Services Pathways
• Serve partnerships with Community Based Organizations (CBO)
  – Primarily Urban League, Centro Hispano and Operation Fresh Start
Pathways to Employment

Community Partners:
Centro Hispano, Urban League of Greater Madison, Operation Fresh Start

*Pre-employment Readiness and Education Program (PREP)*
  - 3-6-weeks, unpaid
  - Programming offered at community partner location

UW Health Employees
(at least .5 FTE, permanent employees)

*Learn@Work Career Development Program*
  - 8-months, 2 hours/week, paid
  - Programming offered at UW Health location

YOUTH APPRENTICESHIPS
Patient Scheduling Representatives
Phlebotomy
See page 8

Patient Scheduling Representative
(Adult)
5-6-week Program
15 students max
See page 5

Patient Access Representative
(Revenue Cycle)
5-6-week Program
15 students max
See page 6

Nursing Assistant
8-week Program
8 students max
See page 7

Graduate from Program

Move into Appropriate FTE Title

UW Health Employees Training Programs
(1 year in good standing)

Maintenance Technician
Paid
See page 2

Medical Assistant
12 month Program
40 students max
Paid
See page 3
Madison Metro School District Personalized Pathways

Pathways Work Teams

Pathways Executive Team
Anchor Partner Organization Leadership Representatives

Pathways Action Team
One or more representatives from each Anchor Partner Organization

Secondary to Post-Secondary Preparation Subcommittee

Experiential Learning Subcommittee

SCHOOLS
- Pathway Coordinator
- ACP Coordinator
- Experiential Learning Liaison

INDUSTRY COUNCIL
- Champion
- Connectors
- Experts

Health Services Pathway

Theory of Action, Vision, Mission

Madison Metropolitan School District

UW Health
• Represent on Anchor Partner Executive Team and Action Team
• Member of all three subcommittees
  – Experiential Learning – primary
  – Secondary to Post Secondary – secondary
  – Student Supports - tertiary
• Co-Chair the Industry Council
  – Present, invite, build relationships and promote buy-in
Industry Council

- Connect with schools to offer opportunities for students to learn on business site
- Collaborate with teachers and school staff to co-construct integrated projects and experiential learning opportunities
- Receive specific requests from schools
- Quarterly meetings
Industry Council Reboot

• Move from industry specific councils to collective across industry
• Meet quarterly and address regional and state needs along with district specific needs
• Discuss and address challenges of scale and demand
• Develop tech solutions to address the above
  – Virtual Career Advisor
The Community Development Office is a public investment agency within the City of Madison that works with community-based non-profit organizations to improve the quality of life for Madison’s low- and moderate-income people and neighborhoods.

The Community Development Division (CDD) of the City of Madison seeks to create the necessary conditions for Madison residents to realize their full potential through the building of human capital and economic development.

Total Budget = Capital Budget $ 6 Million
= Operating $ 17 Million
  Youth $ 1.7 Million
  Youth Employment $ 819,508

Hugh Wing  Community Development Specialist
Department of Planning and Community & Economic Development
Community Development Division
City of Madison  
History of involvement

- **Economic Development** – Growing Madison Economy
  - 3,000 new Madison residents every year for last five years.
  - 500 new businesses started since 2009. 20,000 jobs have been created in the City of Madison since the end of the great recession in 2010.

- Madison Student Achievement Gap – *Wisconsin has the largest racial academic achievement gap in the country.*
- [2013 Race to Equity’s baseline report on racial disparities in Dane County](#)
City of Madison History of involvement – How

• 30 + years of funding and supporting Youth Programing
• 30 + years of funding and supporting Community Centers & Community Based Organizations and Madison Out-of- School time programs.
• 20 + years of funding Youth employment & employment training programs.
  Madison Street Team 1988       Operation Fresh Start  1990
• MMSD personal pathway Anchor Partner Member since 2015
• City Of Madison Youth Internships Program 2014
• Youth Employment Expansion City Budget 2015
• Youth and Adult 2017 RFP
City of Madison & Madison Metropolitan School District Alignment
Included in all City of Madison Youth Employment contracts with Community Based Organizations

• MMSD graduate vision- All student should graduate college, career and community ready.
• Contracted agencies will conduct college and career planning activities and will link the opportunity to college financial literacy education and FAFSA/ Pell grant education.

• Experiential Learning Certificates  
  Employability skills
  Leadership certificate

• Youth Apprenticeships
• Dual Credit
• Work Based learning
• Youth Employment Network – Over 30 CBO’s and other Local Government Agencies
• Represent on Anchor Partner Executive Team and Action Team
• Member of two subcommittees -Experiential Learning & Student Supports
Outcomes – Areas of encouragement – Work ahead

• Improved collaboration between funded CBO’s and MMSD
• Youth Employment Network: 4 years and still evolving
• Number of youth earning experiential learning credit through Employability Skills and Leadership Certificates = 2019 = 600 +
• Dane County Youth Assessment  Youth employment questions  “Youth report that they are optimistic about here future”
• More work to do as historically marginalized youth still face barriers and there is a greater need for supportive programing.
• Funding of Education; MMSD v’s Other taxing authorities.