

Education Pathways to Employment

Northern Colorado | 2022



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Executive Summary

Experts predict that many of the jobs available in the year 2030 have yet to be invented. Further, 47% of all US jobs are at risk of elimination in the next 20 years due to high automation with lower-wage jobs being 20 times more likely to disappear than jobs at the higher end of the pay spectrum.¹ Those who thrive in this new reality will have to be highly agile, creative, critical thinkers, comfortable with diverse environments, and open to a future far more fluid than that to which we are accustomed.

Currently, 76% of jobs in Colorado require some kind of postsecondary degree, yet only 23 of every 100 high school graduates earns a college degree in six years. The COVID-19 pandemic created urgency around re-engaging high school students who have fallen behind on graduation requirements and college and career readiness.² Research tells us that students who receive mentorship from caring adults and who feel confident and hopeful about their ability to succeed are most likely to be engaged in school.³

There are many ways to help support students in gaining more postsecondary credentials. **Work-Based Learning (WBL)** provides students with opportunities to learn, and feel confident in foundational skills used in the workplace through participation in applied programs such as internships or apprenticeships. **Career and Technical Education (CTE)** is career-oriented coursework, or the ability to earn credit through industry partnerships, which provides students with the opportunity to obtain skills-based certifications or credentials. **Concurrent Enrollment (CE)** provides students the opportunity to take college-level coursework and experience college faculty and curriculum while still in high school. Importantly, WBL, CTE, and CE connect young people with mentors and role models who serve as outlets of encouragement and support.

Fast Facts to Consider:

- ▶ Only 1 in 4 CO high school graduates enrolls immediately in a postsecondary education and completes a credential six years later. ([CO Talent Pipeline](#))
- ▶ Students who took Concurrent Enrollment classes were 50% more likely to attend college. (Colorado Evaluation and Data Lab) and 26% of students who took Concurrent Enrollment classes graduated in four years.
- ▶ According to CCCS (Colorado Community College System), only 17% of CCCS students successfully transfer to 4-year institutions, 13.7% for first gen students. ([CCCS Strategic Plan](#))
- ▶ Among our fastest growing population, Latino/Hispanic, only 1 in 5 have a credential beyond high school. Colorado ranks 50th in the nation in the divide between the percentage of adult Latino/Hispanic Coloradans who have earned an associate or bachelor's degree and percentage of degree-holding non-Latino/Hispanic whites. ([CO Talent Pipeline](#))
- ▶ College can be unaffordable for many, however, efforts are being made by institutions of higher education to decrease costs. According to CSU, about half the college students in Colorado graduate with no debt, and those who have debt, on average, owe only about \$25,000 when they get their degree.

Aligned and accessible programming that will truly move students to and through postsecondary programs that lead to economic mobility will not happen on their own. A regional approach must be taken to ensure that talent pipelines are responsive to the needs of a region, that programs are built with equity and access in mind and that resources are shared beyond school, district, and municipal boundaries.

School districts, institutions of higher education, and industry partners must collaborate in developing programming aligned to getting more students access to CTE, CE, and WBL. Given this momentum and the opportunity the region has in increasing postsecondary attainment for students and the economic prospects of young people, **The Community Foundation of Northern Colorado, Fort Collins Area Chamber of Commerce, and The Weld Trust** contracted Colorado Succeeds to better understand the Education to Employment Landscape in Northern Colorado. These, and many other partners, are interested in supporting the Northern Colorado region and its young people in achieving postsecondary success through partnership and opportunities offered by schools and partners. The exponential growth of these discrete programs and interested partners has highlighted the need for more coordination as well as shared understanding of programming assets and gaps.

Through an asset mapping project, the partners sought to define these programs and organize them into an understandable, shareable resource. Facilitated conversations and a landscape analysis were conducted by Colorado Succeeds over the past three months, resulting in recommendations around strategic regional opportunities.

This report includes:

- ▶ Asset maps for 15 school districts including: Ault-Highland RE-9, Briggsdale RE-10, Colorado Early College, Eaton RE-2, Estes Park, Fort Lupton RE-8, Greeley 6, Johnstown-Milliken RE-5J, Platte Valley RE-7, Poudre School District, St. Vrain Valley Schools, Thompson School District, Valley RE-1, Weld County School District RE-3J, Weld RE-4 (Windsor-Severance)
- ▶ Key insights from stakeholder interviews with Aims Community College, Colorado State University, Front Range Community College, and University of Northern Colorado
- ▶ Key insights from stakeholder interviews with Larimer County Economic and Workforce Development and Employment Services of Weld County
- ▶ K12 Work-Based Learning Business Liaison from the Workforce Innovation Grant
- ▶ Landscape analysis of key opportunities for the region
- ▶ Labor market data for the region [August 2022]
- ▶ Key recommendations for collaboration based on asset maps, labor market data and landscape analysis

Acknowledgments

The Northern Colorado Community Foundation, Fort Collins Area Chamber and The Weld Trust contracted Colorado Succeeds to conduct a landscape analysis and asset map outlining the programs, partnerships, and opportunities available to young people in Northern Colorado aligned to college and career pathway development. Colorado Succeeds thanks the Northern Colorado Community Foundation, Fort Collins Area Chamber and The Weld Trust for their support and engagement throughout this project. In addition, thank you to all participating districts, business leaders, higher education institutions, and partners for ensuring this report captured the wide range of opportunities and experiences learners may access in Northern Colorado.



Introduction

To complete the study, Colorado Succeeds divided our work into three sections:

1. Performing a regional landscape scan to develop an asset map and definitions tool outlining the programs, partnerships, and opportunities available to young people in Northern Colorado aligned to college and career pathway development.
2. Gathering input from multiple stakeholders on the unique needs and considerations given Northern Colorado's local context.
3. Synthesizing findings and developing key recommendations for strategic opportunities and next steps.

Figure 1

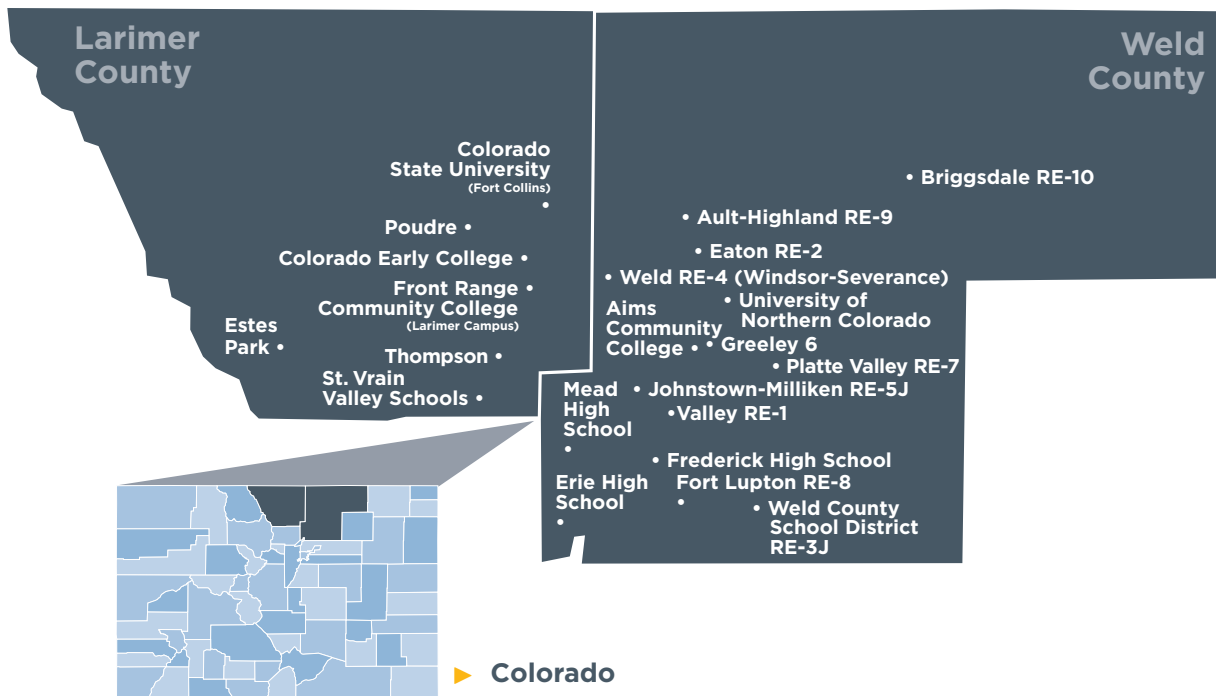
The primary research consisted of stakeholder interviews in which we sought to have broad geographic representation. In total, 25 interviews were conducted.

Table 1: Regional Stakeholder Engagement

Combining what was learned through the regional scans, the partner interviews, and focus groups, a series of recommendations were developed, including prerequisites for success for leveraging diverse stakeholders across K12, higher education, and business/industry to build cross-sector partnerships and relevant work-based learning experiences aligned to postsecondary opportunities and in-demand workforce pathways.



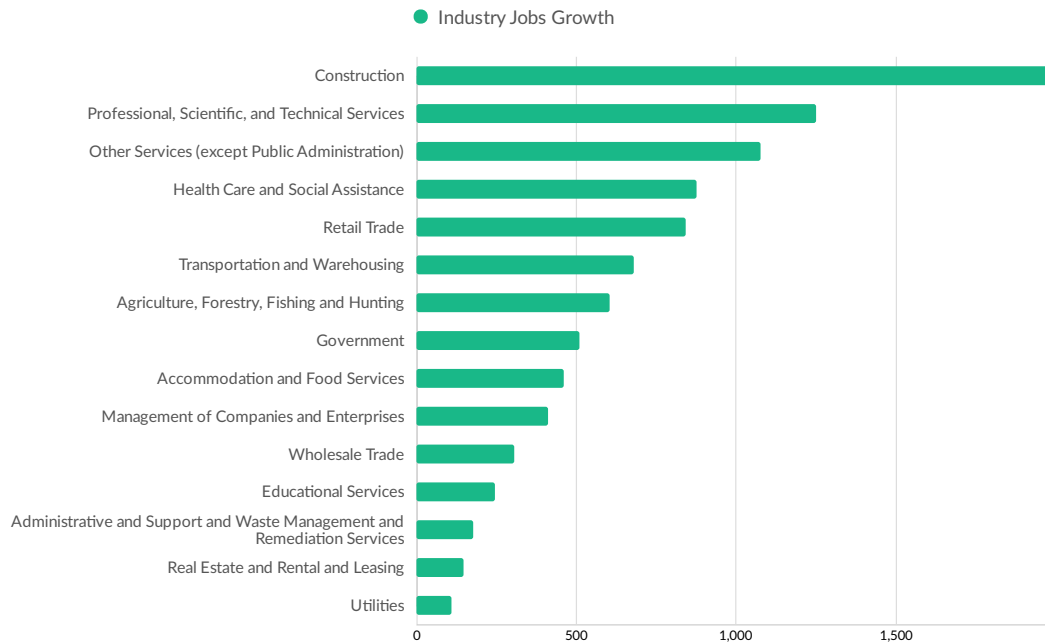
Northern Colorado: K12 and Higher Education Partners



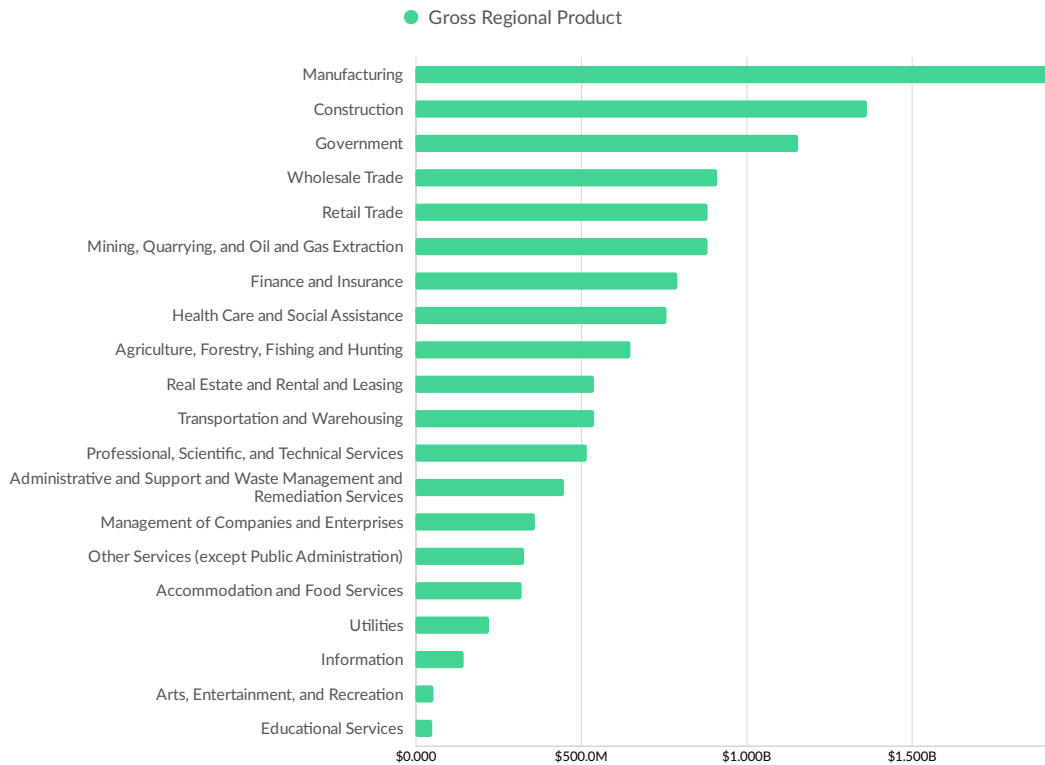
Weld Economic Overview [\(Full Report\)](#)

Source: Lightcast Q2 2022 Data Set | www.economicmodeling.com

Top Growing Industries



Top Industry GRP



Weld Economic Overview

Source: Lightcast Q2 2022 Data Set | www.economicmodeling.com

Economy Overview

344,469 Population (2021) Population grew by 48,139 over the last 5 years and is projected to grow by 48,789 people over the next 5 years.	125,373 Total Regional Employment Jobs grew by 8,485 over the last 5 years and are projected to grow by 12,764 people over the next 5 years.	\$74.2K Median Household Income (2019) Median household income is \$11.3K above the national median household income of \$62.8K.
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Takeaways

- As of 2021 the region's population increased by 16.2% since 2016, growing by 48,139 people. Population is expected to increase by 14.2% between 2021 and 2026, adding 48,789 people.
- From 2016 to 2021, jobs increased by 7.3% in Weld County, CO from 116,888 to 125,373. This change outpaced the national growth rate of 0.7% by 6.6%. As the number of jobs increased, the labor force participation rate decreased from 66.0% to 63.7% between 2016 and 2021.
- Concerning educational attainment, 18.5% of Weld County, CO residents possess a Bachelor's Degree (1.8% below the national average), and 9.1% hold an Associate's Degree (0.4% above the national average).



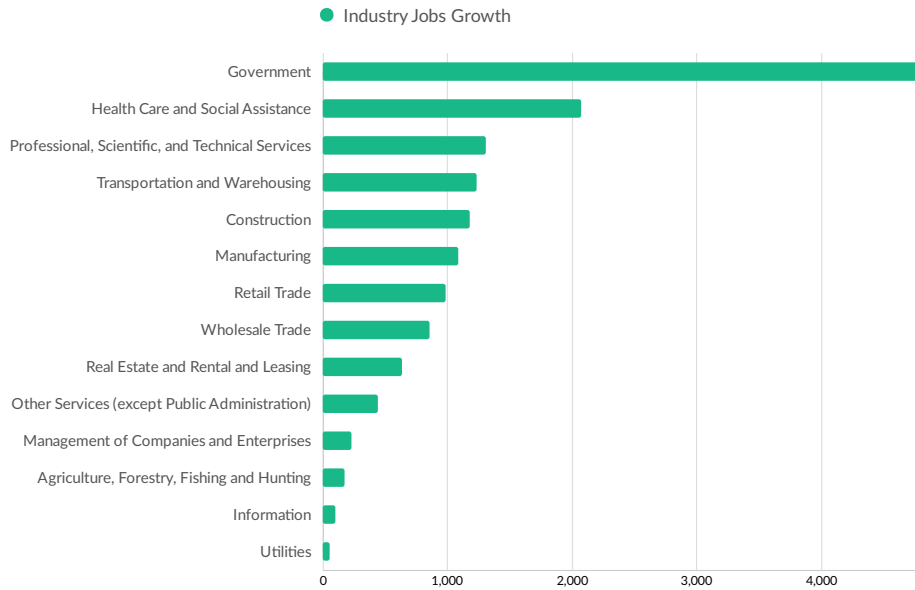
Feedback from Business Community

- ▶ A designated “Work-Based Learning Coordinator” role is needed within companies (or sectors) to help support this work—complementary to the school role.
- ▶ Students and families need to better understand the workforce programming and opportunities that exist outside of the traditional higher education pathways—there are a variety of industry-certified, non-degree programs that can be earning potential right out of high school.
- ▶ College for All mindsets are creating a two-track system. Elevating professions and pathways that are outside of a traditional college model is important across the region to ensure that living-wage jobs and careers that do not require a four-year degree are seen as viable pathways.

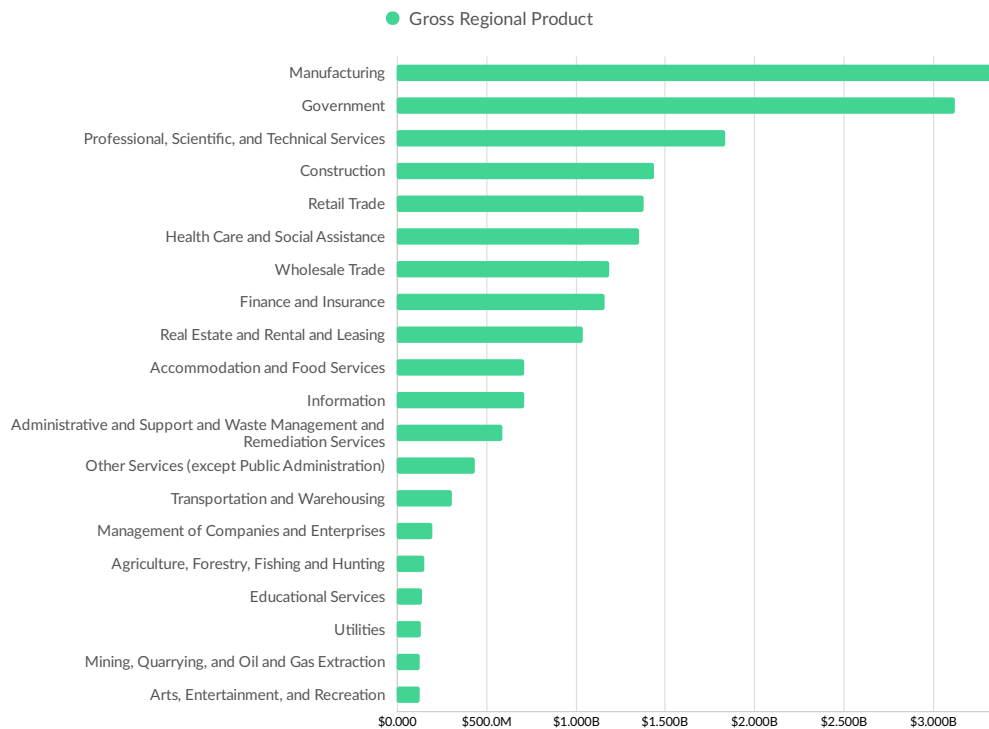
Larimer Economic Overview [\(Full Report\)](#)

Source: Lightcast Q2 2022 Data Set | www.economicmodeling.com

Top Growing Industries



Top Industry GRP



Larimer Economic Overview

Source: Lightcast Q2 2022 Data Set | www.economicmodeling.com

Economy Overview

367,150

Population (2021)

Population **grew by 27,756** over the last 5 years and is projected to **grow by 29,583 people** over the next 5 years.

190,062

Total Regional Employment

Jobs **grew by 12,679** over the last 5 years and are projected to **grow by 22,396 people** over the next 5 years.

\$71.9K

Median Household Income (2019)

Median household income is **\$9.0K above** the national median household income of \$62.8K.

Takeaways

- As of 2021 the region's population **increased by 8.2%** since 2016, growing by 27,756 people. Population is expected to **increase by 8.1%** between 2021 and 2026, adding 29,583 people.
- From 2016 to 2021, jobs **increased by 7.1%** in Larimer County, CO from 177,384 to **190,062**. This change **outpaced the national growth rate of 0.7% by 6.4%**. As the number of jobs increased, the **labor force participation rate increased from 65.3% to 68.7% between 2016 and 2021**.
- Concerning educational attainment, **28.2% of Larimer County, CO residents possess a Bachelor's Degree** (7.9% above the national average), and **9.4% hold an Associate's Degree** (0.7% above the national average).



Feedback from Business Community

- ▶ I would love to see expansion of work-based learning and apprenticeship opportunities increase in other parts of our healthcare system including social services, management and healthcare administration.
- ▶ We currently tap into existing structures and resources to help facilitate career connected learning partnerships (P-TECH).
- ▶ School schedules and transportation remain major barriers to students participating in our work-based learning opportunities.
- ▶ We would like to expand virtual experiences/informational interviews, etc. to reach rural communities, which would address some transportation challenges.

Strategic Assets in the Region

Weld and Larimer Counties are made up of more than 14 school districts and four higher education providers. Each has unique assets and supports for their communities. In the Appendix of this report there are individual asset maps for each partner, including what programming or opportunities the region could benefit from sharing and/or learning from. Throughout the interview process, interviewees offered detailed examples of how existing organizations were successfully operationalizing Education to Employment key functions and commented on gaps where new or scaled programs would be useful. This report is not intended to replace or ignore those current programs or strategies. Colorado Succeeds believes there are strategic opportunities for growth and alignment based on the existing partnerships.

Integrating K12, Higher Education, and Workforce

Weld & Larimer Regional Partnerships

- ▶ Robust Sector Partnerships: *“Northern Colorado and its counties of Weld and Larimer are known for a culture of innovation and entrepreneurial spirit among a set of diverse industries. Consistently ranked nationally as one of the best places to live, work and pursue lifelong learning, this region is a thriving hub of both commerce and culture.”*
—Office of Economic Development and International Trade (OEDIT)
- ▶ The Fort Collins Area Chamber of Commerce, the Community Foundation of Northern Colorado, The Weld Trust, Employment Services of Weld County, and Larimer County Economic & Workforce Development are all supporters of work-based learning and strategic *Education to Employment Pathway* planning across the region. As they continue to share resources and set the tone for statewide best practices, these entities will continue to promote a healthy and innovative education to employment ecosystem.

College and Career Readiness Software Platform

- ▶ College and career readiness software platform expansion and the K12 Work-Based Learning Business Liaison position is a huge win for this region.

Strategic CTE/CE Pathway Expansion:

- ▶ Weld and Larimer Counties’ school districts have robust CTE programming that is attuned to local workforce needs, meeting regularly with industry leaders to understand the alignment of the CTE curriculum with the labor market.

Student Access & Equity

- ▶ Many school districts across this region have 24% to 30% minority student populations, ranging up to Greeley-Evans with 70%. There are more than 100 students across Larimer and Weld counties who leverage the Accelerating Students through Concurrent Enrollment ([ASCENT](#))—a fifth-year high school program that allows students to participate in concurrent enrollment the year after 12th grade
- ▶ School districts and institutions of higher education that are intentional about engaging English language learners and bi-literate families have more diverse participation rates across concurrent enrollment, career and technical education and work-based learning programming.
- ▶ By integrating diversity benchmarks into strategic planning, school districts and institutions of higher education can track and improve access and outcomes for traditionally underrepresented students.

Landscape Recommendations

Northern Colorado's Education Pathways to Employment would benefit from four key recommendations:

1. Collaborate on programming to strategically use limited resources and converge around a regional talent agenda—identify and streamline duplicative programming to avoid recreating.
2. Make it as easy as possible for students and businesses to navigate.
3. Create strategic pathway expansion that benefits students in the short- and long-term.
4. Utilize and share regional data to understand demand, outcomes, and resource allocation.

Recommendation #1: Collaborate and Converge Around a Regional Talent Agenda

What we heard:

- ▶ There is some amount of CTE, and career connected learning programming happening across the region that is focused on the talent needs of the community, but by and large, each school district or higher education provider is offering these programs in silos and through individual partnership agreements.
- ▶ Business stakeholders are looking to “aggregate” the number of Industry Advisory Boards they are asked to participate on.
- ▶ A desire for regional chambers of commerce (across Weld and Larimer counties) to serve as “intermediaries”—providing “connective tissue” between the business community, school districts, and higher education interested in expanding strategic work-based learning opportunities. This could help “aggregate” the number of requests employers receive from disparate locations (multiple schools and districts across the region) and encourage a localization of work-based learning opportunities in individual chamber’s “back yard.”
- ▶ K12 leaders acknowledge that they cannot and should not build duplicate programming but collaborate and share resources to develop strategic partnerships. Leaders described ways in which this already happens through smaller agreements around concurrent enrollment or some CTE cross-district course enrollment.

What we recommend:

Identify the talent sectors, roles or course sequences that could be built across the region to ensure cross district enrollment or specialization within certain districts or campuses.

For example, could one district or higher education institution be a **Healthcare Hub**, one district a **Construction Hub**, another district a **Manufacturing & Agriculture Hub**. Students in the early grades could visit the hubs and with industry experts to understand the different pathways and career opportunities in Northern Colorado.

Create “Regional Centers of Excellence” to reduce duplicative/competing CTE programs, such as **Construction, Hospitality/Food Production, and Animal Science**. Also utilizing industry facilities and existing workforce programs in partnership with school and higher education buildings could create more aligned programming.

Regional labor data shows these talent gaps, which could be foundational for forming regional centers of excellence across Larimer and Weld counties:

- ▶ Healthcare
 - Nurses (RN, LPN, CNA; 11,787 job postings; Jun to Aug 2022)
 - Health Technologists & Technicians (726 job postings; Jun to Aug 2022)
 - Medical Assistants (660 job postings; Jun to Aug 2022)

- ▶ Information Technologies
 - Software Developers (955 job postings; Jun to Aug 2022)
 - Computer User Support Specialists (499 job postings; Jun to Aug 2022)
 - Computer Systems Engineers/Architects (482) job postings; Jun to Aug 2022)

- ▶ Manufacturing
 - Laborers & Freight, Stock, and Material Movers (1,622 job postings; Jun to Aug 2022)
 - Industrial Engineering Technologists & Technicians (817 job postings; Jun to Aug 2022)
 - First-Line Supervisors of Production & Operating Workers (229 job postings; Jun to Aug 2022)

- ▶ A centralized/shared **CTE Center** for the entire region, or several facilities throughout the region, would be transformational, as transportation for current programming at workforce training sites and colleges can be prohibitive.

What specific actions the region could take next:

1. Convene K12, higher ed, and workforce/industry partners in these key sectors to understand current program offerings and limitations.
2. Utilize the “School Programs Asset Map—CE/CTE/WBL Database” included in this report, to identify regional opportunities for program collaboration, expansion, and new program development, aligned to local employers’ needs.
3. Identify policy opportunities or barriers to shared programming across the region to establish how districts, higher education, or workforce programs are currently working together to offer students opportunities across schools and sites.
4. Meet with other industry intermediaries to identify leading employers and companies able to support expanding programmatic partnerships.
5. Disseminate industry specific information to middle and high school students around the various in-demand jobs in the region and the opportunities for workforce pathways including registered apprenticeships, industry certifications, boot camps, or other non-traditional postsecondary pathways. Support schools and districts in including those programs in site visits, career fairs and other venues where students are learning about postsecondary pathways.

Recommendation #2: Make it as easy as possible for students and business to connect

What we heard:

- ▶ There are ongoing efforts to staff and support intermediaries and district teams to ensure coordination with the local business community, such as work-based learning coordinators or K12 Navigators/Liaisons.
- ▶ Many stakeholders cited the need for each high school to employ dedicated WBL Coordinators. At present, there are disparate approaches across school districts (and higher education) to building out capacity for these crucial roles—some coordinators are focused full time on WBL, while others split their time between WBL, teaching, and other responsibilities.
- ▶ Most of the Larimer County School Districts interviewed are fully immersed in the same college and career readiness software platform. This provides a universal platform for optimizing the build out of work-based learning opportunities across the region and not just based on district lines. Several people pointed out that adoption and use continue to need a focused and strategic role within the region.
- ▶ All of the higher education partners in the region use the same career readiness software platform.

What we recommend:

- ▶ Employers do not see district or school boundaries; they are looking for partnerships and talent across the region. Universal platform adoption will help ensure that these partnerships and opportunities can be provided to students in the larger district as well as the smaller regional districts. There are best practices in terms of shared agreements, electronic paperwork, standardized school schedules, course credit, and paid internships that will be important to codify as regionally as possible.
- ▶ Industry sectors and regional intermediaries can help standardize resources and career information that will help pathway build out be more accessible across the region. Sharing of labor information, hosting regional pathways opportunities, and engaging employers in sectors will continue to ensure that students across the two counties have access to experiences and information.

What specific actions the region could take next:

1. Identify the gaps in current personnel for Weld and Larimer Counties' school district and higher education providers to ensure coverage across all partners and opportunities for shared roles between smaller organizations and/or grant opportunities for coordinator roles.
2. Leverage a two-county talent plan to connect workforce systems with Education.
3. Celebrate the talent and workforce MOU between Larimer and Weld Counties and continue to build off this existing framework.

Recommendation #3: Create strategic pathway expansion that benefits students in the short- and long-term

What we heard:

- ▶ Concurrent enrollment is a pathway strategy that most districts in the region use to help students access college coursework and enter postsecondary opportunities.
- ▶ The course offerings and types of concurrent enrollment courses offered vary widely across the region. Several interviews pointed to a lack of coherence around course offerings and the opportunity to be more strategic with concurrent enrollment funding, partnerships, and awareness for students.
- ▶ Some Guaranteed Transfer credits, such as CSC 118, are being rejected by 4-year colleges.
- ▶ Credentialing and retaining high school instructors to teach CE courses is not equivalent across districts/high schools—resulting in disproportionate and disconnected course/pathway options in urban schools compared to rural schools.
- ▶ Transportation is a critical barrier for Concurrent Enrollment students who want to take courses on a college campus.
- ▶ Aims Community College reimburses schools for the cost of sending Weld County high school students to their college campus to take CE courses, Front Range Community and Morgan Community College are not permitted to do this currently.
- ▶ School districts and community college partners should find creative solutions to eliminate book costs and student fees for CE students attending classes on a college campus.
- ▶ Innovative Learning Opportunities Pilot Program (ILOP): ILOP enables participating Local Education Providers (LEPs) to offer high school students learning experiences outside of the classroom, including Concurrent Enrollment.
- ▶ A credentialed community college instructor who teaches CE courses for a given high school, is prohibited from being hired full time by the very same high school to teach the very same courses, because they do not have a “secondary teacher’s license.”

What we recommend:

- ▶ As a region, focus on strategic concurrent enrollment pathway expansion through a “College Launch” Micro Credential. *The recommended courses: **English 121; History 121; Math 121; Literature 115.*** If all four of these CE courses cannot be offered internally at a given high school, establish agreements between districts to collaborate and provide access between schools.

“College Launch” Micro Credential

These four General Education college requirements are recommended for all students interested in pursuing a Bachelor’s degree—in-state or out-of-state. Career Pathway Specialization Options (CHOOSE ONE): Business, Healthcare, Technology, Construction Management, Behavioral Health.

	Grade 8	Grades 9 & 10	Grade 11	Grade 12
NoCO Career Pathway Specialization Options		CE: BUS 1015 OR CE: CSC 1019		CE: PSY 1001 OR CE: ECO 2002 CE: BIO 1111
English	8th Grade English	English I English II	English III CE: ENG 1021— Comp. I	CE: LIT 1015
Math	Algebra I	Geometry + CE: MAT 1340— College Algebra	Algebra II	Trigonometry/ Calculus
History	Social Studies	World History	CE: HIS 121— US History	US Government
Science	Physical Science	Biology	Chemistry	Physics

Note: These micro credentials represent the first full semester of college course requirements, saving students and families thousands of dollars in tuition costs. The specialized courses are customized to the economic needs of Northern CO.

- ▶ Set a regional goal for all Larimer and Weld Counties’ concurrent enrollment students (pursuing non-CTE programs): graduate from high school with a 12-Credit “College Launch” Micro Credential from Front Range Community College and/or Aims Community College. This equates to completing an entire semester of college coursework, while in high school—which would save families thousands in tuition. These courses ensure “[Guaranteed Transfer](#)” credits in the state of Colorado and according to [Transferology](#), they are likely to transfer to out-of-state four-year institutions as well. Seek funding resources either locally or at the state level to help support this goal.
- ▶ An additional option is for students to obtain a “College Launch” Micro Credential *with distinction (15-credits)*. This recognizes students who complete all four General Education courses (above) and at least one specialized course that prepares them for high demand northern Colorado pathways including “Pre-Med/Pre-Dental,” “Business & Computer Information Systems,” “Construction Management,” and “Behavioral Health.” These are all strategically aligned pathways to Front Range Community College, Aims, CSU, and UNC degree programs.

“Career Launch” Micro Credentials—Concurrent Enrollment

	Grades 9–12	Stackable Credentials	Typical Occupational Outcome
Certified Nurse Aide (Grade 12)	<ul style="list-style-type: none"> • NUA 1001—Nurse Aide Health • Care Skills • NUA 1070—Nurse Aide Clinical • Experience • NUA 1071—Advanced Nurse Aide • Clinical 	<ul style="list-style-type: none"> • Certified Nurse Aide (CNA) • Licensed Practical Nurse (LPN) • Nursing AAS (RN) • Bachelor Science in Nursing (BSN) 	An LPN generally spends one year earning a practical nursing degree to become a licensed practical nurse (LPN), and an RN typically spends two to four years earning a professional nursing degree to become a registered nurse (RN). You must earn an associate degree in nursing and/or a BSN, meet the requirements for licensure and pass the examination.
Automotive Tech (Grades 9–12)	<ul style="list-style-type: none"> • ASE 1001-Shop Orientation • ASE 1060-Engine Repair • ASE 1091-Engine Rebuild • ASE 1062-Engine Service • ASE 1070 Lab Experience I 	<ul style="list-style-type: none"> • Engine Mechanical Certificate • Associate of Applied Science in • Automotive Technology 	After the first year of the Aims automotive repair degree program, you’ll gain the technical skills to find a part-time job while you continue earning your automotive service technology degree. Instructors facilitate this work experience to show you what it’s like to work in an automotive repair shop. You’ll also build a resume and portfolio to show to prospective employers after you graduate.
Welding Certificate (Grades 9–12)	<ul style="list-style-type: none"> • WEL 2030—Pipe Welding I (required) • WEL 2031—Pipe Welding II 	<ul style="list-style-type: none"> • Welding Certificate (Arc, Pipe, Metal Fabrication) • Associate of Applied Science (AAS) • Welding Technology 	<ul style="list-style-type: none"> • Fabricator • Pipe Welder • Welding Inspector • Maintenance Technician

What specific actions the region could take next:

1. Audit current school district concurrent enrollment courses to see gaps in above strategy.
2. Package a “College Launch” and “Career Launch” micro credential separately. The College Launch micro credential consists of **English 121; History 121; Math 121; Literature 115**. The “Career Launch” micro credentials include **Certified Nurse Aide, Automotive Technician Certificate, Welding Certificate, Phlebotomist**, etc.

Recommendation #4: Utilize and share regional data to understand demand, outcomes, and resource allocation

What we heard:

- ▶ Only one in five Latino/Hispanic Coloradans, Colorado’s fastest growing population, has a credential beyond high school. Colorado ranks 50th in the nation in the divide between the percentage of Latino/Hispanic and white Coloradans who have earned a postsecondary degree ([CO Talent Pipeline](#)). NoCo’s business community knows that having a diverse workforce is crucial for competing in the fast-moving global economy.
- ▶ Providing an increasing number of opportunities for underrepresented students in Larimer and Weld Counties, to register for and complete concurrent enrollment courses is paramount. Collecting baseline data on how many of these students are currently enrolled in CE and creating strategic goals to enroll proportionate numbers (to school demographics) is crucial to remaining economically competitive, moving forward.

What we recommend:

- ▶ Track Employment Data: Track and measure what happens to students who elect not to go to college following their high school graduation. Do they enter the workforce? Take a gap year? What is their economic mobility five years following graduation?
- ▶ A universal college and career readiness software platform across the region could become transformational in providing job placement and economic mobility tracking data that can complement a longitudinal education to workforce database.

What specific actions the region could take next:

- ▶ Partner with the Larimer County Economic & Workforce Development team and the Employment Services of Weld County team to collect unemployment and wage progression data in five-year increments for high school graduates.
- ▶ Expand the [Higher Education Return on Investment Report](#) to include data and outcomes from K12 and postsecondary career and technical education programs. This will fill a critical gap in understanding how well these programs are serving learners and communities across the NoCo region.

Summary

The Northern Colorado workforce ecosystem is poised to accelerate and scale more efficient and effective Education Pathways to Employment. Stakeholders are engaged and motivated to continue strengthening partnerships between the business community, school districts, chambers of commerce, nonprofit intermediaries, postsecondary, and local government support systems.

Aligned and accessible programming that will truly move students to and through postsecondary programs that lead to economic mobility will not happen on their own. A regional approach must be taken to ensure that talent pipelines are responsive to the needs of a region, that programs are built with equity and access in mind and that resources are shared beyond school, district, higher education, and municipal boundaries.

In order to implement any of the above recommendations, the region must continue to ensure students, families, and educators understand the local labor market demands and opportunities. If students are to reach their full potential, then a wide variety of opportunities and pathways must be available to them. Importantly, these options must include traditional and non-traditional training programs, industry-aligned certifications, apprenticeships, concurrent enrollment, and partnership inside and outside of traditional institutions of higher education.

The Fort Collins Area Chamber, Northern Colorado Community Foundation, and The Weld Trust are well-positioned to convene, activate and guide key regional stakeholders across this talent continuum, ensuring a regional approach to streamlining Education Pathways to Employment for homegrown talent, and positioning Northern Colorado for prosperity in today's economy, while cultivating the agile workforce needed for the future.

¹ [Age of Agility Report](#), America Succeeds

² [Achievement gap and coronavirus](#), McKinsey

³ [Make a Difference. Show Students You Care.](#), Gallup® Business Journal

Appendix A: NoCO School Programs Asset Map—CE/CTE/WBL Database

[NoCO Education Pathways Searchable Program Database](#)

Appendix B: Asset Mapping Resources—Regional Economic Report Library

[Economy Overview—Weld County](#)

[Economy Overview—Larimer County](#)

[Region Industry Snapshot—Healthcare](#)

[Region Industry Snapshot—Information Technology](#)

[Region Industry Snapshot—Manufacturing](#)

[Region Job Posting Analytics—Healthcare](#)

[Region Job Posting Analytics—Information Technology](#)

[Region Job Posting Analytics—Manufacturing](#)

Appendix C: List of Organizations Interviewed

Organization	Individual
Aims	Nicholas Spezza, Associate Vice President
Ault-Highland RE-9	Rob Ring, Superintendent
Briggsdale RE-10	Cathi Fulton, Principal
Colorado Early College	Collin Turbert, Principal
Colorado State University	Albert Bimper, Chief of Staff
Colorado State University	Sam Boren, Associate Director of Experiential Education
Eaton RE-2	Marcy Sanger, Director of Student Services
Estes Park	Ruby Bode, Superintendent
Fort Collins Area Chamber of Commerce	Stefanie Merrell, K12 Work-Based Learning Business Liaison
Fort Lupton RE-8	Alan Kaylor, Superintendent
Front Range Community College	Marty Goldberg, Director of Concurrent Enrollment
Front Range Community College	Aparna Palmer, Vice President of Larimer Campus
Front Range Community College	Janel Highfill, Associate Vice President
Greeley 6	Anthony Asmus, Assistant Superintendent
Greeley 6	Jennie Schilling, Director of Student Support & CTE
Johnstown-Milliken RE-5J	Rebecca Albert, CTE Director/Safety and Security Director
Larimer County (EWD)	Kelsey Baun, Regional Talent Program Manager
Larimer County (EWD)	Jacob Castillo, Director
Larimer County (EWD)	Sandra Jackham, Work-Based Learning Navigator
Platte Valley RE-7	Jeremy Burmeister, Superintendent
Poudre	Tanya Alcaraz, Assistant Director, Career & Innovation
Poudre	Scott Nielsen, Assistant Superintendent
Poudre Futures Lab	Scott Elias, Director of Career & Innovation
St. Vrain Valley Schools	Hilary Sontag, Executive Director of Advancement & Strategic Partnerships
Thompson	Susan Scott, Business Community Coordinator
University of Northern Colorado	Pete Lien, Assistant Vice President of Enrollment
University of Northern Colorado	Nancy Matchett, Associate Provost
University of Northern Colorado	Colleen Sonnentag, Dean of Students
Valley RE-1	Johan van Nieuwenuizen, Superintendent
Weld County	CeCe Majchrowski, Employment Services, Deputy Director
Weld County	Karina Amaya-Ragland, Employment Services, Director
Weld County	Andrew Yost, Employment Services, Work-Based Learning Navigator
Weld County School District RE-3J	Rebecca Langlois, Executive Director of Assessment & Innovation
Weld RE-4 (Windsor-Severance)	Michelle Smith, CTE Coordinator/Community Partnerships

Definitions & Nomenclature

WBL Opportunity	Definition	Colorado Examples
<p>P-TECH</p> <p>(Pathways in Technology Early College High Schools)</p>	<p>Innovative partnerships between a school district, a community college(s), and one or more local high growth industry employer(s). Students begin in 9th grade and go through 14th grade for a total of 6 years, receiving both a high school diploma and an industry-recognized associate degree, in addition to gaining relevant workplace skills.</p>	<p>Denver Metro</p> <ul style="list-style-type: none"> ▶ EC@N-STEM, Adams 12: Partnership between Adams Pikes Peak ▶ Cañon City High School ▶ Power Tech—James Irwin Charter Schools, Colorado Springs <p>North Central</p> <ul style="list-style-type: none"> ▶ Falcon Tech at Skyline High School, Longmont Partnership ▶ Between St. Vrain Valley, Front Range Community College, and IBM
<p>Industry Credential /Certificate</p>	<p>Certification issued by an occupational or industry group to demonstrate competency or completion of training for a particular job category.</p>	<p>Northwest</p> <ul style="list-style-type: none"> ▶ Salida School District Construction Trades Program
<p>Capstones</p>	<p>The culminating exhibition of a project, performance, or structured experience that demonstrates learning of pre-determined outcomes. Colorado’s Graduation Guidelines provide a unique opportunity for local districts to identify the competencies students will demonstrate and be assessed on.</p>	<ul style="list-style-type: none"> ▶ Roaring Fork Schools Capstones
<p>Project Based Learning</p>	<p>A teaching method in which students gain knowledge and skills by working for an extended period to investigate and respond to an authentic, engaging, and complex question, problem, or challenge.</p> <p><i>*Capstones and Project Based Learning are low-touch opportunities for businesses to support educators in developing projects that address real problems.</i></p>	<ul style="list-style-type: none"> ▶ Olander School for Project Based Learning ▶ Multi-disciplinary projects

WBL Opportunity	Definition	Colorado Examples
Educator Externships	<p>Educator Externships offer a unique professional development opportunity connecting the classroom to the workplace. They provide an experience (ranging from job shadowing to longer internship/apprenticeship opportunities) in which educators spend time in a workplace to learn through direct experience about trends, skill requirements, and opportunities in industries related to their subject area to enrich and strengthen their teaching and bring relevance to student learning.</p>	<p>Denver Metro</p> <ul style="list-style-type: none"> ▶ DPS CareerConnect Teacher Externships ▶ STEMpath: mindSpark Learning
Internships	<p>An opportunity in real world environments for exposure to the requirements of a particular occupation or industry, the work environment, and the behavioral expectations for success on the job. Such experiences are not expected to provide formal training for occupational skills, though some may be learned.</p>	<p>Denver Metro</p> <ul style="list-style-type: none"> ▶ Medical Career Collaborative, Children’s Hospital Colorado, and Denver Health <p>West Central</p> <ul style="list-style-type: none"> ▶ The Pinhead Internship Program
Youth Apprenticeship	<p>An employer-driven model and form of experiential learning that combines on-the-job learning as a paid employee with related classroom instruction to increase an apprentice’s skill level and wages.</p>	<p>Denver Metro</p> <ul style="list-style-type: none"> ▶ Pinnacol Assurance, CareerWise Colorado
Job Shadowing	<p>A work experience option where students learn about a job by walking through the workday as a shadow to a competent worker. Virtual Job Shadowing is a digital version of job shadowing that allows an individual to observe an occupation using videos.</p>	<p>Pikes Peak</p> <ul style="list-style-type: none"> ▶ Parkview Health
Additional Career Awareness and Exploration	<p>Helps individuals build awareness of the variety of careers available and provides experiences that help inform an individual’s career decisions.</p>	<p>Northeast</p> <ul style="list-style-type: none"> ▶ Northeast Colorado Manufacturing Partnership (NECOM)

About Colorado Succeeds



Colorado Succeeds brings business, government, and education leaders together to create, invest in, and scale what is working and put pressure on the education system to ensure all students have access to high-quality experiences that are relevant, rigorous, and result in multiple pathways to success. The mission is to ensure all of Colorado’s learners are educated to their greatest potential and businesses have the homegrown workforce needed to thrive. The vision is that by 2030, all Colorado students will graduate with a high school diploma, a postsecondary credential, and a career-connected learning experience.

Ault-Highland RE-9

ASSET DATA MAPPING



Student Enrollment



1,013
(PK12)
346
Minority Students (34%)

CTE Pathways & CE Courses (At High School)

[Asset Map: Program Index](#)

Higher Education Partner(s)

- ▶ Aims Community College
- ▶ University of Northern Colorado

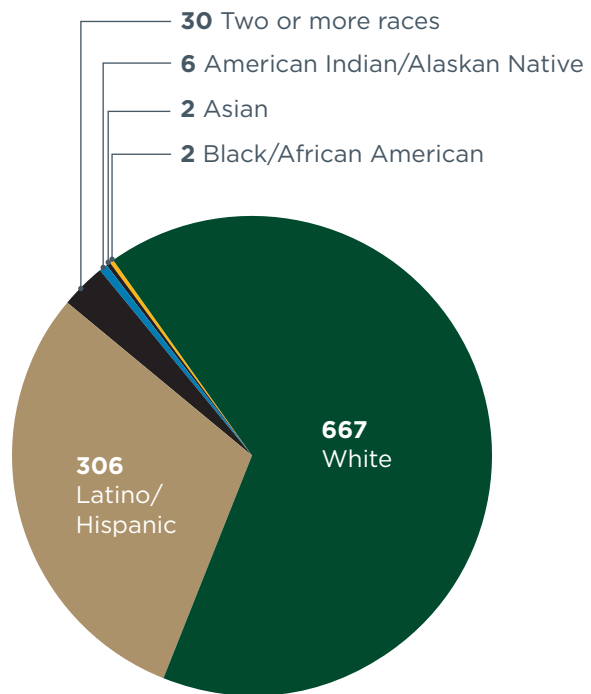
Stakeholder Feedback

- ▶ We have strong CTE programs in agriculture, construction/welding, and animal/plant science.
- ▶ Our glaring weakness is that only 25 percent of our students choose to go on to a bachelor's degree program following high school.

Unique Asset/Opportunity

- ▶ Highland High School students aged 16 and older can participate in Highland Works, a program designed to allow students to be employed in various jobs around the district, including food service, transportation monitors, crossing guards, snow removal, and summer grounds/maintenance.
- ▶ A centralized/shared CTE Center for all Weld County students would be transformational, as transportation for current CE programs at Aims and work-based learning locations can be prohibitive.

Demographics





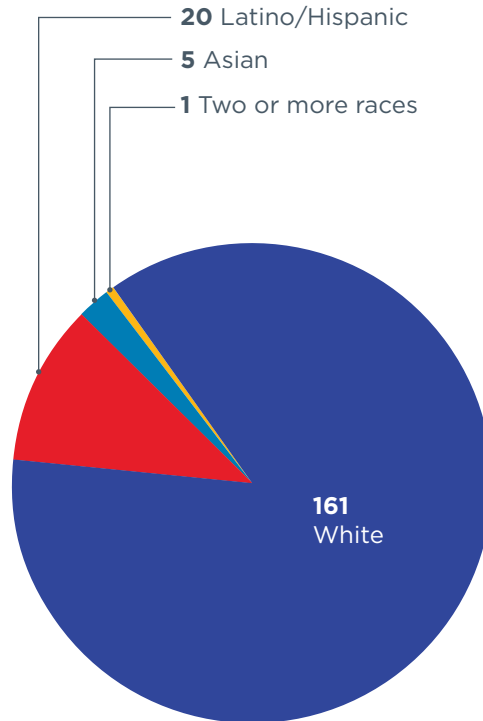
Student Enrollment



186
(PK12)

25
Minority Students (13%)

Demographics



CTE Pathways & CE Courses

(At High School)

[Asset Map: Program Index](#)

Higher Education Partner(s)

- ▶ Aims Community College
- ▶ Front Range Community College
- ▶ Northeastern Community College

Stakeholder Feedback

- ▶ We are very strong in our Agriculture, Family & Consumer Sciences and Business CTE programs.
- ▶ However, a major barrier that we experience is attracting and retaining qualified business instructors.

Unique Asset/Opportunity

- ▶ Utilizing our “work/study” hours at the beginning & end of the school days would be optimal for catalyzing more work-based learning opportunities.
- ▶ Creating a construction/trades program and/or partnership with regional employers would be a promising pathway option.

Colorado Early College

ASSET DATA MAPPING



Student Enrollment



1,162

(PK12)

22%

Minority Students

CTE Pathways & CE Courses

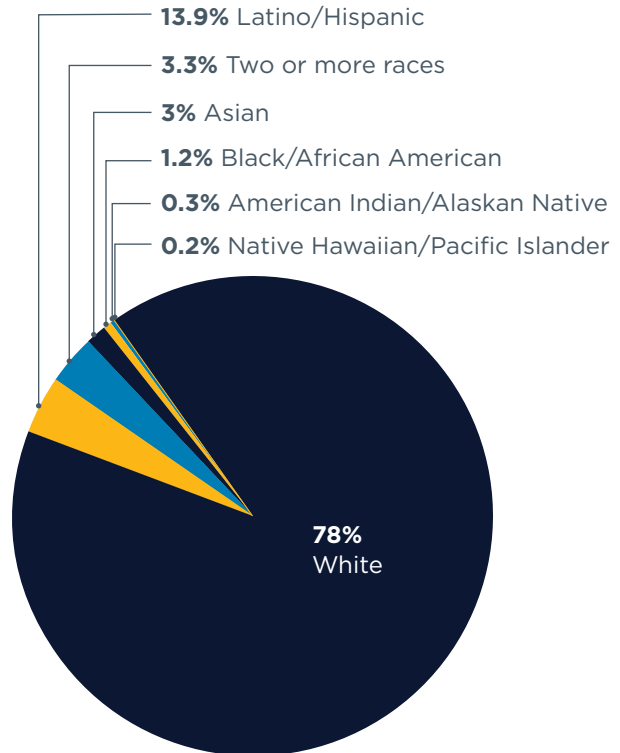
(At High School)

[Asset Map: Program Index](#)

Higher Education Partner(s)

- ▶ Front Range Community College
- ▶ Snow College
- ▶ Red Rocks Community College
- ▶ Metropolitan State University of Denver
- ▶ Colorado State University
- ▶ University of Northern Colorado
- ▶ Colorado School of Mines

Demographics



Stakeholder Feedback

- ▶ 70 percent of CEC-Larimer students obtain Associates Degrees prior to graduating from high school.
- ▶ Top wish list includes more funding across high schools for dedicated WBL Coordinators, supporting the expansion of “Regional Advisory Boards” and robust Xello utilization and buildout—how might we make the new K12 Work-Based Learning Business Liaison permanent?

Unique Asset/Opportunity

- ▶ Utilize a “career pathways” sophomore level class for career exploration and connecting to mentors in industry—key is teaching students how to access and maximize Xello.
- ▶ Could have school counselors more holistically use Xello to facilitate ongoing college and career conversations.

Eaton RE-2

ASSET DATA MAPPING



Student Enrollment



1,994
(PK12)
577
Minority Students (29%)

CTE Pathways & CE Courses

(At High School)

[Asset Map: Program Index](#)

Higher Education Partner(s)

- ▶ Aims Community College
- ▶ University of Northern Colorado

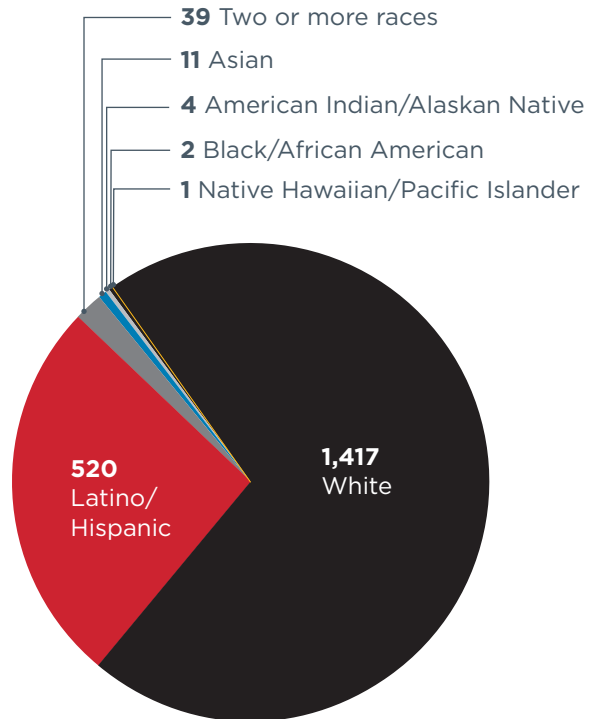
Stakeholder Feedback

- ▶ We are very strong in welding, construction, engineering, and agriculture, which reflects our community.
- ▶ Transportation is a perpetual barrier, so we're excited about building out our tech programs/pathways via the newly formed relationship with Tech Smart.

Unique Asset/Opportunity

- ▶ We offer six CTE programs including: Agri, Business, Computers, FCS, Industrial Arts and STEM. We also offer Auto Technician Service, Auto Collision Repair, and Aviation through Aims Community College.
- ▶ We have adopted Tech Smart, a unique coding and computer science curriculum, which is a growing program at our school.

Demographics





Student Enrollment



2,482
(PK12)

1,775
Minority Students (72%)

CTE Pathways & CE Courses

(At High School)

[Asset Map: Program Index](#)

Higher Education Partner(s)

- ▶ Aims Community College
- ▶ Metropolitan State University of Denver
- ▶ Front Range Community College

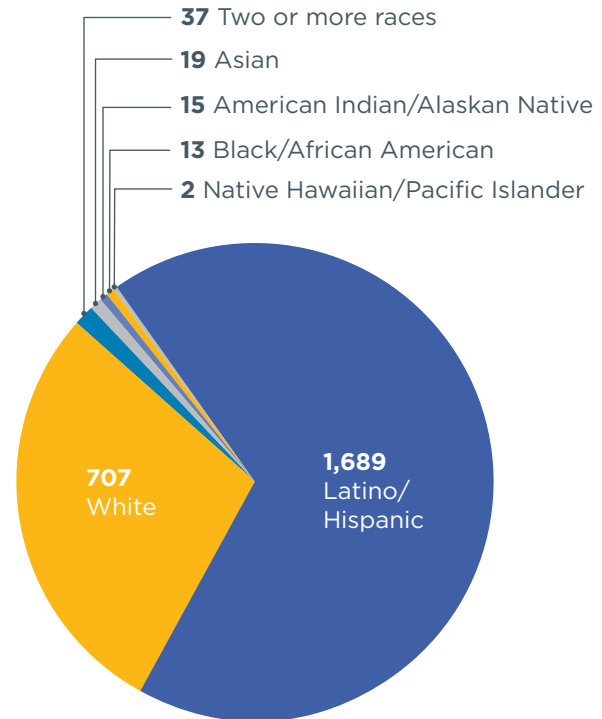
Stakeholder Feedback

- ▶ We have CTE programs in Business and STEM.
- ▶ We have a CTE woodworking and metal tools lab that currently sits empty, because we cannot find instructors—this is a huge barrier for our district, as we lose teachers to metro Denver school districts routinely.

Unique Asset/Opportunity

- ▶ Our school could be a hub for carpentry, flatworks, and masonry.
- ▶ We would also like to build out advanced manufacturing and electrician/trades programs, however finding instructors is extremely difficult. An industry professional externship program would be hugely beneficial if industry could provide a visiting instructor to train our students.

Demographics



Greeley 6

ASSET DATA MAPPING



Student Enrollment



22,170
(PK12)
15,613
Minority Students (70%)

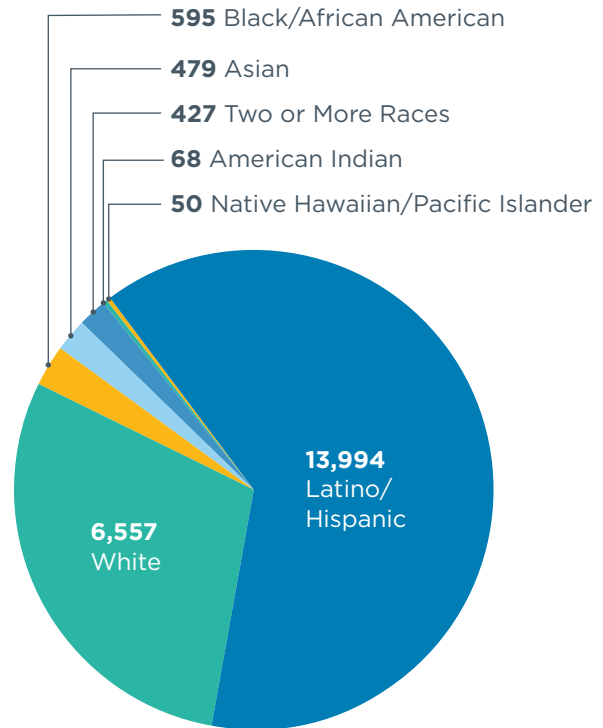
CTE Pathways & CE Courses (At High School)

[Asset Map: Program Index](#)

Higher Education Partner(s)

- ▶ Aims Community College
- ▶ University of Northern Colorado

Demographics



Stakeholder Feedback

- ▶ This year's Summer Career Exploration Program served 125 students completing 150 hours of work-based learning.
- ▶ We have a unique Advanced Manufacturing Apprenticeship partnership with [Vestas](#).
- ▶ P-Tech: Business Partner: Greeley-Weld Habitat for Humanity; FCI Constructors; Vestas Blades America, Inc. Degree/Pathway: Associate of Applied Science in Building/Construction Site Management/Industrial Technology

Unique Asset/Opportunity

- ▶ The new CTE Center opens in Fall 2023. Programs currently slated include IT/Cybersecurity, Early Childhood Education, Cosmetology, Welding and Construction.

Johnstown-Milliken RE-5J

ASSET DATA MAPPING



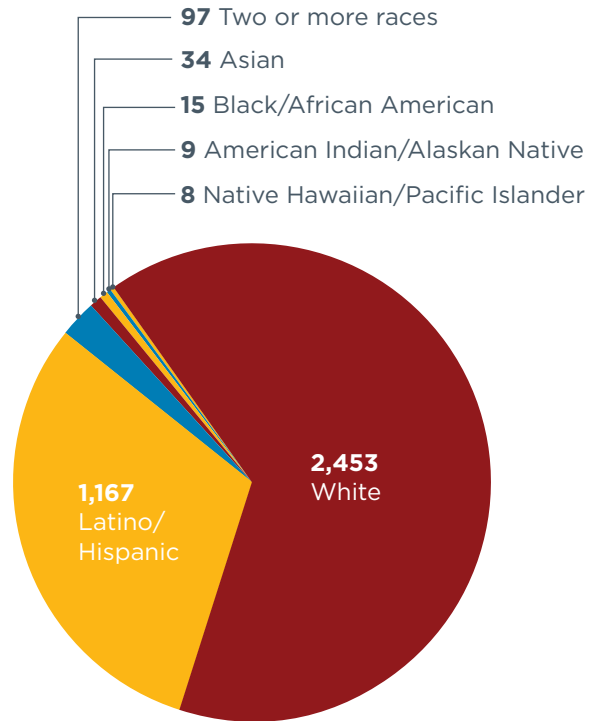
Student Enrollment



3,783
(PK12)

1,330
Minority Students (35%)

Demographics



CTE Pathways & CE Courses

(At High School)

[Asset Map: Program Index](#)

Higher Education Partner(s)

- ▶ Aims Community College
- ▶ University of Northern Colorado

Stakeholder Feedback

- ▶ We have 14 state-approved CTE pathways, multiple Career Development Incentive Program (CDIP) participants and 20 plus CE courses supported in the building with HS teachers.
- ▶ We have strong community support with robust local advisory boards and partnerships with local businesses.

Unique Asset/Opportunity

- ▶ In Weld RE-5J schools, from Preschool to Postsecondary, students are exposed to career options and pathways offered by the district.
- ▶ Each individual student in the district will have a customized 4-year academic and career plan, based on interest and aptitude.
- ▶ We have a Work-Based Learning Coordinator that oversees internal and external internships.

Platte Valley RE-7

ASSET DATA MAPPING



Student Enrollment



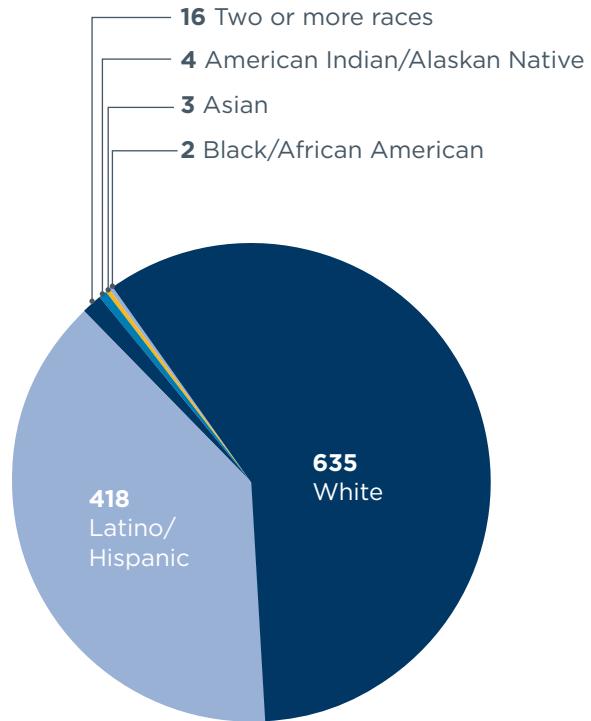
1,078

(PK12)

443

Minority Students (41%)

Demographics



CTE Pathways & CE Courses

(At High School)

[Asset Map: Program Index](#)

Higher Education Partner(s)

- ▶ Aims Community College
- ▶ University of Northern Colorado

Stakeholder Feedback

- ▶ We have CTE programs in business, finance, accounting, agri-business, and information technology, including several industry recognized certifications.
- ▶ Lockheed Martin is a valued partner, and we take pride in offering Intro to Engineering, CAD, Robotics, Advanced Robotics, and Cyber Security

Unique Asset/Opportunity

- ▶ We would love to continue building out health and construction CTE pathways.
- ▶ We have a diverse student body, and we are proud to have agri-business programs as well as high quality finance and accounting courses available through the “high school of business” curriculum.

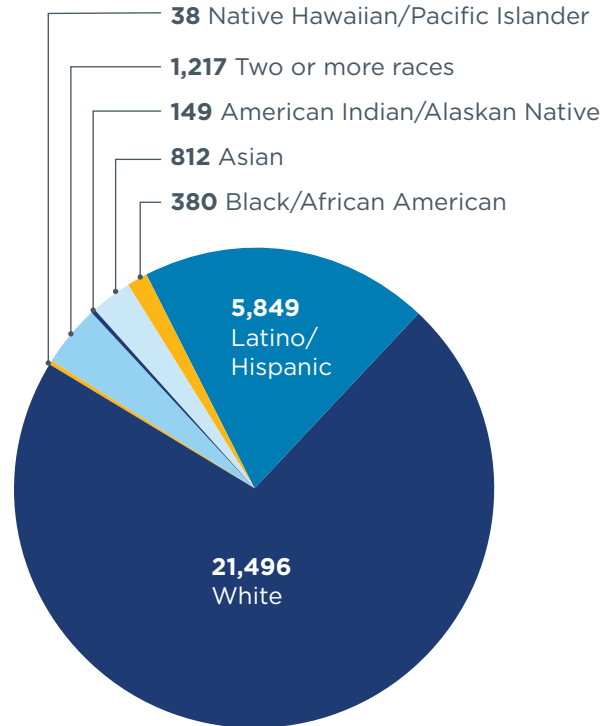


Student Enrollment



29,941
(PK12)
8,445
Minority Students (28%)

Demographics



CTE Pathways & CE Courses

(At High School)

[Asset Map: Program Index](#)

Higher Education Partner(s)

- ▶ Colorado State University
- ▶ Front Range Community College

Stakeholder Feedback

PSD was a Colorado Succeeds Prize Winner a few years ago, which helped to incubate the redesign of the WBL website. Additionally, Poudre was able to upgrade to and implement Xello, a career readiness software platform, which offers robust WBL functionality and connectivity with regional employers.

Unique Asset/Opportunity

- ▶ PSD offers an innovative program in healthcare—a “Medical Office Assistant Certification.” Once students have taken a few core courses, they begin work in local medical/dental offices. From here, students gain a clearer understanding of the multiple health pathways available to them and may select one that fits their skills and interests, including Emergency Medical Technician; Certified Nurse Aide and Dental/Medical Assistant.
- ▶ A “Top Two” wish list for Incentive Funding is to: a) pay CE teachers at the high schools a stipend. b) eliminate textbook costs and campus fees for CE students that travel to a Community College campus for CE courses.



Student Enrollment

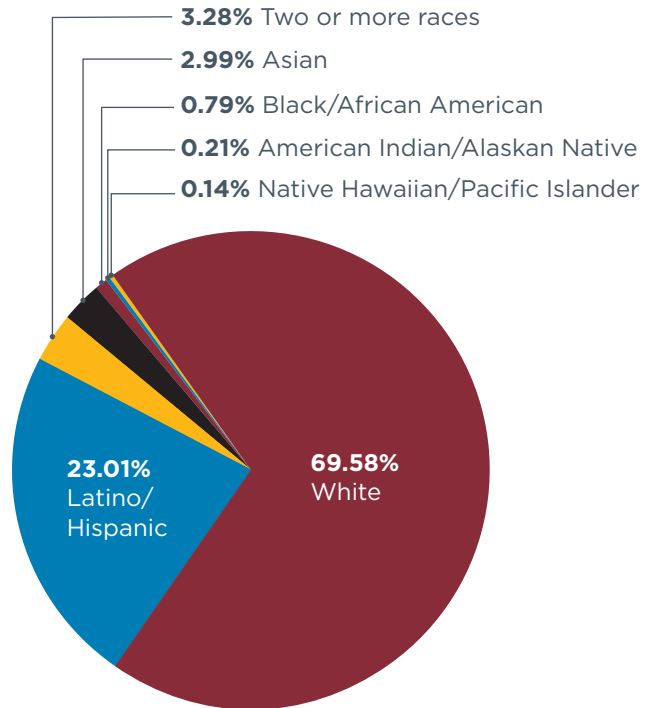
(Weld County)



13,216
(PK12)

30.4%
Minority Students

Demographics



CTE Pathways & CE Courses

(At High School)

[Asset Map: Program Index](#)

Higher Education Partner(s)

- ▶ Aims Community College
- ▶ Front Range Community College
- ▶ University of Colorado—Colorado Succeed

Stakeholder Feedback

- ▶ Frederick students have the opportunity to earn a no-cost Associate Degree in Biochemistry through the P-Tech program in partnership with Aims Community College.
- ▶ Would it be possible for regional Chambers of Commerce to serve as a local intermediary to aggregate and expand work-based learning opportunities for districts and business in their unique communities?
- ▶ Collecting more data on how many CTE students persist and complete their credentials in Biochemistry, Certified Nurse Aide, and others, would be hugely impactful.

Unique Asset/Opportunity

- ▶ All Weld County students have access to St. Vrain’s Innovation Center and Career Elevation and Technology Center (CETC).
- ▶ Mead High School students have access to an Energy Academy, which provides postsecondary coursework and work-based learning experiences in the energy industry.
- ▶ Erie High School students have access to an Academy of Engineering and Aerospace, which provides postsecondary coursework and work-based learning experiences in aerospace and engineering.



Student Enrollment



15,291
(PK12)

4,554
Minority Students (30%)

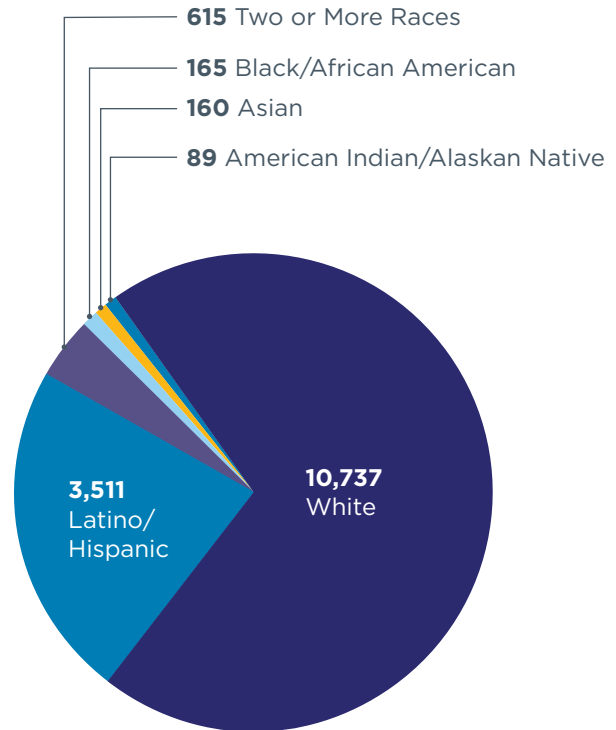
CTE Pathways & CE Courses (At High School)

[Asset Map: Program Index](#)

Higher Education Partner(s)

- ▶ Front Range Community College
- ▶ Aims Community College

Demographics



Stakeholder Feedback

- ▶ Utilizes the “Regional Workforce Plan” to continually develop CTE offerings.
- ▶ Collaborated across districts to produce NoCo Inspire and unique WBL Alliance website dedicated to streamlining Employer access to secondary and postsecondary WBL partnership opportunities.
- ▶ Would like to see [NoCo Inspire](#) continually drive WBL opportunities across county lines.

Unique Asset/Opportunity

- ▶ [Thompson Career Campus](#): Construction-Skilled Trades, Health Sciences, IT & Cybersecurity, Manufacturing.
- ▶ Build out an IT & Cybersecurity “College Launch” Micro Credential leveraging CE courses.
- ▶ Aviation—Poudre Futures Lab expressed interest in partnering more closely with Thompson to build out Aviation Technology and Maintenance specializations.



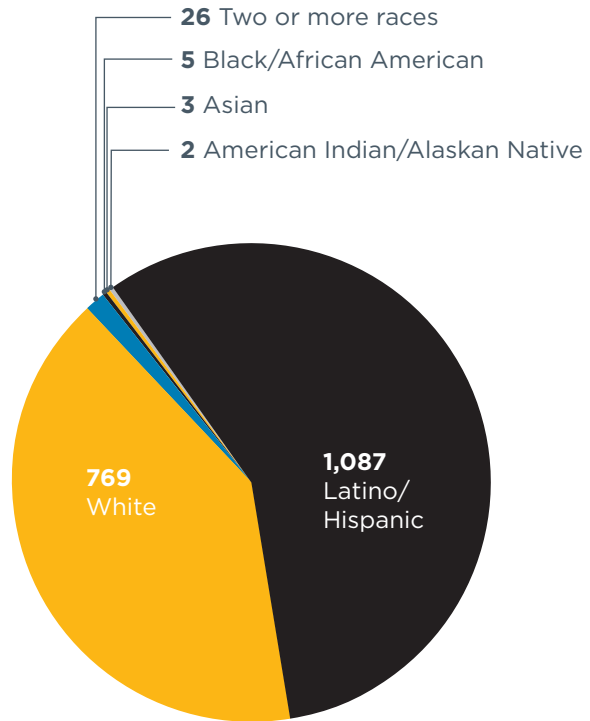
Student Enrollment



1,892
(PK12)

1,123
Minority Students (59%)

Demographics



CTE Pathways & CE Courses

(At High School)

[Asset Map: Program Index](#)

Higher Education Partner(s)

- ▶ Aims Community College
- ▶ University of Northern Colorado

Stakeholder Feedback

- ▶ Transportation and broadband continue to be barriers for concurrent enrollment and work-based learning program expansion.
- ▶ We have wonderful partnerships with both Chevron and The Weld Trust to provide our students strategic access to enhanced career exploration opportunities.
- ▶ We partner closely with Aims Community College to provide Nurse Aide students the opportunity to complete their CNA credential.

Unique Asset/Opportunity

- ▶ A unique “maker-space” for design/trades students to access innovative technology.
- ▶ We are poised to be a construction/trades “hub” as we continue to add programs in that space.



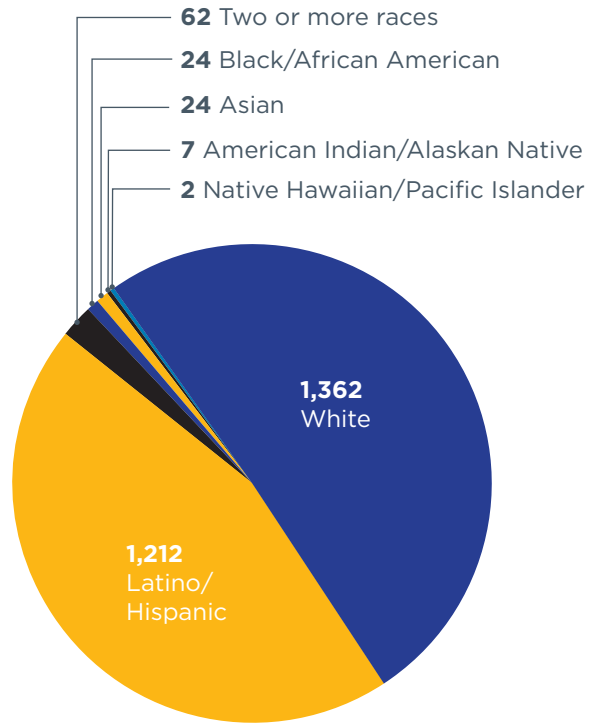
Student Enrollment



2,693
(PK12)

1,331
Minority Students (49%)

Demographics



CTE Pathways & CE Courses

(At High School)

[Asset Map: Program Index](#)

Higher Education Partner(s)

- ▶ Aims Community College
- ▶ Morgan Community College

Stakeholder Feedback

- ▶ We have 14 state-approved CTE pathways, offer students the opportunity to earn high demand industry certificates and have more than 20 CE courses taught in the building by our High School teachers.
- ▶ We have strong community support with robust local advisory boards and partnerships with local businesses.

Unique Asset/Opportunity

- ▶ We offer concurrent enrollment through Aims Community College (at all three campuses) including Customer Service Leadership, Med Prep, Agri, Precision Agri, Animation, Audio and Radio Repair, Graphic Design, Auto Collision and Auto Service Tech.
- ▶ We have a Work-Based Learning Coordinator that oversees internal and external internships.

Weld RE-4 (Windsor-Severance)

ASSET DATA MAPPING



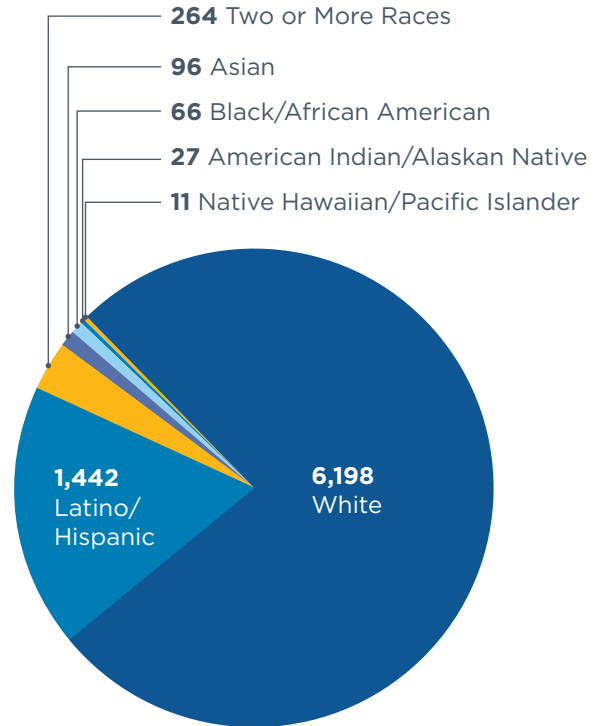
Student Enrollment



8,104
(PK12)

1,906
Minority Students (24%)

Demographics



CTE Pathways & CE Courses

(At High School)

[Asset Map: Program Index](#)

Higher Education Partner(s)

- ▶ Aims Community College
- ▶ Colorado State University
- ▶ Front Range Community College
- ▶ Metropolitan State University of Denver

Stakeholder Feedback

- ▶ Desire to expand WBL program by adding a dedicated WBL Coordinator.
- ▶ District has solid CTE Advisory Boards and regular engagement with Industry Sector Partnerships which leads to robust CTE programs.
- ▶ Utilize the CTE Regional Needs Assessment results to drive CTE programming.

Unique Asset/Opportunity

- ▶ Offer onsite concurrent enrollment options and industry certifications in Welding and Culinary pathways.
- ▶ Partnership with Aims Community College allows students to engage with Career Academy Programs on the Aims Campus in pathways that extend Weld RE-4 CTE pathways and/or provide access to additional programs.

Aims Community College

ASSET DATA MAPPING



Student Enrollment

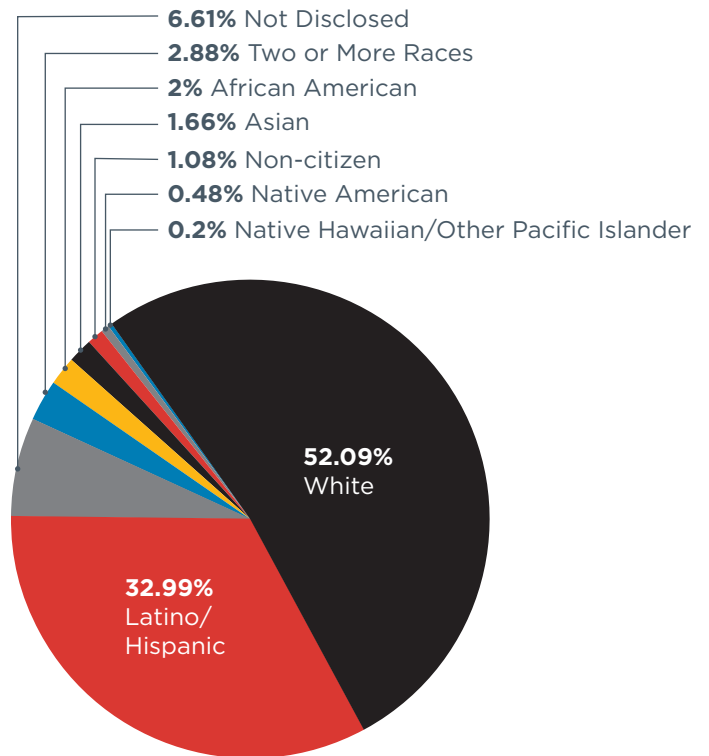


9,416
Total Students

K-12 Highlights 2021-2022

- ▶ 68 partner high schools
- ▶ 3,574 students served
- ▶ 32% first generation students
- ▶ 44% identify as non-white
- ▶ 32,106 credits attempted
- ▶ 8.7 average credits earned
- ▶ 334 degrees and certificates awarded
- ▶ 91% success rate
- ▶ \$2,150,000 in-district tuition saved

Demographics



Student Supports

- ▶ [Career Services](#) offers career development, readiness and transition support services and programs to assist students throughout their college to career journey. Some of these supports include: career exploration, assessments, career readiness competency development, discipline specific career-related curriculum, and cover letter, resume, job search, and interview preparation as well as career fairs and other employer networking connections. Aims also used Handshake as its online job board.
- ▶ Pathways Advising, Aims2UNC & TRiO programs all integrate career planning in their advising curriculum and make appropriate referrals to Career Services based on student need.
- ▶ COSI Finish What You Started (grant) program requires all student participants to complete a career transition plan with Career Services once they've reached 40 credits (degree) or at the start of their final semester (certificate).
- ▶ The Center for Diversity and Inclusion offers the Seeds Leadership Program which includes both a mentorship component and required attendance at DEIJ workshops throughout the semester—this program prepares students to be effective leaders in our diverse workforce.
- ▶ The Student Activity, Inclusion, and Leadership (SAIL) department oversees both the Student Government Association and the Campus Activity Programmers—career development and work-based learning is embedded in both of these experiences.



Student Enrollment



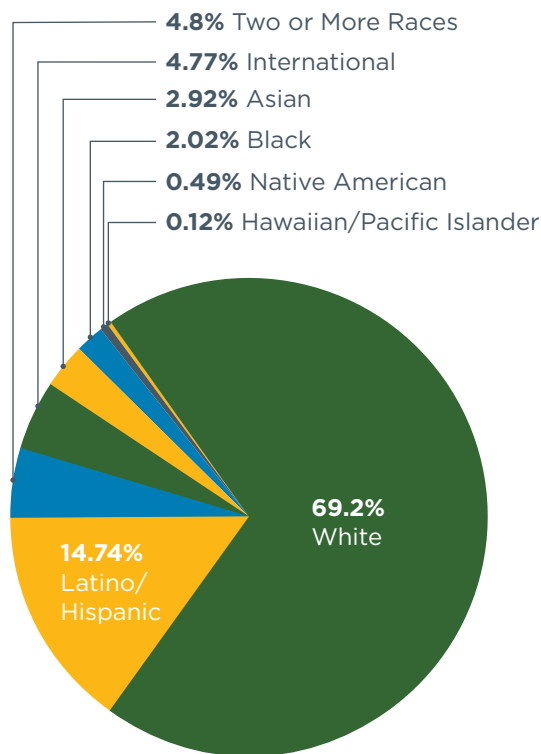
33,455
Total Students

29,124
On-campus (Fall 2022)

K-12 Partnerships/Programs

- ▶ **Upward Bound and Talent Search**—[CSU partners](#) with Federally funded Upward Bound and Talent Search programs, the Larimer County Boys and Girls Club, and other pre-collegiate programs in high schools across Northern Colorado and the entire state. CSU services include admission and financial aid application completion. Students who enroll at CSU receive additional financial aid and wrap-around support services that pair each student with a full-time mentor. More than 1,500 students served by these programs are currently enrolled at CSU.
- ▶ **4-H and Extension**—K-12 students in Northern Colorado and across the state participate year-round in CSU [4-H clubs and competitions](#), and [other opportunities through CSU Extension](#).
- ▶ **FFA and DECA gatherings, Journalism Day and the Climate Leadership Summit** are examples of events for high school students from Northern Colorado and across the state to learn from campus experts, broaden their knowledge and spend time on CSU's campus.
- ▶ **Little Shop of Physics and Sci on the Fly** are CSU mobile outreach programs that visit schools across Northern Colorado to engage K-12 students with learning about STEM, health and other topics that lead to career exploration.
- ▶ **Visit Programs**—More than 250 high school students from Poudre School District attend fall visits at CSU, while middle school students attend in spring. Thompson School District students will have visit events starting in 2023.
- ▶ **Campus Connections Therapeutic Youth Mentoring Program**—CSU students from more than 100 majors serve as mentors for youth in Northern Colorado.

Demographics



- ▶ **Thompson School District Leadership Summit**—Four hundred TSD high school students interested in leadership will attend an event at CSU.
- ▶ **Reading with the RAMS**—CSU student-athletes visit elementary schools across Poudre School District to read to students and share their own experiences with higher education, athletics, and the importance of teamwork.
- ▶ **CSU Spur campus**—This new [one-of-a-kind learning destination](#) in Denver provides K-12 students a hands-on exploration of career possibilities and is an example of innovative workforce development that starts with community and K-12 outreach.
- ▶ **Looking Ahead**—A growing number of schools and CSU departments are creating internships and other Work-Based Learning opportunities for high school students in Northern Colorado, developed in collaboration across multiple school districts and promoted via the Xello Work-Based Learning platform.



Industry-Aligned Partnerships/Programs

- ▶ **Collaboration with the [Work-Based Learning Alliance](#) and [NoCo Inspire](#)** to create an educational video about Handshake in partnership with UNC, Aims, and FRCC, to offer, promote, and enhance work-based learning opportunities in Northern Colorado.
- ▶ **[CSU Career Center](#)**—The Career Center’s Recruiting Partner Program highlights employers who are committed to hiring CSU students. These partners spend extra time and resources to help students on their career paths and employing them in internships and jobs. The Career Center supports employer engagement in various events and programming for career advancement.
- ▶ **[CSU Career Fair](#)** connects students with employers each semester. Students can engage with employers in-person and online to discuss full-time, part-time, internship, seasonal, and volunteer positions.
- ▶ **The Employer Advisory Board** and other industry aligned boards create spaces for CSU and employers to share expertise about trends in industry, students, and diversity, equity, and inclusion to improve systems and practices that support students’ career readiness.

Student Supports to Help Move from Higher Education to Employment

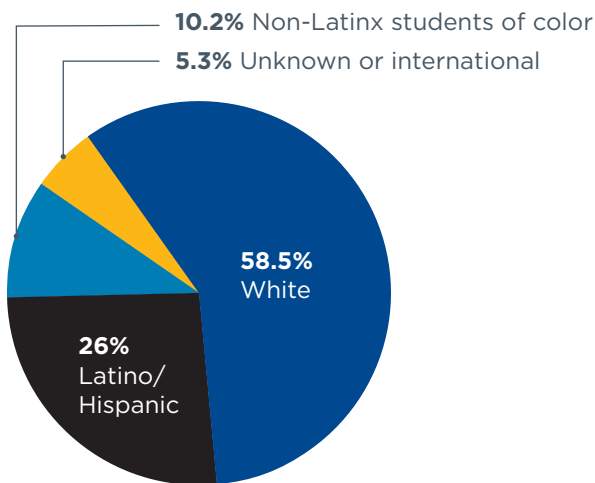
- ▶ **Career Resources**—24/7 access to services and resources through an extensive career resource library, Handshake (talent recruitment platform with live job postings from 750K+ employers worldwide), Big Interview (a job interview training platform), Parker Dewey (a micro-internship opportunity platform), and numerous other tools and resources.
- ▶ **Micro-internships**—[Micro-internships](#) are typically short-term projects that can be completed within 5-40 hours, allowing students to explore different career paths, develop professional skills, and build a professional network while getting paid.
- ▶ **Career Education Services** is designed to create and enhance an equitable culture of career awareness, engagement, and success across campus.
- ▶ **Integrated campus-wide career education**—Innovative career education that includes 13 shared roles to promote an integrated, campus-wide investment in career education.
- ▶ **Career Competencies Initiative**—Campus-wide integration of CSU Career Competencies, based on data from employers compiled by the National Association of Colleges and Employers, to help students grow in their competencies and become more marketable upon graduation.
- ▶ **Looking Ahead**—CSU’s [Academic Master Plan](#) for 2023-2027 takes into account anticipated shifting demographics of student populations along with evolving student needs and expectations for their learning experiences, including:
 - Add more flexible programs and degree offerings, including micro-credentials.
 - Introduce or modify programs to include offerings during evenings, weekends, and/or short sessions and in a variety of formats.
 - Explore the use of micro-credentials such as badges, certificates, and stackable credentials to build toward a degree.



Student Enrollment



Demographics



K-12 Partnerships/Programs

- ▶ **6,730 concurrent enrollment students** engaged across 12 school districts, allowing qualified high school students to enroll in FRCC classes and receive both college and high school credit.
- ▶ **ASCENT partnerships** with area school districts allowing high school students to take an additional year after the 12th grade enabling them to graduate with both a high school diploma and an associate's degree with tuition covered by the school district.
- ▶ **Pathways in Technology (P-TECH)** partnerships with Northglenn High School's EC@N-STEM program, FalconTECH at Skyline High School, RaptorTECH at Silver Creek High School, and the Advanced Manufacturing P-TECH at Poudre High School.

Industry-Aligned Partnerships/Programs

- ▶ **Business and information technology** certificates and degrees, including: accounting, hospitality, highway maintenance, computer information systems, computer science and programming, computer networking, virtualization and cyber security.
- ▶ **Center for Integrated Manufacturing** offering credit certificates and degrees as well as non-credit skills-based classes in automated engineering technology, electronics engineering technology, precision machining and optics technology.
- ▶ **Construction, automotive and design technology** programs including architectural engineering and drafting, automotive technologies, computer-aided drafting and design, HVAC and refrigeration, interior architecture and design and welding.
- ▶ **Health science and wellness programs** targeting high-demand occupations, including: dental assisting, emergency medical technician, health information technology, integrative health and massage therapy, medical assistant, medical office administrative assistant, nutrition and dietetics, nurse aide, nursing, pharmacy technician, phlebotomy, sterile processing, surgical technician, veterinary technician.



- ▶ **Workforce Solutions** partnerships with nearly 200 regional employers providing apprenticeships, customized training, continuing education and small business development services to address targeted workforce and business development needs.
- ▶ **Industry advisory committees** for each career and technical education program, engaging industry representatives with relevant expertise to provide input on program content and targeted credentials, current and future hiring needs, equipment and facilities, and related issues to ensure the relevance and alignment of these programs to industry needs.

Student Supports to Help Move from Higher Education to Employment

- ▶ **Apprenticeship partnerships** with more than 30 area employers in healthcare, advanced manufacturing, arborist, information technology, and automotive sectors. These apprenticeships provide students with tuition and support services, paid employment concurrent with education and training, education aligned with priority employer competencies, and long-term career advancement pathways.
- ▶ **Career exploration and employer networking** opportunities, including pre-apprenticeship workshops, 21st Century skills development workshops, P-TECH employer fairs, industry guest speakers in classrooms, and leveraging of events such as NoCo Construction Con and the NoCo Manufacturing Trade Show.
- ▶ **Career Services** support, including resume, interviewing skills and career exploration services, as well as access to Handshake, a centralized, web-based employer-job seeker connection tool.
- ▶ **Clinical placements and internships** across an array of programs and industries to provide students with required and optional work-based learning experiences.

University of Northern Colorado

ASSET DATA MAPPING



COLORADO SUCCEEDS
Great Schools are Good Business

Student Enrollment

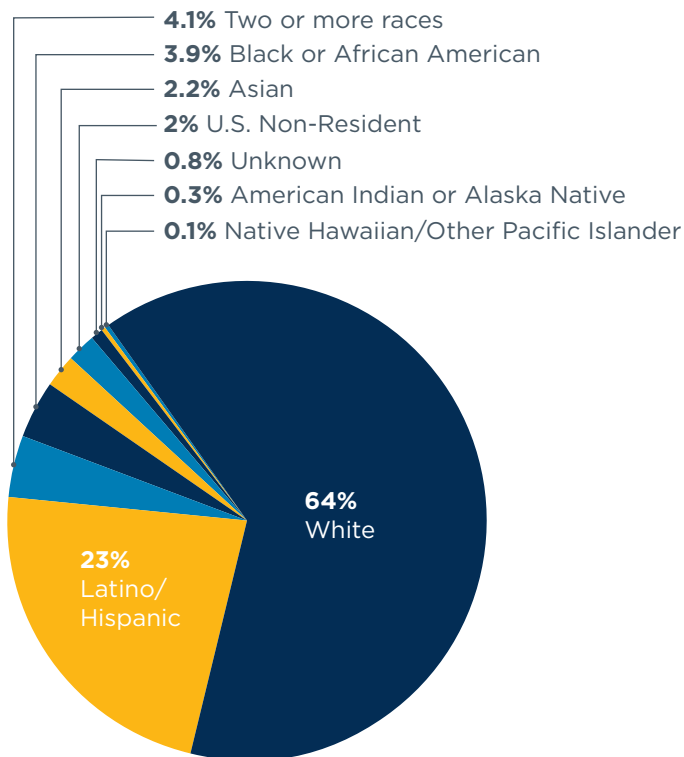


9,380
Total Students

K-12 Partnerships/Programs

- Archuleta School District 50 Concurrent Enrollment Program
- Bennett School District 29J Dual Enrollment Program
- Briggsdale School District RE-10J Concurrent Enrollment Program
- Brush School District RE-2J Dual Enrollment Program
- Byers School District 32-J (Byers HS) Dual Enrollment Program
- Denver Public Schools Dual Enrollment Program
- Eaton School District RE-2 Dual Enrollment Program & Concurrent Enrollment Program
- Frontier Academy Dual Enrollment Program & Concurrent Enrollment Program
- Jefferson Academy Concurrent Enrollment Program
- Jefferson County School District (Bear Creek HS) Dual Enrollment Program
- Monte Vista School District Concurrent Enrollment Program
- Morgan County School District Concurrent Enrollment Program
- New Legacy Charter School Concurrent Enrollment Program
- Platte Valley School District RE-7 Dual Enrollment Program
- Poudre School District RE-1 Dual Enrollment Program
- Prairie School District RE-11J Concurrent Enrollment Program
- Thompson School District Concurrent Enrollment Program
- University Schools Concurrent Enrollment Program
- Valley School District RE-1 Concurrent Enrollment Program
- Weld County School District RE-1 (Valley HS) Dual Enrollment & Concurrent Enrollment Program + ASCENT Partnership
- Weld County School District RE-4 (Windsor HS) Concurrent Enrollment Program
- Weld County School District RE-5J (Roosevelt HS)
- Weld County SD 6 (including Greeley Central & West HS)
- Weld County School District RE-7 (Platte Valley) Concurrent Enrollment Program

Demographics



Industry-Aligned Partnerships/Programs

- ▶ Teacher Education Recruitment Program (TREP) to launch Fall 2023. School district partnerships to be determined Spring 2023.
- ▶ NoCo Health Sector Partnership Behavioral Health Committee—UNC has representation on this group in the local community to discuss industry needs.
- ▶ CASPA (CO Association of School Personnel Administration)—Consortium Educator Job Fair partner.



Student Supports to Help Move from Higher Education to Employment

- ▶ Direct service to students including: career exploration, resume/cover letter critique, job search support, graduate school search and applications, mock interviews, and connecting students to employment and work-based learning opportunities through Handshake.
- ▶ Connecting students to accessible work-based learning experiences through micro-internships (Parker Dewey).
- ▶ Career Ready Bears Curriculum—a scaffolded approach to career learning which supports students’ development in each of the NACE/UNC Career Readiness Competencies. At each phase of a student’s academic career, they will have opportunities to Explore, Experience, Engage, and Evolve their career learning through curricular and co-curricular experiences.
- ▶ Working with JBS USA and International Education to discover a worker-oriented agreement with employer tuition discounts. JBS employees can take online courses, ESL classes, and other UNC Extend Campus programs.