

and analyze older workers and students in Indiana and to create more effective strategies for serving them. She holds an Educational Specialist degree in Curriculum and Instructional Planning from Wright State University and a doctorate in Educational Administration from Ball State University in Muncie, Indiana.

Heath Prince *Center For Law and Social Policy (Clasp) Senior Policy Analyst*

Mr. Heath Prince is a senior policy analyst on the Workforce Development team at CLASP. In his capacity as researcher and policy analyst, he has led research on grants from the U.S. Department of Labor, the U.S. Department of Education, and several foundations, including the Ford Foundation, the Annie E. Casey Foundation, the Charles Stewart Mott Foundation, and the Bill and Melinda Gates Foundation. He has authored numerous reports on workforce and economic development policy and practice, as well as edited a volume on alternative financing strategies for workforce development.

Mr. Prince holds a B.A. in International Affairs from the University of Colorado, Boulder, and a Master of Public Affairs from the Lyndon B. Johnson School of Public Affairs, at the University of Texas, Austin. He is also an adjunct lecturer at the Heller School for Social Policy and Management, Brandeis University, where he is completing a Ph.D on multidimensional poverty measurement in developing countries.

Eric Seleznow *National Skills Coalition (NSC) State Policy Director*

As State Policy Director, Mr. Eric Seleznow leads the State Policy Team's efforts to help state coalitions and other state partners develop and organize support for tangible state workforce policy reforms. As a former state and local administrator of federally funded workforce programs, Mr. Seleznow also participates in NSC's policy reform efforts in Washington, DC.

Before joining NSC, Mr. Seleznow served for over three years as Executive Director of the Governor's Workforce Investment Board under Maryland Governor Martin O'Malley. He previously accumulated over twenty-five years of experience in the workforce field, including as Director of Workforce Services for the Montgomery County Department of Economic Development, and within the corrections system running jail-based training, employment, and pre-release programs—re-entry efforts for which he is still regarded as a national expert.

Mr. Seleznow holds a B.A. in Criminal Justice from Northeastern University.



Career Pathways Initiative Credentials that Count

Spring Institute 2011

April 26 -28, 2011
Washington D.C.

U.S. Department of Labor, Frances Perkins Building



TABLE OF CONTENTS

Agenda at a Glance Inside Front Cover

Agenda 3

TA Initiative Overview 6

Liaison Hotel Map 8

Subject Matter Expert Bios 9

Hotel to DOL MapInside Back Cover

Mimi Maduro *Worksource Oregon Pathways Statewide Director*

Ms. Mimi Maduro has worked in the field of training and workforce development for the past 30 years in both the public and private sectors. She has served as Oregon’s Pathways Initiative Statewide Director for the past five years. Prior to this appointment she served as Workforce Development Director at Portland Community College, overseeing the Career Pathways Training Program. Ms. Maduro also has served as Chair of Oregon’s Community College Workforce Strategies Committee and is a member of the National Council for Workforce Education.

Ms. Maduro is a graduate of Penn State University and received her Master’s degree in Management from Marylhurst University.

Debra Mills *Center for Occupational Research & Development (CORD) Director, Partnerships*

Ms. Debra Mills is a member of the CORD staff as the Vice President of Partnerships and Director of the National Adult Career Pathways Resource Center. Ms. Mills focuses on transitions between secondary and postsecondary experiences and community engagement for the success of adult learners. Ms. Mills has expertise in curriculum development (4+2), staff development, linkages between secondary and postsecondary institutions and partnerships with business, industry and labor. Ms. Mills significant accomplishments at CORD include: developing of standards-based curriculum in manufacturing, construction, and transportation service career clusters at a state level; assisting community colleges with strategic professional development plans for staff and faculty; building partnerships in communities; developing adult career pathways projects; and authoring numerous keynote speeches for state education conferences. Ms. Mills was part of the College & Career Transition Leadership Team (OVAE Project).

Ms. Mills is an experienced classroom teacher (secondary & postsecondary) and a former workforce development grant administrator at the postsecondary level. Ms. Mills’ awards include the American Association of Community College’s Dale Parnell Tech Prep Award and the U.S. Department of Education’s Excellence in Tech Prep Award. She has written or contributed to several publications and articles including *Tech Prep: The Next Generation Planning Guide*. In addition, Ms. Mills was a contributing author to *Career Pathways: Education with a Purpose*, *Adult Career Pathways: Providing a Second Chance in Public Education* and *The Pathways from Baghdad to Tech Prep: A Success Story*.

Ms. Mills received a B.A. in Career Occupations and a Masters in Technology from Eastern Illinois University.

Gloria Mwase *Jobs for the Future (JFF) Program Director*

Dr. Gloria Mwase’s work centers on helping low-skilled adults advance to family-sustaining careers, while enabling employers to build and sustain a productive workforce. Her projects include Breaking Through, enabling adults with less-than-8th-grade skills to prepare for and succeed in community college technical programs. She also leads the capacity-building and peer-learning efforts of the National Fund for Workforce Solutions, which supports local funding collaboratives investing in workforce partnerships that recruit, train, place, retain, and advance new and incumbent workers in key industry sectors.

Dr. Mwase brings a decade of experience managing projects in the nonprofit sector. Her publications include studies that explore the role of community-based organizations in employment training and economic development, as well as an analysis of state policies affecting remedial instruction for adults.

Before coming to JFF, Dr. Mwase was a local representative for the Annie E. Casey Foundation, where she served on the Funders Group of SkillWorks, a workforce intermediary in Boston that is now part of the National Fund for Workforce Solutions.

Dr. Mwase has taught at Cambridge College and the University of Massachusetts, Boston She earned a B.A. in economics from Tougaloo College and both an M.S. and Ph.D in public policy from the University of Massachusetts, Boston.

Rebecca Nickoli *Ivy Tech Community College Vice President, Workforce and Economic Development and Grants Administration*

Dr. Rebecca Nickoli is currently Vice President for Workforce and Economic Development and Grants Administration at the system office of Ivy Tech Community College. She has worked at Ivy Tech in a variety of positions over the past several years, including division chair for general education and CEO of one of the College’s campuses. At various times during her tenure at the system office, she has had system-wide responsibility for assessment, distance learning, accreditation, and academic policy development.

Dr. Nickoli is a consultant-evaluator and team chair for the Higher Learning Commission (HLC) and a member of the HLC Institutional Actions Council. She is a member of the executive board of the National Council of Workforce Education, holding the position of Vice President for Government Relations. She also serves on the board of Accessing Technology through Awareness in Indiana (ATAIN). Dr. Nickoli recently chaired the Joyce Foundation’s *Shifting Gears in Indiana* initiative. In addition, she has been active in the Auto Communities Forum, a group of community colleges and interested partners from industry, research, and philanthropy developing strategies and new directions for communities significantly impacted by automotive lay-offs and closures. Dr. Nickoli is also involved in the Indiana *Skills2Compete* program and the Indiana Chamber’s *Workforce Wise* project to research

Collaborative, bringing together literacy providers, higher education, and workforce development leaders to devise and implement an education and training blueprint for the greater Philadelphia area.

She attended Oberlin College for her bachelor's degree and received a Masters in Social Work from the University of Pennsylvania.

Maria Flynn *Jobs for the Future (JFF) Vice President, Building Economic Opportunity*

As vice president of JFF's Building Economic Opportunity Group, Ms. Maria Flynn leads JFF's work to help low-skilled adults advance to family-sustaining careers, while enabling employers to build and sustain a productive workforce. Ms. Flynn guides the activities of several key JFF projects and partnerships, including the National Fund for Workforce Solutions, Jobs to Careers, and Breaking Through.

Ms. Flynn has nearly 20 years of experience in the workforce development field. As the administrator of the Office of Policy Development and Research in the U.S. Department of Labor's Employment and Training Administration (ETA), she oversaw the assessment and development of employment and training policies, managed the design of the agency's research and evaluation strategy, and provided direct support to agency budget and appropriations activities. As the agency's policy director, Ms. Flynn played a key role in the development and implementation of the Workforce Innovation in Regional Economic Development Initiative (WIRED).

Within the ETA, Ms. Flynn led the Division of One-Stop Operations, where she developed the policy and technical assistance framework necessary to enable states and local communities to establish comprehensive One-Stop delivery systems. She also served as team leader for the interagency policy group charged with implementing the Workforce Investment Act of 1998.

Ms. Flynn earned her B.A. in international relations and economics at Saint Joseph's University in Philadelphia and a Master's of Government Administration at the University of Pennsylvania.

Pam Frugoli *Employment and Training Administration, Office of Workforce Investment O*Net/Competency Assessment Team Lead*

Ms. Pam Frugoli is the federal project lead for the Occupational Information Network (O*NET) system and the industry competency models project for the US Department of Labor, Employment and Training Administration (ETA). She leads ETA's efforts around identifying and disseminating information on occupational and industries skill and competency profiles and related credentials and assessments.

Prior to coming to ETA in 2000, Ms. Frugoli served for three years as a team lead on the Occupational Employment Statistics (OES) program at the Bureau of Labor Statistics. From 1985 to 1997 she worked as an Occupational Information System Specialist at the National Occupational Information Coordinating Committee.

She holds a B.A. in Psychology from Brandeis University, and a Master's in Education from Boston University, with additional coursework in economics and statistics.

Evelyn Ganzglass *Center for Law and Social Policy (CLASP) Director, Workforce Development*

Ms. Evelyn Ganzglass is Director of Workforce Development at CLASP. She has extensive experience in workforce development policy, education, economic development and social service policies and programs. She leads CLASP's national and state advocacy and technical assistance efforts related to postsecondary and adult education, workforce investment programs, welfare and work supports policy, and job quality. She widely publishes and presents on these topics. In 2007, Ms. Ganzglass testified before Congress on changes needed in the Workforce Investment Act that would improve job training.

Prior to joining CLASP, she directed the Global Workforce in Transition project at the Educational Development Center Inc., a U.S. Agency for International Development global initiative to help developing and transition countries respond to changing economic needs. Before that, Ms. Ganzglass worked for the National Governors Association (NGA) for more than 20 years. From 1991 to 2002 she directed employment and social services policy studies at NGA Center for Best Practices. She lead the association's research and technical assistance activities focused on promoting effective state practices and policy innovation related to workforce development, youth development, social services, welfare reform, criminal justice and performance management. She also led major NGA initiatives related to cluster-based economic development, e-learning, youth development, skill standards, adult literacy, school-to-work transition, and policies to help low-income working families advance out of poverty.

Ms. Ganzglass started her career at the U.S. Department of Labor and served as a Peace Corps volunteer in Somalia.



AGENDA

TUESDAY, APRIL 26, 2011

7:00

Registration and Full Breakfast

METROPOLITAN EAST/WEST ROOMS, LIAISON HOTEL

Institute participants staying at the Liaison Hotel are invited to enjoy a complimentary breakfast.

8:30

Welcome and Opening Session

METROPOLITAN ROOMS EAST/WEST, LIAISON HOTEL

During this opening plenary, federal staff from the Department of Labor, Employment and Training Administration (ETA), Department of Education, Office of Vocational and Adult Education (OVAE), and the Department of Health and Human Services, Office of Family Assistance will welcome the group and discuss their goals for the Institute as well as provide an overview of the Institute agenda. They will also share accomplishments of the grantees to date.

Christine D.K. Ollis, Chief, Division of Adult Services, Employment and Training Administration, U.S. Department of Labor, Washington, DC

Grace Kilbane, Administrator, Office of Workforce Investment, Employment and Training Administration, U.S. Department of Labor, Washington, DC

Cheryl Keenan, Director, Division of Adult Education and Literacy, Office of Vocational and Adult Education, U.S. Department of Education, Washington, DC

Robert Shelborne, Director, Division of Policy and Program Development, Office of Family Assistance, Administration for Children and Families, U.S. Department of Health and Human Services, Washington, DC

Panel Discussions

METROPOLITAN ROOMS EAST/WEST, LIAISON HOTEL

Building Credential Attainment Into Career Pathway Approaches: *The What and Why.*

The panelists will discuss the importance of building career pathways from the perspective of funders, employers, and state agencies.

Moderator: Mary Alice McCarthy, Workforce Analyst, Division of Adult Services, Employment and Training Administration, U.S. Department of Labor, Washington, DC

Mark Popovich, Senior Program Officer, The Hitachi Foundation

Peter J. Joyce, Director, MPR Associates

Eric Seleznow, State Policy Director, National Skills Coalition

Building Credential Attainment Into Career Pathway Approaches: *How to Do It.*

Credentialing experts will present strategies and tools for integrating credentials into career pathway approaches.

Mimi Maduro, Director, Career Pathways Statewide Initiative, Oregon Department of Community Colleges and Workforce Development, Portland, OR

Becky Nickoli, Vice President for Workforce and Economic Development, Ivy Tech Community College, Indianapolis, IN

*Pam Frugoli, O*NET/Competency Assessment Team Lead, Employment and Training Administration, U.S. Department of Labor, Washington DC*

11:15

Gain Entrance at the Frances Perkins Building

FRANCES PERKINS BUILDING, 200 CONSTITUTION AVENUE NW
Institute attendees will travel to the Frances Perkins Building, go through security and gain entrance. Enter using the Visitor's Entrance, referred to as the Fountain Entrance, which is at 3rd and C Streets NW, one block north of Constitution Avenue. (See map at the back of your program).

12:00

Networking Luncheon

CAFETERIA, 6TH FLOOR, FRANCES PERKINS BUILDING

1:30

Team Time #1

TEAM ROOMS, FRANCES PERKINS BUILDING

During the opening session of team time, teams will meet with their coaches and facilitators to reflect on the morning session and to plan how they wish to spend their time over the next three days. They will also prepare for their meetings with subject matter experts.

Teams may take afternoon breaks according to their own schedule.

3:00

Subject Matter Expert Appointments

Subject matter experts will meet with their assigned teams during this time. Between meetings with subject matter experts, federal staff facilitators and team coaches will support the teams in thinking through and planning their career pathways roadmaps and conducting action planning.

5:00

Adjourn

WEDNESDAY, APRIL 27, 2011

7:00

Networking Breakfast

METROPOLITAN EAST/WEST, LIAISON HOTEL

Institute participants staying at the Liaison Hotel are invited to enjoy a complimentary breakfast.

8:00

Gain Entrance at the Frances Perkins Building

FRANCES PERKINS BUILDING, 200 CONSTITUTION AVENUE NW

Institute attendees will travel to the Frances Perkins Building, go through security and gain entrance.

8:30

Team Time #2 and Subject Matter Expert Appointments

TEAM ROOMS, FRANCES PERKINS BUILDING

Each team's schedule will be individualized according to their visits with subject matter experts. All teams will meet again with their federal staff facilitators and team coaches who will support their planning career pathway road maps and action planning.

Teams may take morning breaks according to their own schedules.

12:00

Networking Luncheon

CAFETERIA, 6TH FLOOR, FRANCES PERKINS BUILDING



SUBJECT MATTER EXPERT BIOS

Barbara Derwart *JBS International Senior Research Analyst*

Ms. Barbara Derwart, a Senior Research Analyst with JBS International, Inc., is a member of the team providing technical assistance to the O*NET/Competency Assessment Team in the U. S. Department of Labor's Employment and Training Division (ETA), Office of Workforce Investment. Ms. Derwart has extensive experience and expertise in occupational and educational data collection and classification systems. During her career, Ms. Derwart has worked with application developers and members of the workforce investment system advising in the use of workforce information for economic development, program planning and career decision-making. Ms. Derwart has extensive experience in the use of occupational and educational data for program planning, curriculum development, and career exploration gained through work as an occupational information specialist for both the New Jersey and the National Occupational Information Coordinating Committees.

A former employee of ETA, Ms. Derwart was a member of the team that developed the Web-based suite of tools known as CareerOneStop serving as the project manager for the Career InfoNet. In her current assignment, Ms. Derwart provides technical support for the development of industry competency models and the Web-based Competency Model Clearinghouse. She is an experienced trainer with a Master's degree from the University of Maryland, Baltimore County in Instructional Systems Development.

Ricardo Estrada *Instituto Del Progreso Latino Vice President, Education and Programs*

Dr. Ricardo Estrada is currently the Vice President of Education and Programs at the Instituto del Progreso Latino in Chicago, Illinois. Dr. Estrada has over 25 years of higher education experience in Chicago, Illinois, having worked in community colleges and the private education sector in positions such as Business and Management Professor, Chair Person of Business and Management Department, Associate Dean of Student Services, Executive Dean for Finance and Administration, and Executive Campus Dean. Dr. Estrada's experience in curriculum and program development qualified him as a member of the Career Pathway Panel of Experts for the U. S. Department of Education, Office of Vocational and Adult Education.

Dr. Estrada has been integral in the development of several adult education, vocational and workforce development models that contribute to the career advancement of the non-traditional student population. Among these is *Carreras en Salud*, a healthcare pathways program which is successfully creating opportunities for bilingual Chicago residents to become healthcare professionals. *Carreras en Salud* has graduated over 225 bilingual Licensed Practical Nurses and over 150 bilingual Certified Nurse Assistants in just five years since the program's inception. *Carreras en Salud* was selected as the National Exemplary Workforce Development Model in 2007 by the National Council of Continuing Education and Training.

Cheryl Feldman *District 1199C Training and Upgrading Fund Director*

Ms. Cheryl Feldman has worked for the District 1199C Training & Upgrading Fund, a labor-management educational trust fund with 50 contributing employer partners, for 30 years. During that time, she has worked in the capacity of Training Coordinator, Learning Center Coordinator, and Director. Ms. Feldman currently directs the activities of the Training Fund, which provides educational opportunities for the members of District 1199C (Philadelphia Hospital and Healthcare Employees), an AFSCME affiliate, and community residents, with an emphasis on workforce and career ladder programs. Ms. Feldman has helped develop the Fund's Learning Center into a comprehensive educational career center providing a wide range of literacy and skills training programs that serve 18,000 adults and youth annually who reside in southeastern Pennsylvania and southern New Jersey. In coordination with the Philadelphia Workforce Investment Board, Ms. Feldman has provided leadership in bringing federal, state, and foundation grant funds to the Philadelphia region to retrain laid off hospital workers, assist TANF recipients to receive skills training, and educate nursing, allied health, and human services incumbent workers at every step of the career ladder through the associate's, bachelor's and master's degrees.

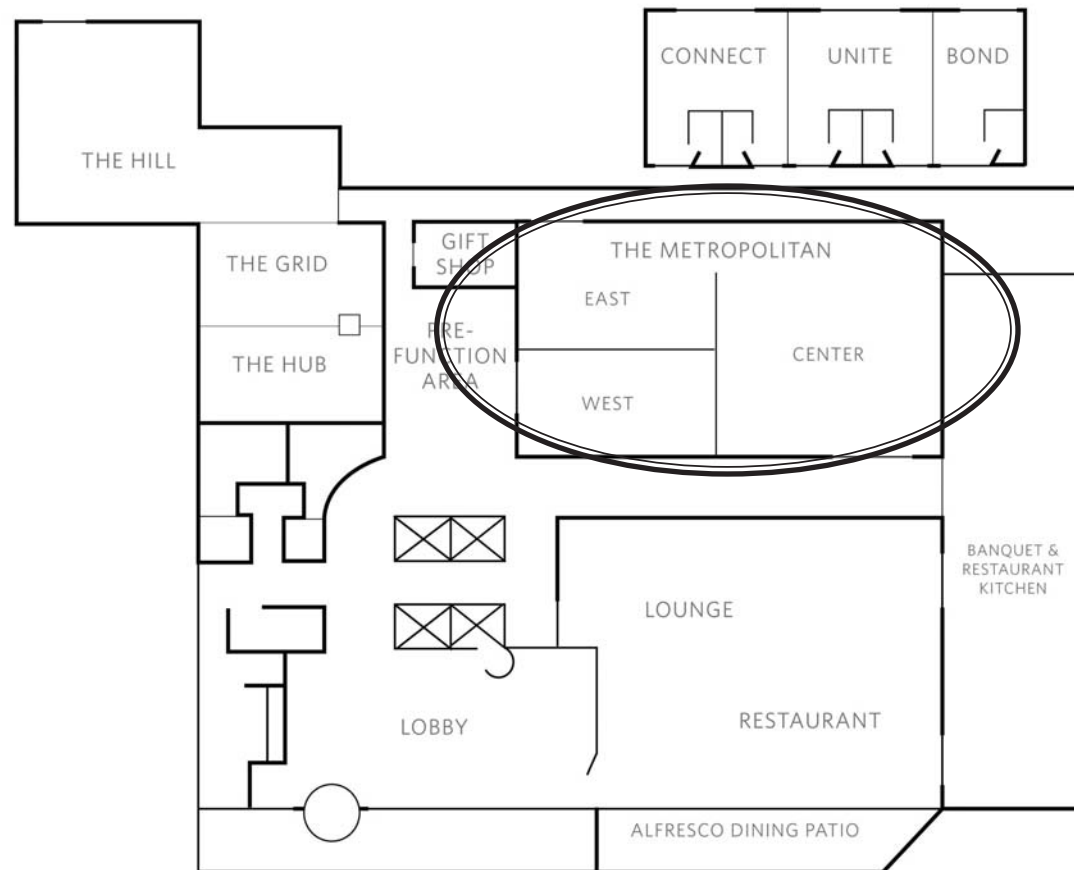
Ms. Feldman serves on the Advisory Board of the National Network of Sector Partners, on the Leadership Council of the National Skills Coalition (formerly called The Workforce Alliance), the Philadelphia Council for College and Career Success (Youth Council), the Leadership Council of the Pennsylvania Center for Health Careers, and the Advisory Board of CLASP's Center for Postsecondary and Economic Success. She served on the Education and Training Healthcare Subcommittee of the President Obama's Economic Recovery Advisory Board (PERAB), and testified before the US Senate HELP Committee on WIA reauthorization. She chairs the Pennsylvania Bureau of Adult and Literacy Education's Inter Coordinating Council and the Philadelphia Workforce Solutions



LIAISON HOTEL MAP

Pre-Institute Functions

Pre-Institute functions held at the Liaison Hotel (such as breakfast each morning) will be held in the Metropolitan room, located on the first floor.



1:30

Team Time #3 And Subject Matter Expert Appointments

TEAM ROOMS, FRANCES PERKINS BUILDING

Teams will continue to meet with subject matter experts and work on developing their action plans with federal facilitators and coaches.

Teams may take afternoon breaks according to their own schedule.

5:00

Adjourn

THURSDAY, APRIL 28, 2011

6:30

Networking Breakfast

METROPOLITAN EAST/WEST ROOMS, LIAISON HOTEL

Institute participants staying at the Liaison Hotel are invited to enjoy a complimentary breakfast.

7:30

Gain Entrance At The Frances Perkins Building

FRANCES PERKINS BUILDING, 200 CONSTITUTION AVENUE NW

Institute attendees will travel to the Frances Perkins Building, go through security and gain entrance.

8:00

Final Team Time

TEAM ROOMS, FRANCES PERKINS BUILDING

Teams will meet one final time with their facilitator and coach to determine next steps and plan their remarks for the closing session.

10:15

Return To The Liaison Hotel

Institute attendees will travel back to the Liaison Hotel for the closing session.

11:00

Closing Session

METROPOLITAN EAST/WEST ROOMS, LIAISON HOTEL

Representatives from each of the teams will report out on the highlights of what they accomplished at the Institute and on their plans moving forward. The assistant secretaries will bring the Institute to a close with their remarks.

Moderator: Christine D.K. Ollis, Chief, Division of Adult Services, Employment and Training Administration, U.S. Department of Labor, Washington, DC

Jane Oates, Assistant Secretary, Employment and Training Administration, U.S. Department of Labor, Washington, DC

Brenda Dann Messier, Assistant Secretary, Office of Vocational and Adult Education, U.S. Department of Education, Washington, DC

Mark Greenberg, Deputy Assistant Secretary for Policy, Administration for Children and Families, U.S. Department of Health and Human Services, Washington, DC

12:00

Adjourn

Safe travels.



CAREER PATHWAYS INITIATIVE: PROGRAM OVERVIEW

The Obama Administration has identified improving the skills, knowledge and credentials of American workers as an urgent priority. Despite high unemployment, labor market forecasts point to significant skills shortages that could slow the process of economic recovery and endanger America's long-term competitiveness if left unaddressed. Career Pathway systems offer an effective approach to helping American students and workers gain industry-recognized and academic credentials through better alignment of education, training and employment services among public agencies and with employers. The term "career pathways" refers to a clear sequence of education or training that is aligned with the skill needs of employers, utilizes curriculum and instructional strategies appropriate for adult learners, leads to the attainment of industry-recognized degree or credentials, and includes supportive services such as academic and career counseling, childcare and transportation subsidies, and job placement services. Career pathway systems offer a more efficient and customer-centered approach to training and education by successfully articulating adult basic education, occupational training, and postsecondary education programs and designing programs that meet the needs of adult learners and employers.

The Career Pathways Technical Assistance Initiative is directed at strengthening career pathway systems for low-skilled adults and dislocated workers. The initiative, which is co-sponsored by the federal Department of Labor, Employment and Training Administration (ETA), and Department of Education, Office of Vocational and Adult Education (OVAE), leverages the latest research and best practices to support the development of career pathway systems. Nine states and two Indian and Native American entities have received grants to convene the necessary partners, including local employers and representatives from the workforce, education and human services arena, to build effective and comprehensive career pathway systems. The grantees are: Kansas, Kentucky, Maryland, Minnesota, Montana, New Mexico, Ohio, Pennsylvania, Virginia, Gila River Indian Community, and Tucson Indian Center in Arizona.

To support the work of the grantees, staff from ETA and OVAE developed a shared definition and key elements for building career pathway systems that has been shared with the grantees and serves as the organizing framework for the Initiative. ETA and OVAE staff also developed a *Career Pathways Readiness Assessment Tool* to help grantees clarify priorities and gaps around career pathways as well as a *Credential Asset Mapping Tool* to help grantees with their work of building stackable credentials. Both agencies are working on a strategy for disseminating these tools across the workforce and education systems.

To help grantees advance in their work, the Initiative includes two Institutes designed to bring grantee teams together with subject matter experts, state and local practitioners and federal staff. The first Institute, which took place from November 30-December 2nd in Washington D.C., focused on building the key partnerships among workforce, education, human services and employers to support a systemic approach to career pathways, with a particular emphasis on strengthening the entry points for low-skilled adults and dislocated workers through bridge programs and integrated education and training models.

The second Institute, scheduled for April 26-28th in Washington D.C., will focus on how to integrate credential attainment into career pathway approaches. The same cross-agency teams from each state and tribe, along with their employer partners, will attend the Institute and they will be supported in their work by federal staff from the ETA, OVAE, and ACF, as well as a host of subject matter experts on credentialing. Grantees will learn how to classify and analyze existing credentials in the career pathways they are developing and identify gaps that create barriers to credential attainment and career advancement. Grantees will also work with subject matter experts to overcome barriers through policy reforms and new program designs. By the conclusion of the Institute, grantees will have mapped out a clear sequence of related credentials, occupations and education and training opportunities and developed a strategic plan for aligning and articulating them into a comprehensive career pathway that includes extensive support services.

We expect that by participating in the Institutes, and the technical assistance activities provided before and after each one, grantees will make measurable progress toward designing career pathway models that meet the educational needs of program participants and the needs of local employers for skilled workers.