

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

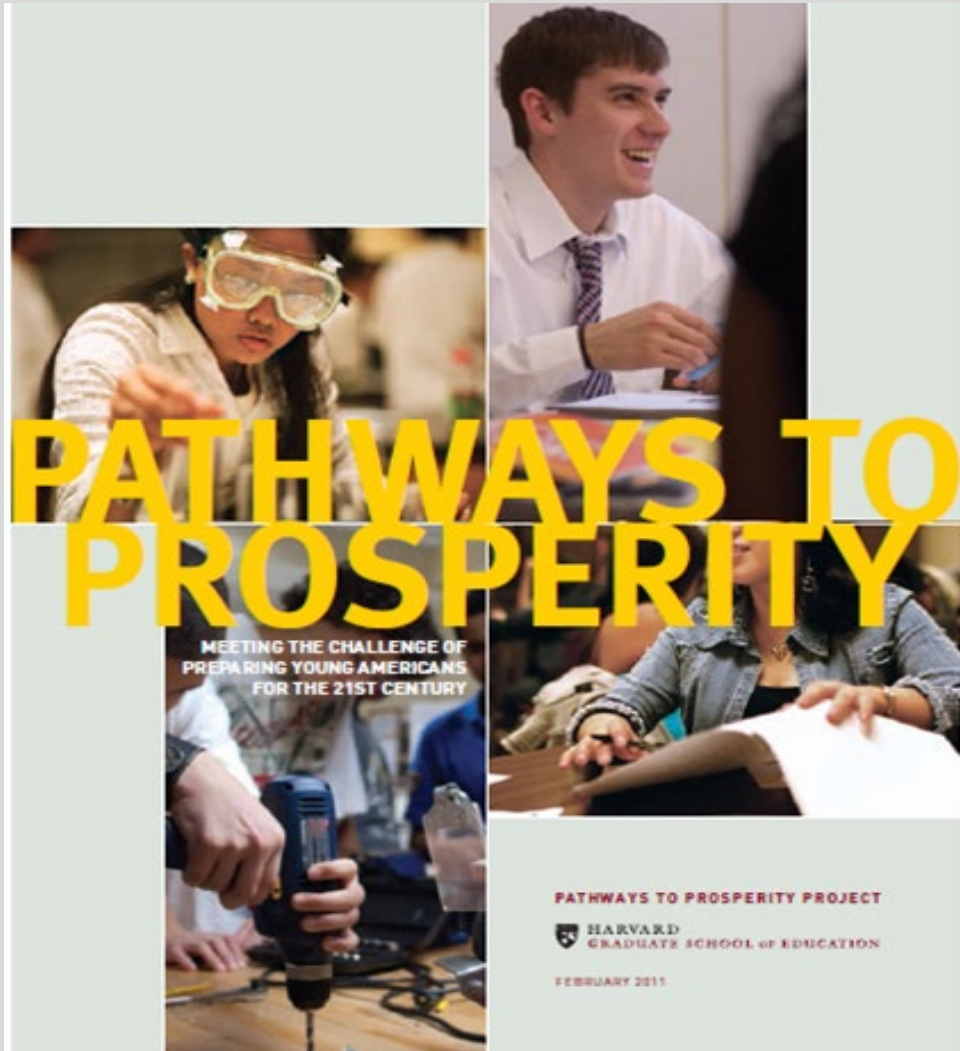
The promise of education
and economic mobility in
America is achieved for
everyone



THE PATHWAYS TO PROSPERITY REPORT

“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



ALL YOU NEED TO KNOW
ABOUT JFF

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

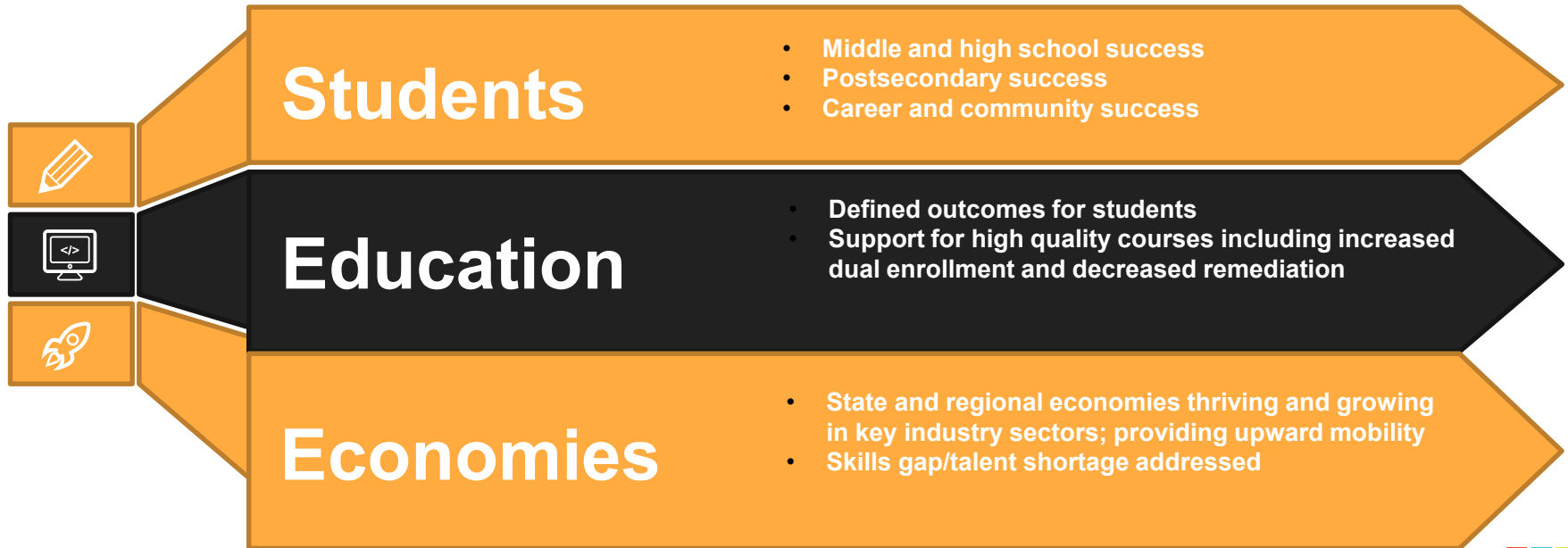
We create, implement, and scale innovative solutions through national networks that expand access to economic advancement.



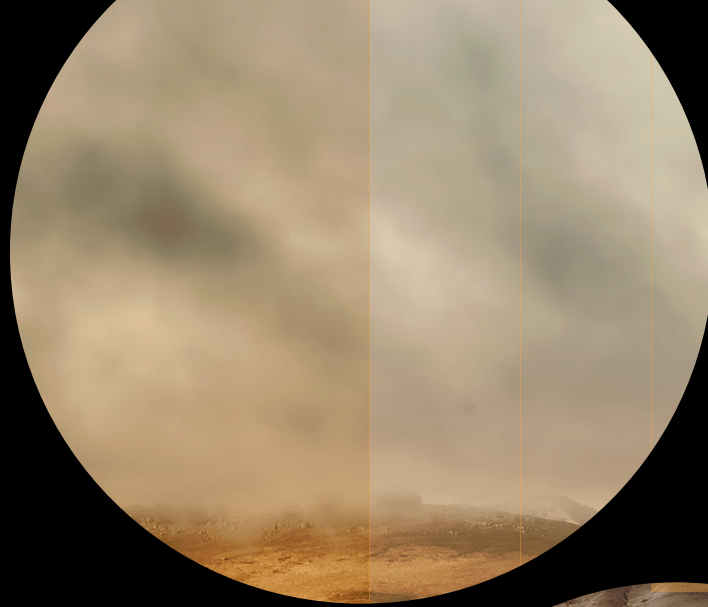
Influence the Field

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



**KEY FINDINGS FROM
THE GREAT LAKES**



Great Lakes College and Career Pathways Partnership

GOALS

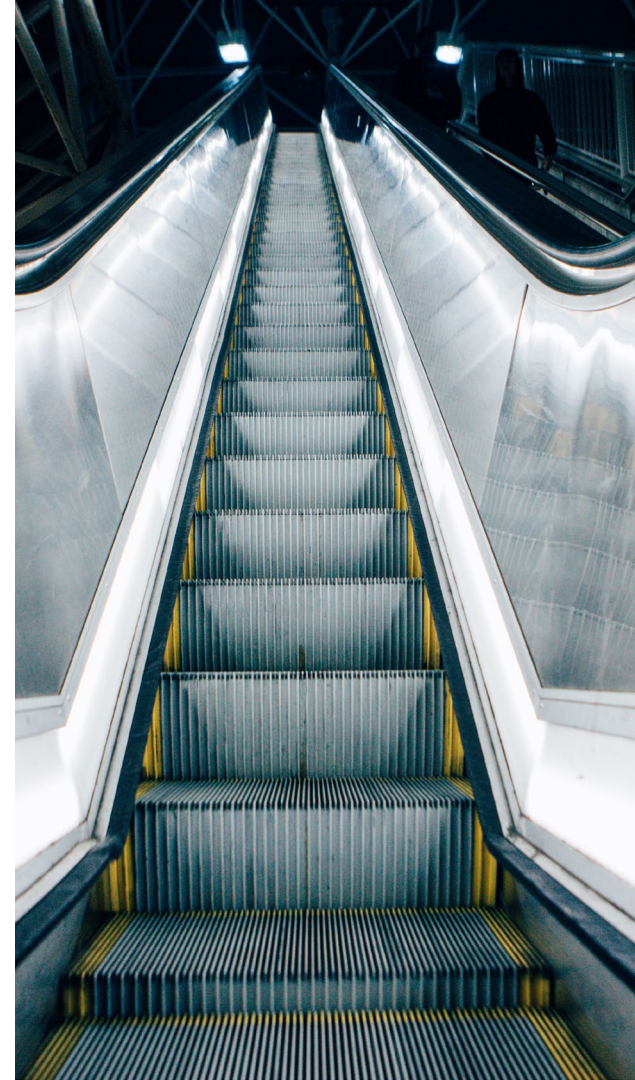
- **Student level:** To increase the number of young people who leave high school prepared to succeed in college and the workplace
- **Nationally:** Codify best practices to scale and sustain high-quality college and career pathways systems



MOVING FROM PROGRAMS TO SYSTEMS

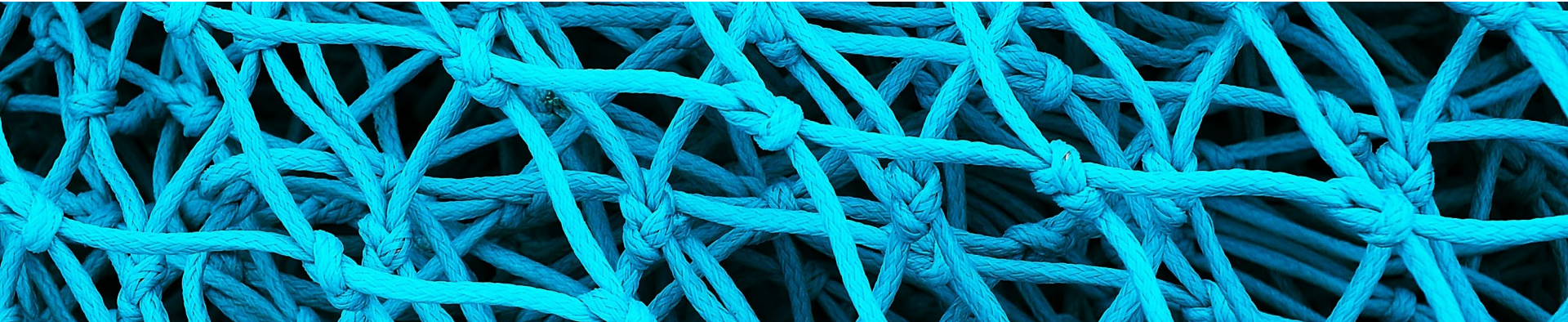
- Define Quality Indicators
- Identify and share what works
- Establish a common goal among stakeholders

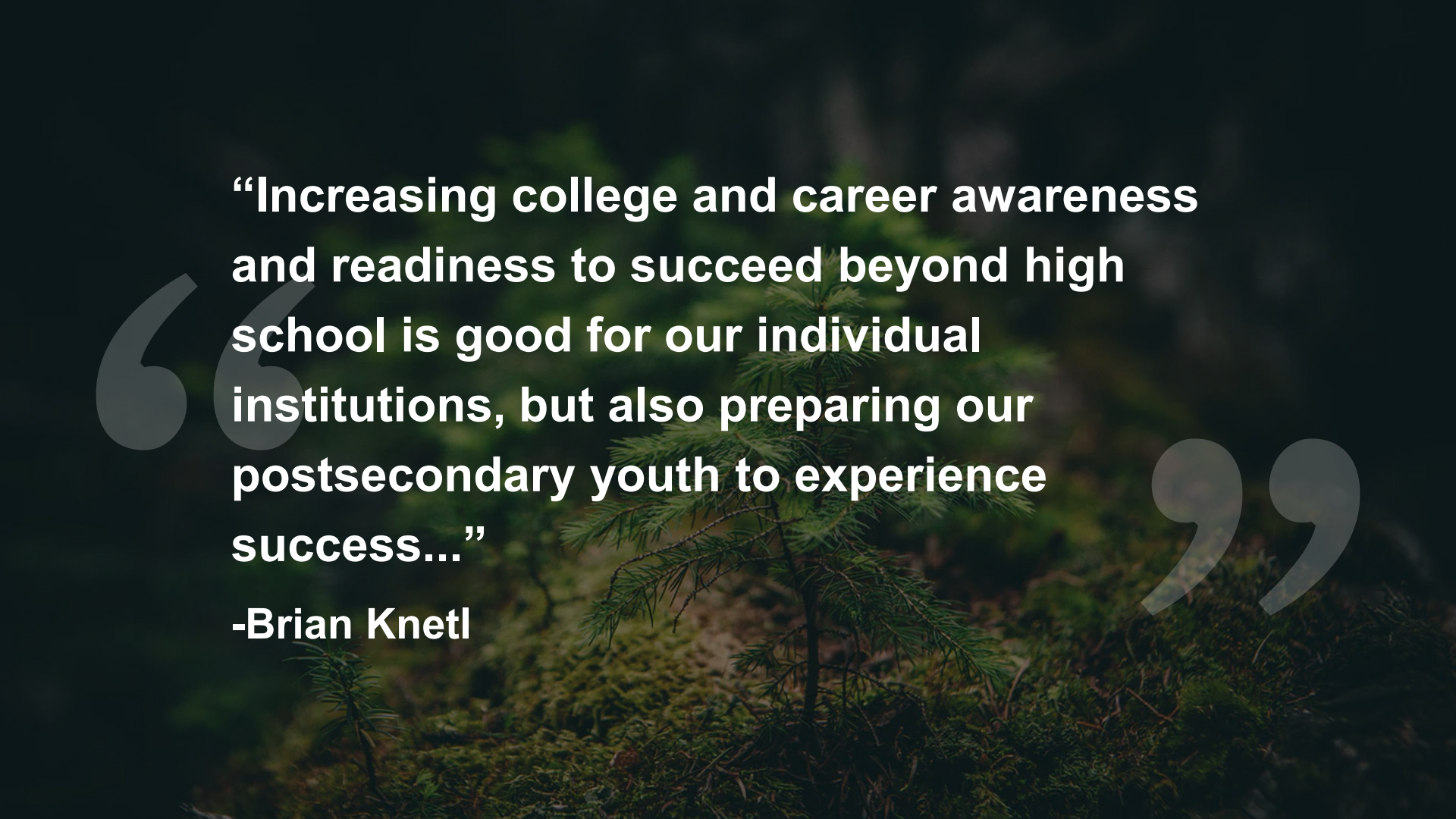
From individual institutions with an idea to an organized group with a data-driven plan for outcomes.



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**



A young evergreen tree, possibly a spruce or fir, stands in the center of a forest. The ground is covered in a thick layer of green moss. The background is a soft-focus forest scene with various shades of green and brown. The overall lighting is natural and somewhat dim, suggesting a shaded forest environment.

“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

A photograph of three people in a professional setting. A woman with dark hair in a bun, wearing a grey t-shirt, stands and leans over a desk. A man with a beard, wearing a light blue button-down shirt, is seated at the desk. A woman with curly hair, wearing a light-colored short-sleeved shirt, is seated at the desk and gesturing with her hands while looking at a laptop. The background is bright and out of focus, showing indoor plants and a window.

A Clearer Path to College and Career Success

The Great Lakes College and Career Pathways Partnership

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, MMSD
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

Overview and Partnerships

- **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

Current Partnerships and Programs

- 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



HOPE
Health Occupations and Professions Exploration



HOPE

Health Occupations and Professions Exploration

- 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
<https://itunes.apple.com/us/app/finding-your-path/id1446617333?mt=8>

- Google Play

- Coming soon!!



UW Health AHECP Adult Education Programs

- **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 Apprentices 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

Apply for UW Health Apprenticeship Positions (Paid FTE)

**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

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

**Maintenance
 Technician**
 Paid
See page 2

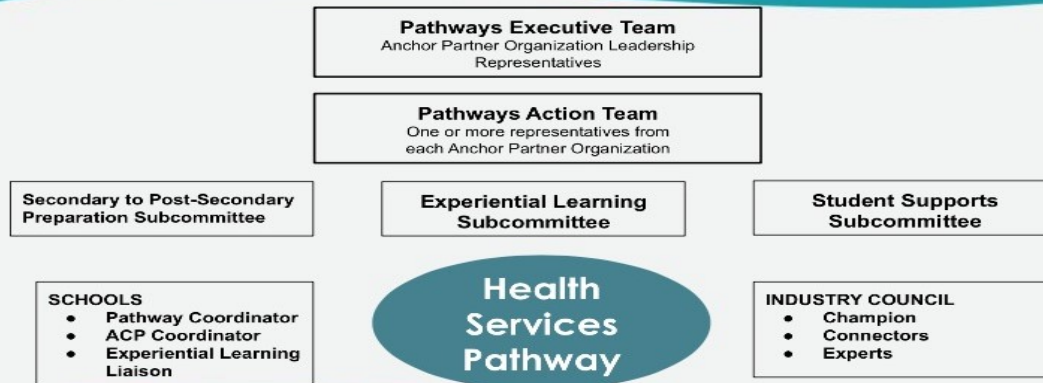
Medical Assistant
 12 month Program
 40 students max
 Paid
See page 3

Graduate from Program

Move into Appropriate FTE Title

Madison Metro School District Personalized Pathways

Pathways Work Teams



[Theory of Action](#), [Vision](#), [Mission](#)

MADISON METROPOLITAN SCHOOL DISTRICT 

UW Health Anchor Partner Team

- 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

OUR MADISON

INCLUSIVE, INNOVATIONG & THRIVING

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



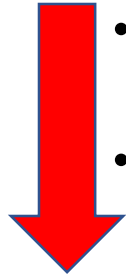
Hugh Wing Community Development Specialist
Department of Planning and Community &
Economic Development
Community Development Division

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.

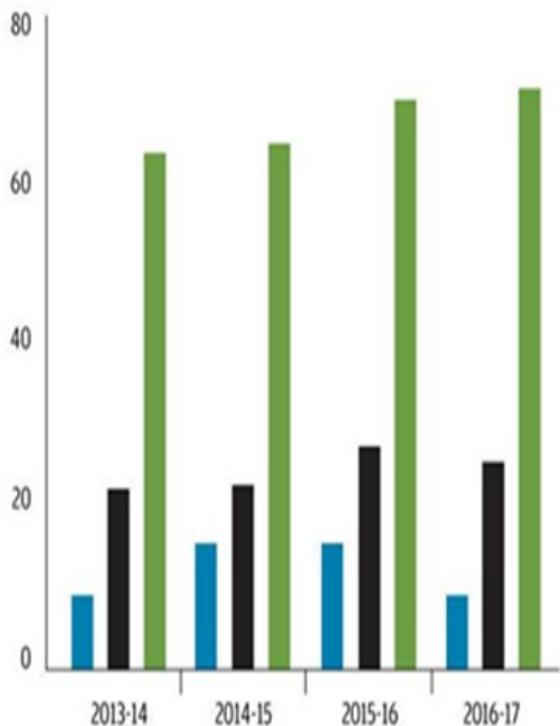


- Madison Student Achievement Gap – **Wisconsin has the largest racial academic achievement gap in the country.**
- [2013 Race to Equity's baseline report on racial disparities in Dane County](#)

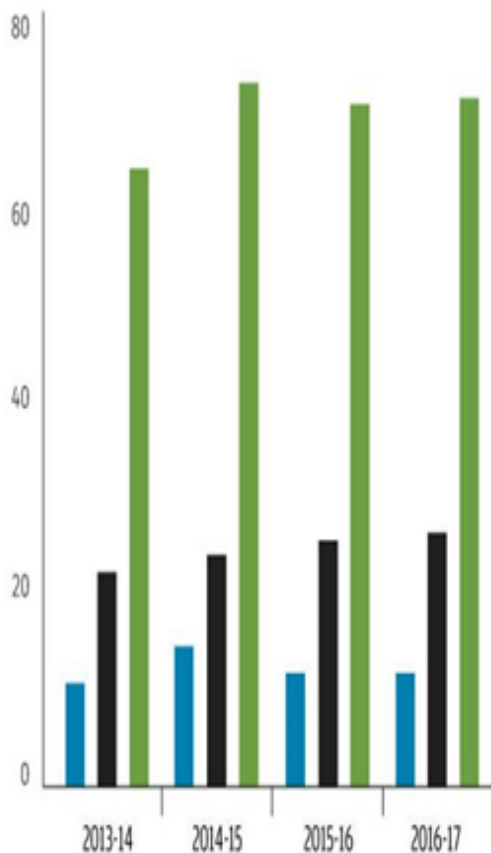
Percentage of Madison students rated 'college ready' on the ACT

Mathematics, 2013-17

Black Hispanic White

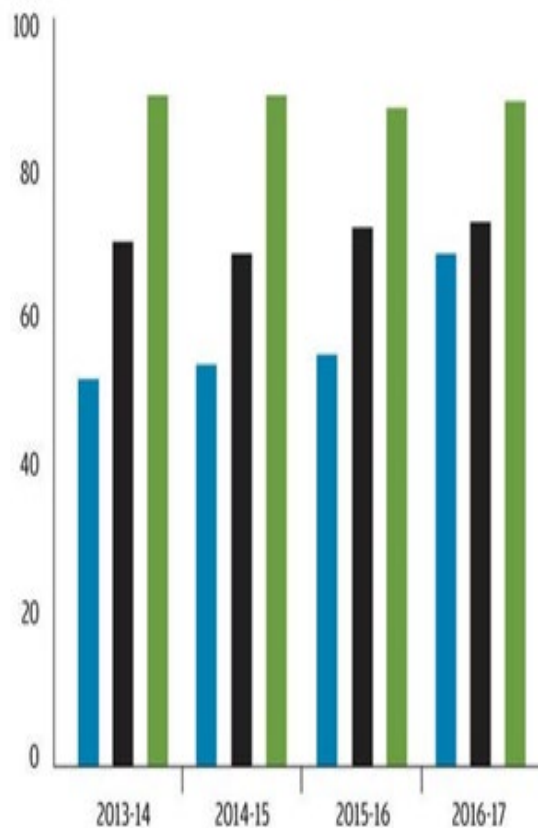


Reading, 2013-17



MMSD graduation rates, 2013-17

Black Hispanic White



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](#)

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.