

UNIVERSITY OF MASSACHUSETTS

Knowledge Corridor Talent and Workforce Strategy

State of the Region Conference – New England's Knowledge Corridor

June 13, 2014



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Today's Agenda

- Project Overview and Objectives
- Talent and Workforce Data Profile
- Problem Statement – Three Core Challenges
- Vision and Goals
- Presentation of Strategies and Implementation Plan

Objective: Develop detailed, action-oriented strategies for talent and workforce development in the Knowledge Corridor



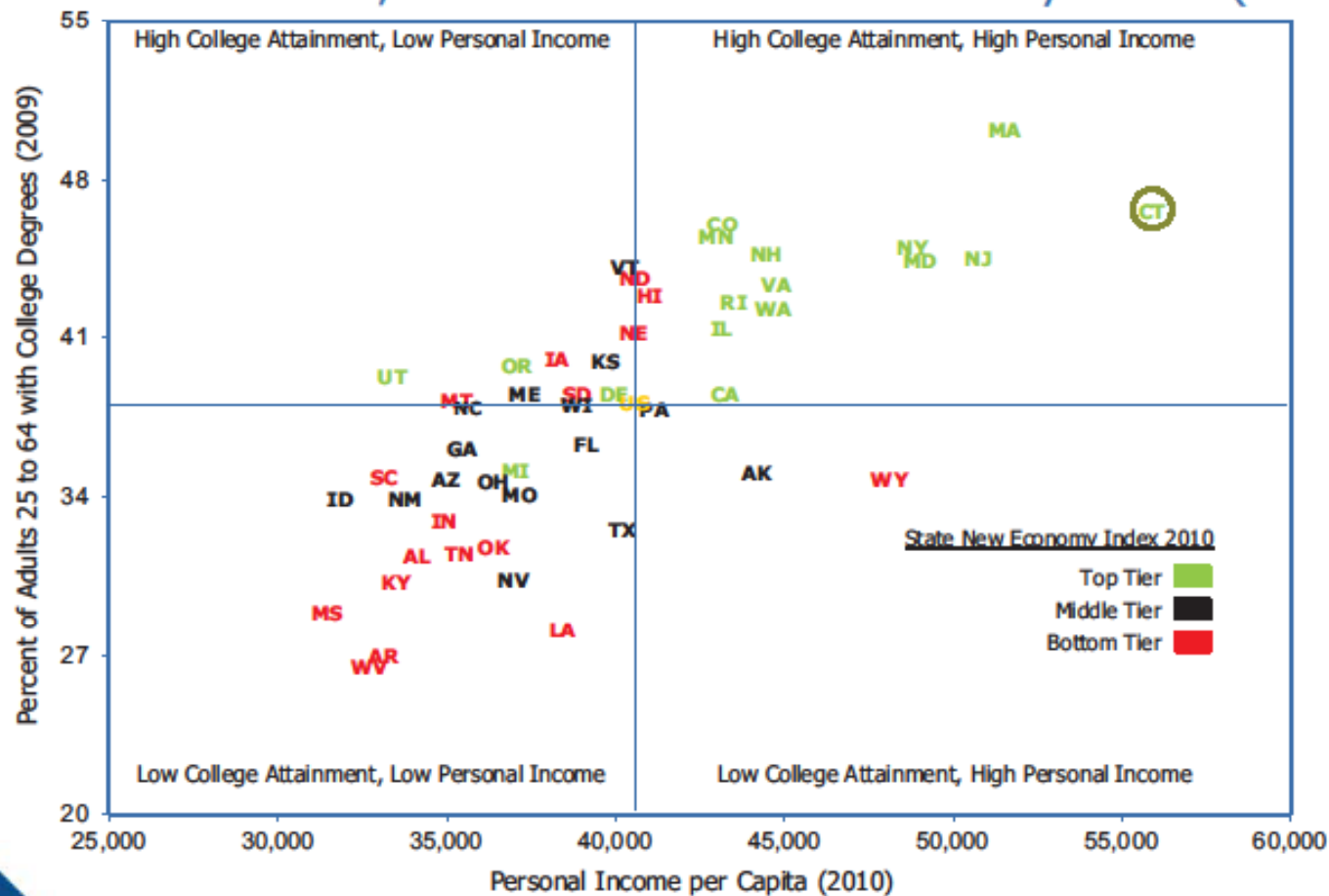
Knowledge Corridor Talent and Workforce Strategy – Purpose and Focus

- Threefold focus:
 - Expand geography to form a cohesive bi-state Knowledge Corridor region in CT and MA
 - Analysis, issues and actionable strategies related to talent and workforce
 - Build on recent reports, existing knowledge, already identified issues and potential workforce / talent strategies
- Focus on the Knowledge Corridor workforce and talent supply to support employers and enhance economic opportunities
 - Expand what the Knowledge Corridor region means to become a region known for having a world-class education and talent development system to match its world-class colleges, universities, companies, and hospitals



Why Talent? An educated workforce is the key to economic prosperity – “talent matters most”

The Relationship Between Educational Attainment, Personal Income, and the State New Economy Index (2010)



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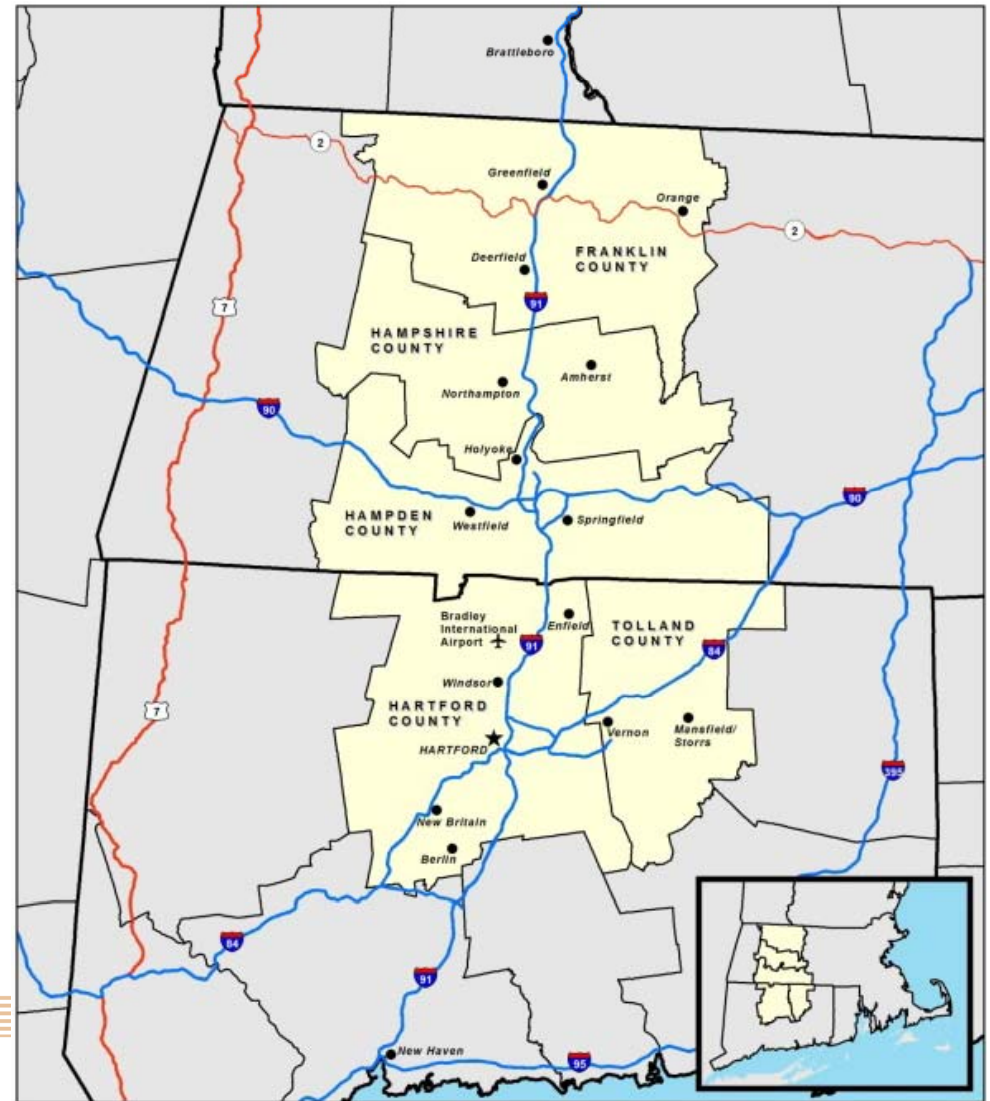
How are other regions addressing talent?

- Meaningful regional collaboration focused on talent/workforce
 - Northeast Ohio – Fund for Economic Future
 - World Class Greater Philadelphia
 - Northeast Indiana Vision 2020 – The Big Goal Collaborative
- Regional strategies based on:
 - Multi-year commitments to achieve ambitious goals to increase education credentials and other talent measures
 - Truly aligned workforce, economic development and chamber of commerce initiatives (employer/business engagement)
 - Call to action among wide range of partners (non-profits, foundations, public, private), including measurement and tracking
 - Regional investment to increase and sustain resources



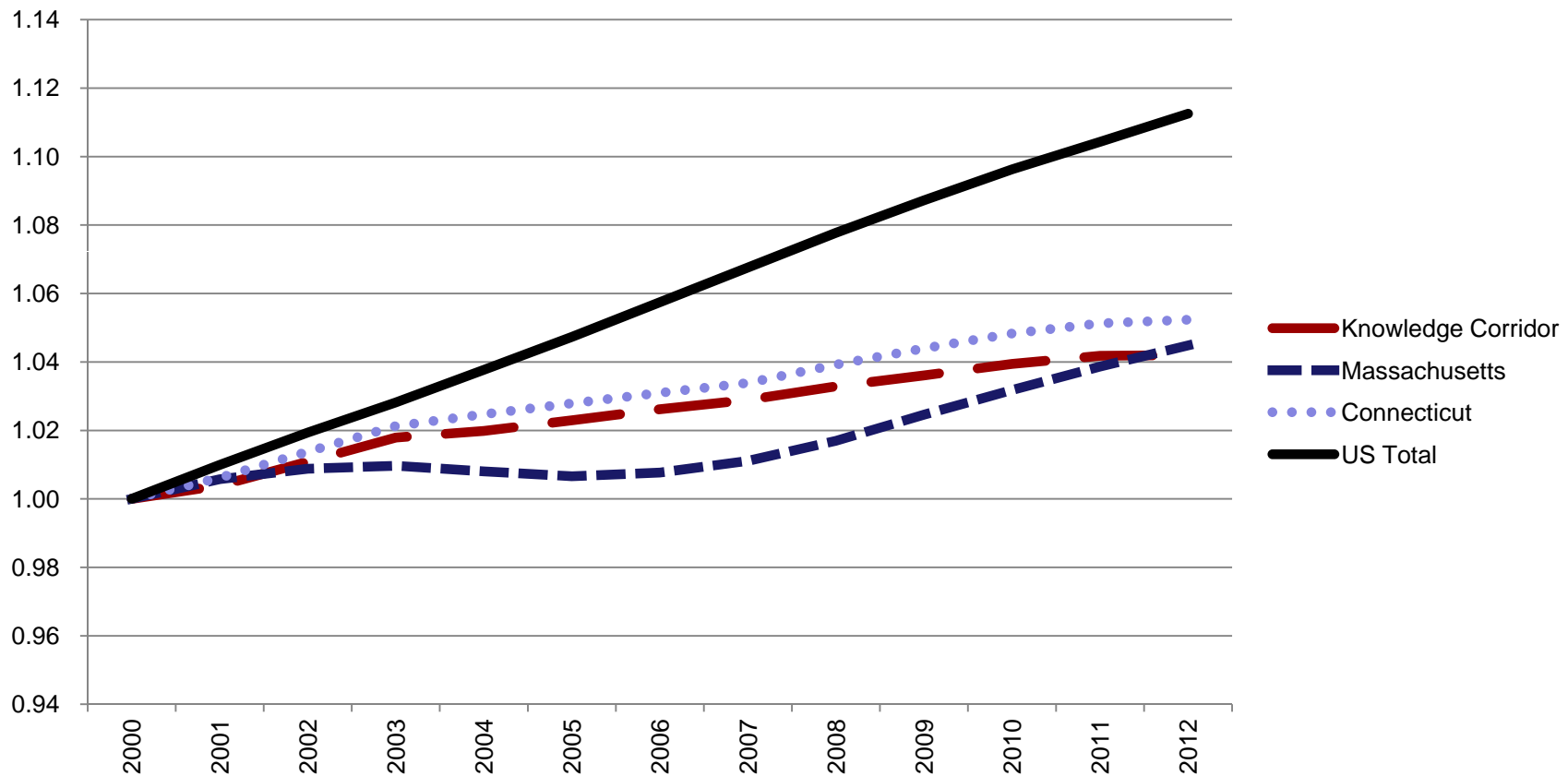
Knowledge Corridor Region Overview

- Population: 1.73 million – almost ¼ in urban cores of Springfield, Hartford, New Britain, Holyoke
- Employment: 813,000 in 2012, 1/5 in urban cores
- Total College Students: 196,000
- Cross-county commuters: 118,000 nearly 1 in 4
- Cross-state commuters: 30,000 about 1 in 25
- Strongest sectors: Health, Education, Manufacturing, Finance



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Population Growth Trends similar to MA and CT, lag behind US growth

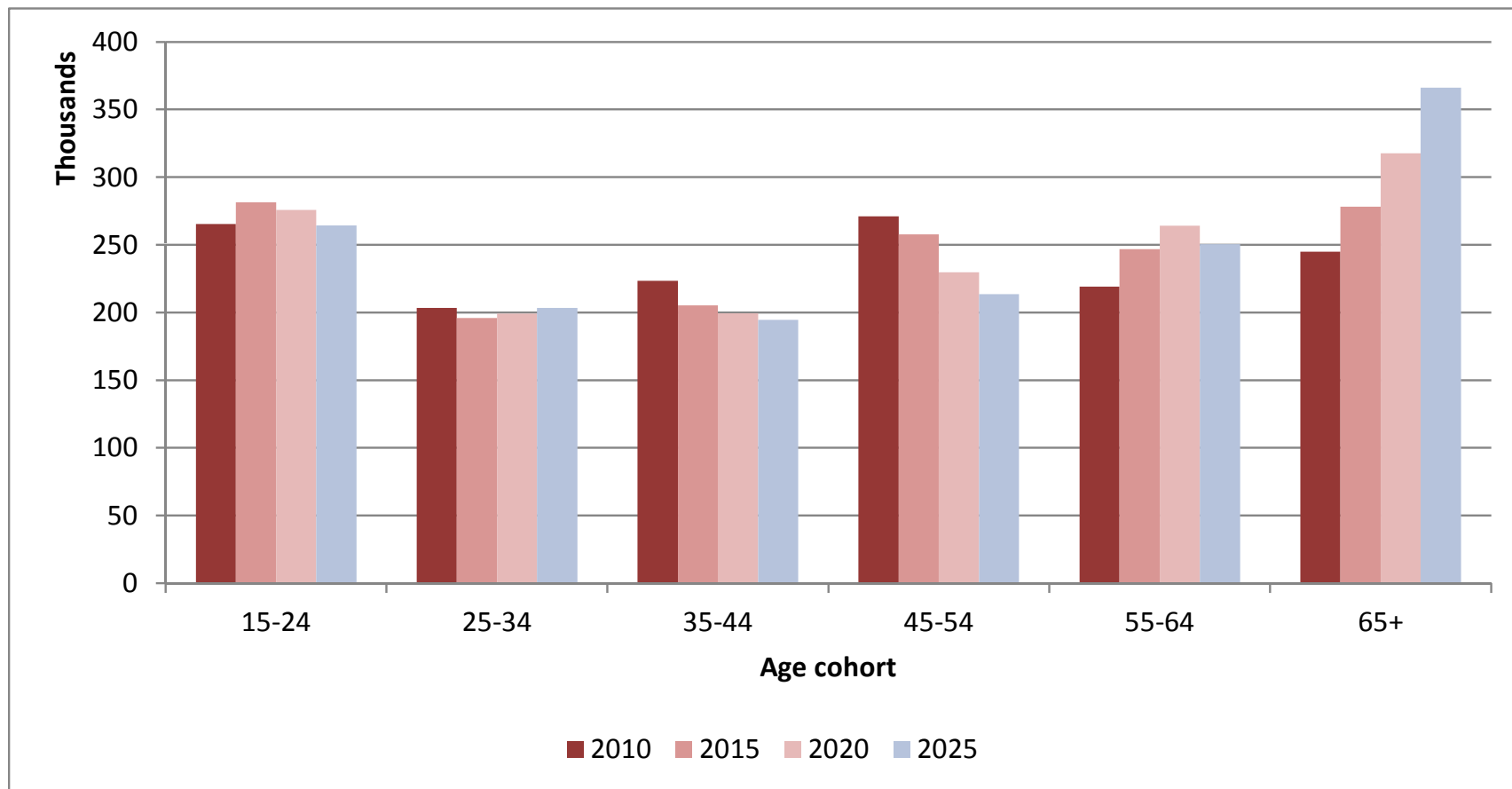


Sources: US Census, Populations Division, Population estimates July 1, 2000 to July 1, 2012, UMDI calculations

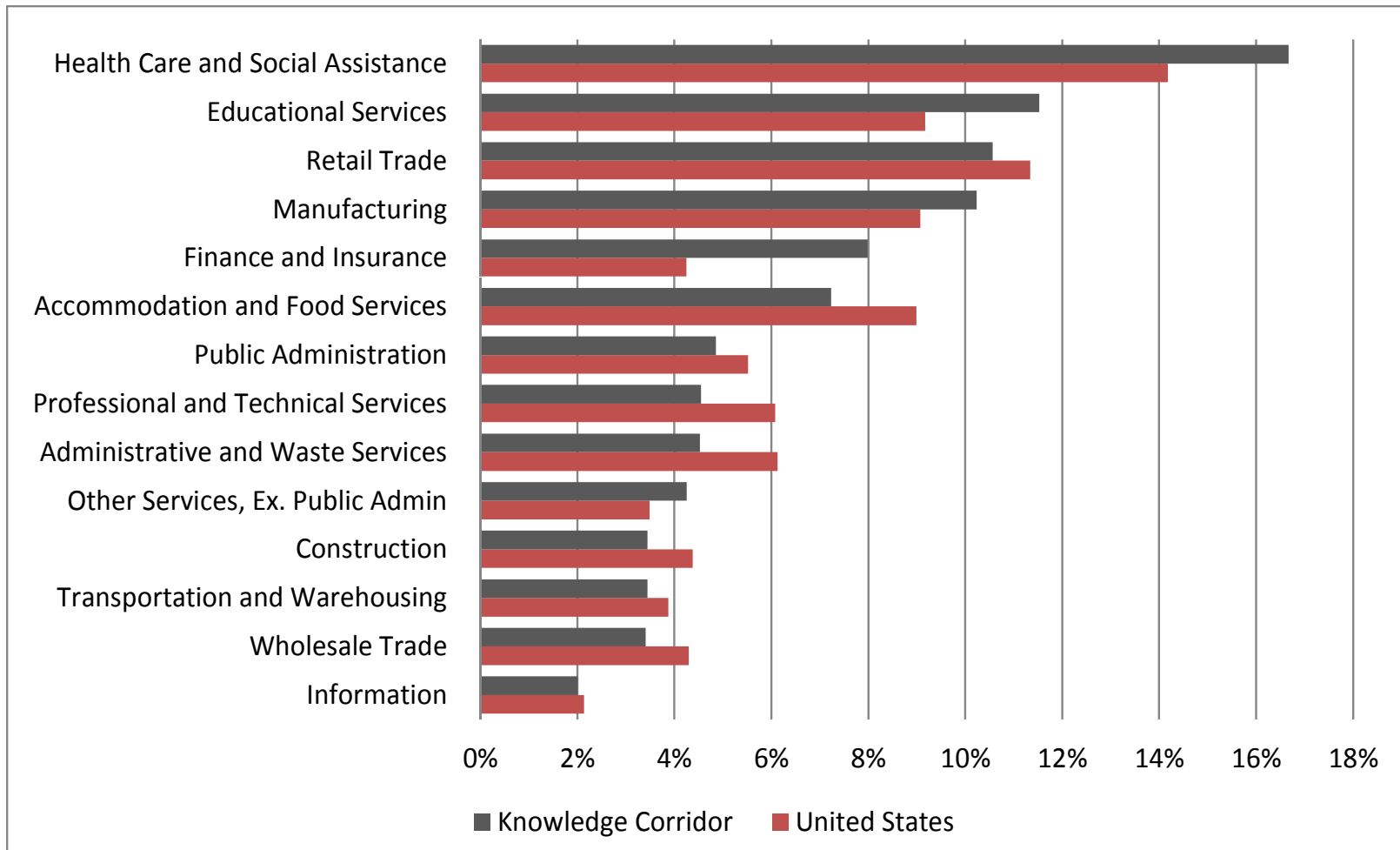


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Knowledge Corridor Population Projections: Aging population, aging workforce

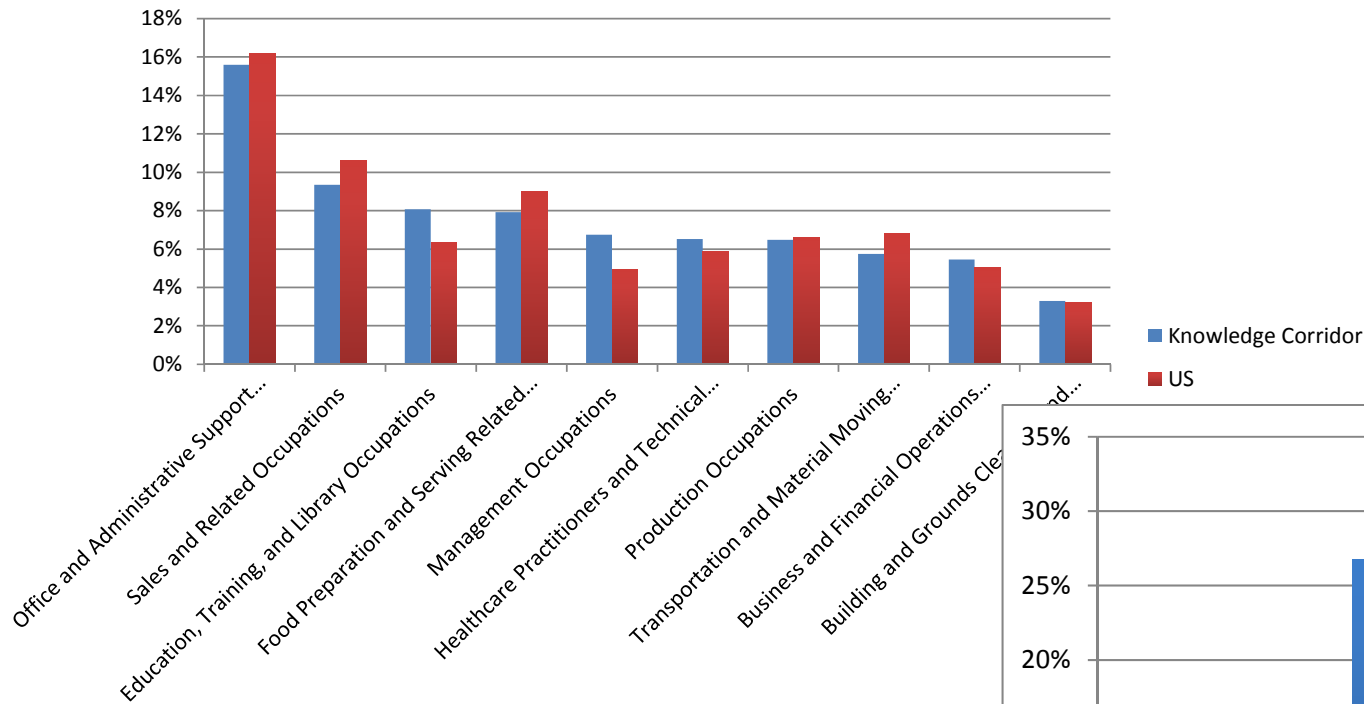


Industry Employment Concentrations in Health Care, Education, Manufacturing and Finance/Insurance

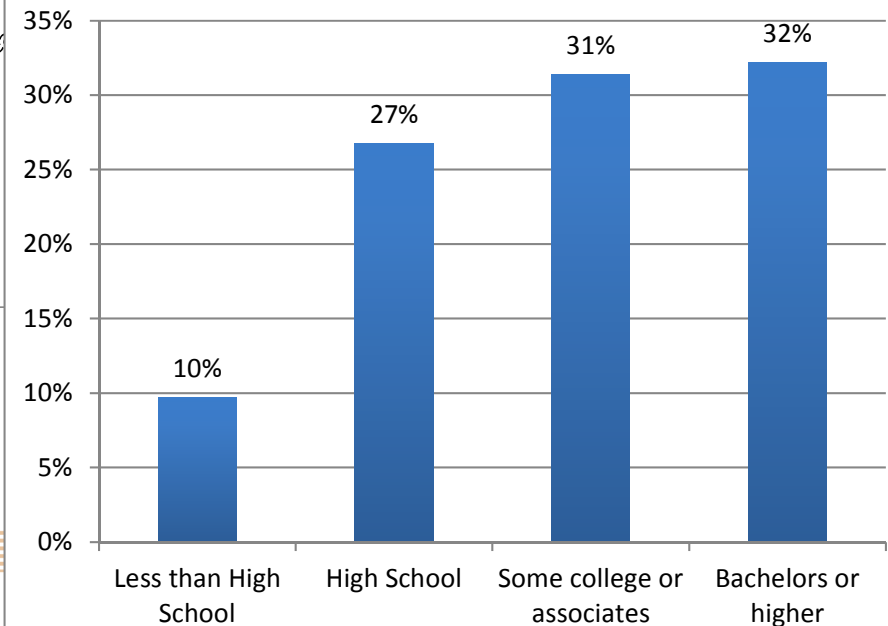


Knowledge Corridor Occupations and Job Opening Projections to 2020 – 63% to require college

Employment Share in Top Ten Major Occupation Categories in Knowledge Corridor with U.S. Comparison, 2013



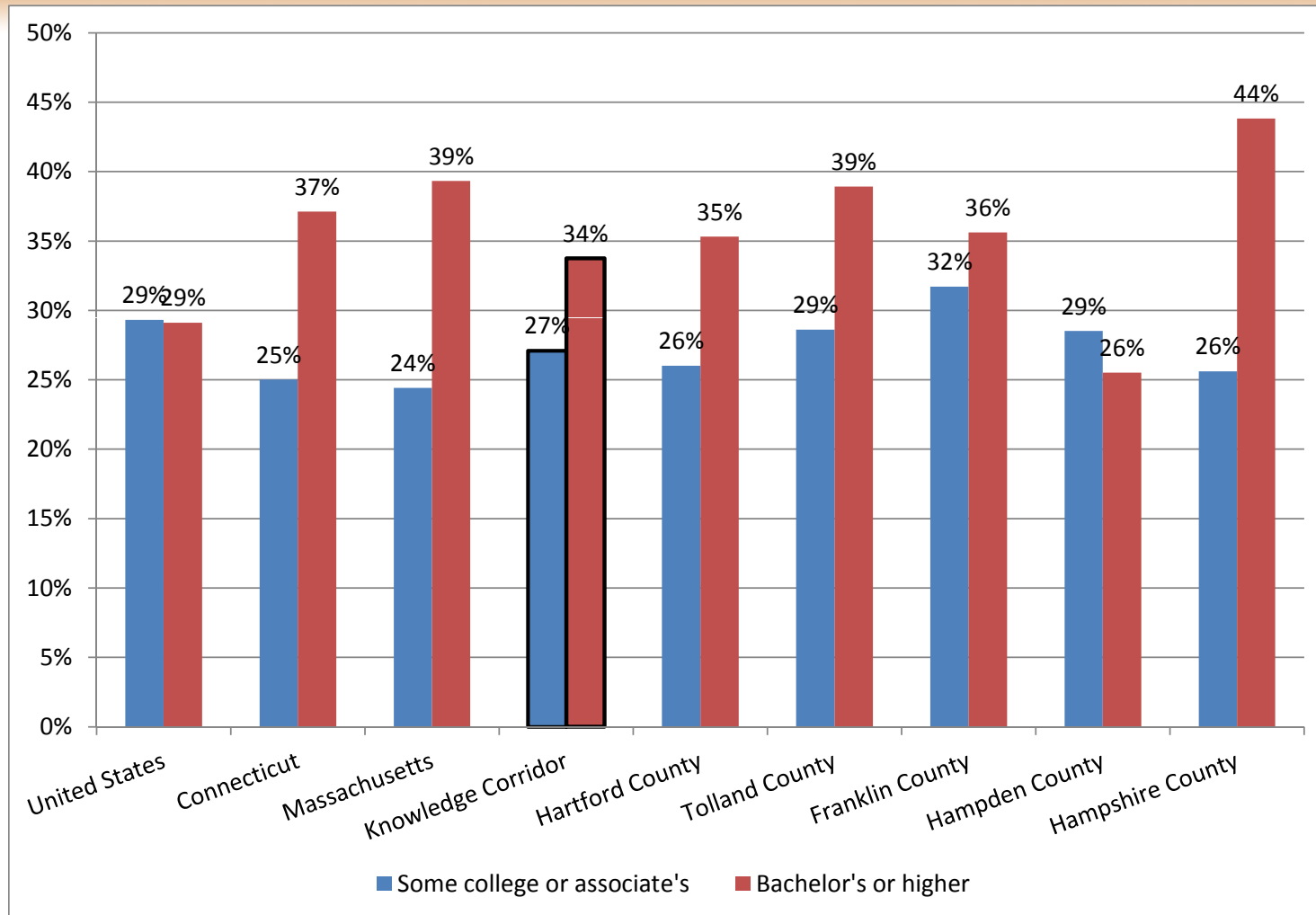
Job Openings 2010-2020



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Sources: Connecticut Department of Labor, Massachusetts Executive Office of Labor and Workforce Development

Educational Attainment in the Knowledge Corridor: Above U.S., below CT and MA

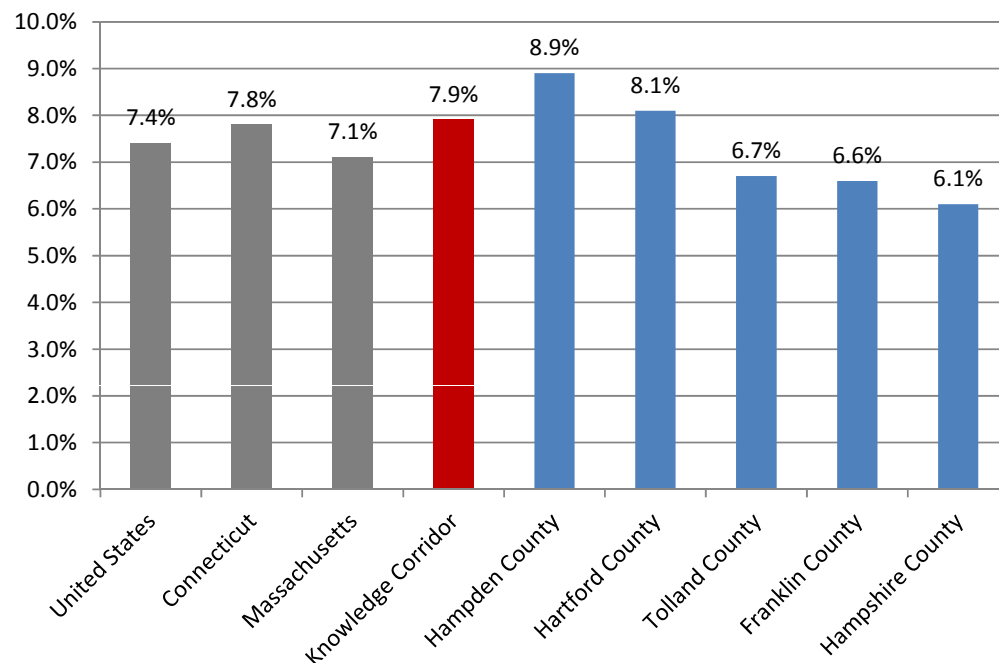


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Source: U.S. Census American Community Survey

Challenges in the Urban Cores: High Poverty and Unemployment, Low Participation Rates

Unemployment Rates 2013



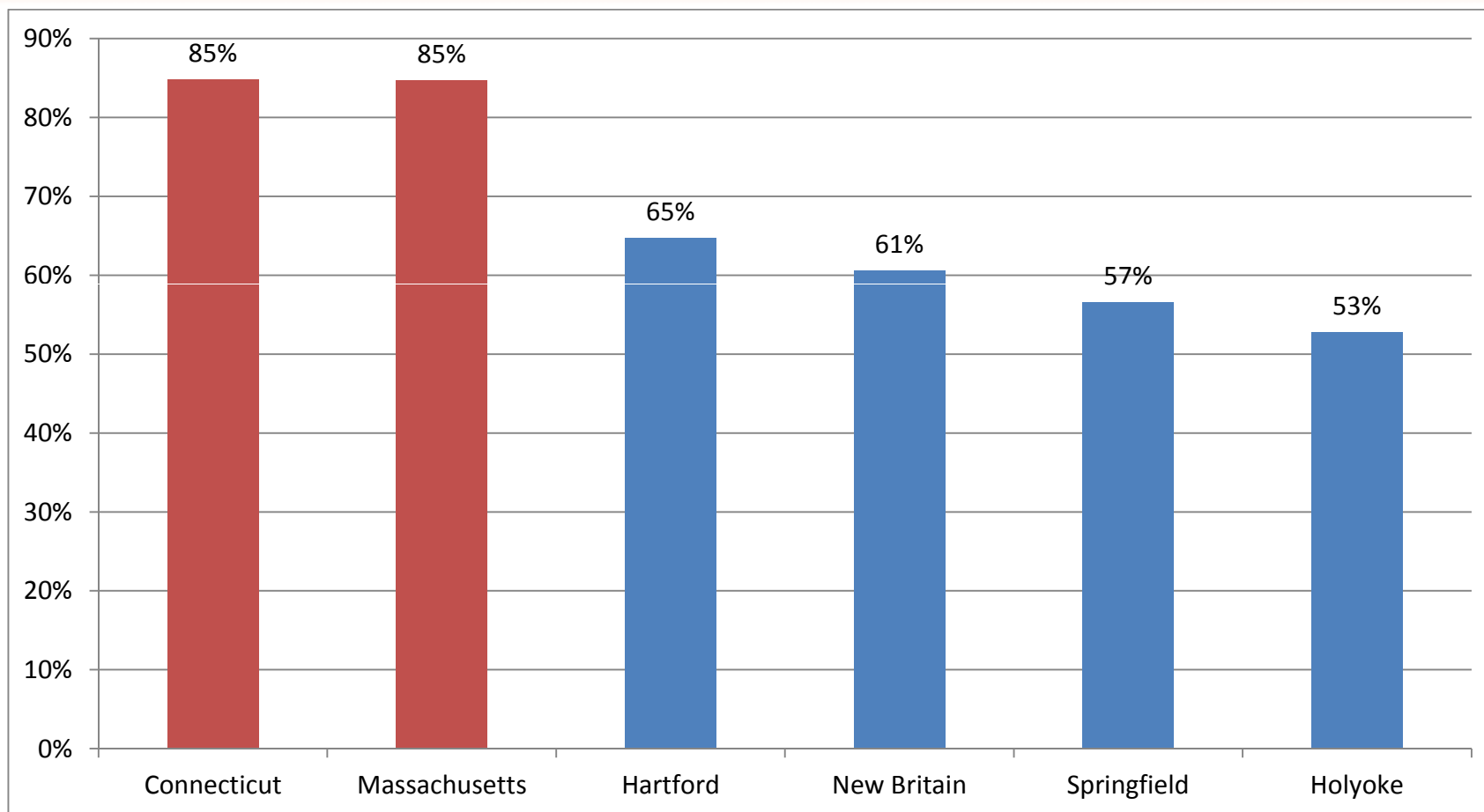
Place	Population	Employment	Labor Force Participation Rate	Unemployment Rate	Average Annual Wages	Poverty Rate
Knowledge Corridor	1,747,785	819,759	66.2%	7.9%	\$52,256	13.3%
Hartford	125,017	110,964	61.6%	15.4%	\$79,474	35.1%
Springfield	153,703	75,045	58.3%	10.9%	\$50,135	29.5%
New Britain	72,939	25,321	67.8%	11.5%	\$52,004	24.2%
Holyoke	40,249	22,039	58.1%	10.2%	\$40,343	33.9%



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Source: U.S. Census, Annual Estimates of the Resident Population; MA Executive Office of Labor and Workforce Development, ES-202; CT Department of Labor, QCEW; BLS, LAUS (for Knowledge Corridor); BLS, QCEW 2012; U.S. Census, ACS, 3 yr 2010-2012; UMDI calculations

High school graduation rates in the urban cores well below statewide averages



Subject Proficiency Scoring Significantly Lower in Urban Core Areas Compared to MA and CT

Subject	District	Proficient or above	Needs improvement	Warning or Failing
English	Holyoke	34.0%	35.0%	31.0%
	Springfield	41.0%	38.0%	22.0%
	Massachusetts	69.0%	22.0%	9.0%
Math	Holyoke	26.0%	31.0%	43.0%
	Springfield	28.0%	33.0%	39.0%
	Massachusetts	59.0%	26.0%	15.0%
Science	Holyoke	15.0%	43.0%	42.0%
	Springfield	21.0%	42.0%	37.0%
	Massachusetts	54.0%	32.0%	13.0%

Holyoke, Springfield and Massachusetts

Hartford, New Britain and Connecticut

Subject	District	Proficient or above	Basic	Below Basic
Math	Hartford	53.2%	25.8%	21.0%
	New Britain	44.1%	25.4%	30.5%
	Connecticut	80.3%	12.0%	7.7%
Science	Hartford	49.0%	24.5%	26.6%
	New Britain	42.5%	22.4%	35.1%
	Connecticut	81.7%	10.4%	7.9%
Writing	Hartford	70.5%	17.5%	12.1%
	New Britain	59.7%	20.1%	20.2%
	Connecticut	88.6%	7.6%	3.9%
Reading	Hartford	57.5%	29.0%	13.4%
	New Britain	49.1%	26.6%	24.3%
	Connecticut	81.9%	12.6%	5.5%

Source: CT State Department of Education, Public School Information System; MA Department of Elementary and Secondary Education



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Top Three Challenges for Workforce and Talent

- Educational and career outcomes for residents of core urban areas limit the economic trajectory of the cities and the region as a whole
- An aging workforce and demographic trends that indicate a shrinking pool of working age residents creates even more need to raise the skills of incumbent workers and ensure a reliable pipeline of new workers for key sectors, such as manufacturing and health care
- An overarching difficulty in bringing successful programs to scale based on a universal lack of funding which limits the number of people (headcount) served compared to need, and limits the outcomes from early education through business-based training initiatives



Vision for Talent and Workforce Development in the Knowledge Corridor

A region with strong assets to build on and if regional collaboration, scaled program implementation and expanded resources can be pooled together we can achieve a vision where:

- Talent is created, attracted and retained at levels competitive with other leading regional economies
- Talent and resources sustain and grow local businesses, and launch a diverse array of new businesses
- Upward economic mobility is a reality and opportunities are available for all



Realizing the Vision: Specific Goals

What do we need to achieve?

- Increasing the attainment of middle skills and higher educational credentials to be comparable to the best performers nationally
- Eliminating the gap in educational performance between urban core areas and the rest of the region
- Attaining regional and national recognition as an economic corridor that provides ample talent, resources and supports for key business sectors to thrive
- Sustaining and scaling successful programs and collaborations to solidify gains and ultimately transform the region



Talent and Workforce Strategies: Cradle to Career

Cross-Cutting Strategies

1. Promote Business Community Engagement in Workforce and Talent Initiatives
2. Increase the Regional Investment in Talent, Workforce and Education
3. Create Wide-Reaching Essential ("Soft") Skills Programming

Area-Specific Strategies

Early Childhood Education	K-12 / Vocational Schools	Community and 4-year Colleges	Career / Workforce Training
<p>Implement Universal Early Education Intake Pilot Programs in Distressed Cities</p>	<p>Strengthen Vocational and High School Links/Pathways to Employers and Education</p>		<p>Increase Access and Opportunities to State-funded Workforce Training Grants</p>
<p>Advocate and Fundraise for Universal Birth through Five Programs</p>	<p>Widen Middle and High School Career Awareness for the Region's Target Industries</p>	<p>Support and Expand Adult Basic Education</p> <p>Reform Funding for Community Colleges</p>	<p>Expand Industry Engagement in Target Sectors</p>
	<p>Create Targeted Urban Teacher Education Curriculum at Area Colleges</p> <p>Expand Innovative Middle Skills Transition Initiatives</p> <p>Improve Vocational School and Community College Recruiting for Instructors</p> <p>Develop Training Academy and Coaching for Administrators and Teacher Leaders in K-12 Schools Serving Disadvantaged Populations</p>	<p>Promote Entrepreneurship Opportunities and Education</p> <p>Attract and Retain Younger Talented Workers</p> <p>Implement Pilot Employer-Driven Customized Training Programs with Employer Funding Matches</p>	

Cross-Cutting Strategies

- Promote Business Community Engagement in Workforce and Talent Initiatives
- Increase the Regional Investment in Talent, Workforce and Education
- Create Wide-Reaching Essential (aka “Soft” or “Applied”) Skills Programming



Early Childhood Education

- Implement Universal Early Education Intake Pilot Programs in Distressed Cities
- Advocate and Fundraise for Universal Birth Through Five Programs



K-12 / Vocational Schools

- Strengthen Vocational and High School Links/Pathways to Employers and Education
- Widen Middle and High School Career Awareness for the Region's Target Industries
- Expand Innovative Middle Skills Transition Initiatives
- Develop Training Academy and Coaching for Administrators and Teacher Leaders in K-12 Schools Serving Disadvantaged Populations



Community and 4-year Colleges

- Support and Expand Adult Basic Education
- Reform Funding for Community Colleges
- Improve Vocational School and Community College Recruiting for Instructors
- Create Targeted Urban Teacher Education Curriculum at Area Colleges
- Attracting and Retaining Younger Talented Workers



Career / Workforce Training

- Increase Access and Opportunities to State-funded Workforce Training Grants
- Expand Industry Engagement in Target Sectors
- Implement Pilot Employer-Driven Customized Training Programs with Employer Funding Matches
- Promote Entrepreneurship Opportunities and Education



Knowledge Corridor Talent & Workforce Strategy: Implementation

- 18 Strategies spanning early education to career and business support
- Three Timeframes:
 - Short-term (1-2 Years)
 - Mid-term (3-5 Years)
 - Long-term (6-10 Years)

Short-term (1-2 Years)	Mid-term (3-5 years)	Long-term (6-10 years)
Promote Business Community Engagement in Workforce and Talent Initiatives		
Increase the Regional Investment in Talent, Workforce and Education		
Create Wide-Reaching Essential ("Soft") Skills Programming		
Develop Training Academy and Coaching for Administrators and Teacher Leaders in K-12 Schools Serving Disadvantaged Populations	Implement Universal Early Education Intake Pilot Programs in Distressed Cities	Advocate and Fundraise for Universal Birth through Five Programs
Strengthen Vocational and High School Links/Pathways to Employers and Education	Create Targeted Urban Teacher Education Curriculum at Area Colleges	
	Support and Expand Adult Basic Education	Widen Middle and High School Career Awareness for the Region's Target Industries
Improve Vocational School and Community College Recruiting for Instructors		
Expand Industry Engagement in Target Sectors	Expand Innovative Middle Skills Transition Initiatives	Attract and Retain Younger Talented Workers
	Promote Entrepreneurship Opportunities and Education	
Increase Access and Opportunities to State-funded Workforce Training Grants	Implement Pilot Employer-Driven Customized Training Programs with Employer Funding Matches	



Performance Measures – Tracking Progress

- High school graduation rates – especially urban core cities
- Subject proficiency scoring (e.g., reading/math in 3rd grade)
- Adult educational attainment rates – close gap with MA and CT
- Adult basic education number served and outcomes (jobs, wages)
- Workers trained for target industries – incumbent and new
- Unemployment and labor force participation rates – reconnecting to the workforce



Strategy Implementation Teams – Early Thoughts

- **Cross-cutting and overall implementation** – Knowledge Corridor Partnership Steering Committee (formerly Hartford-Springfield Economic Partnership)
- **Business community engagement** – Metro Hartford Alliance and Western Mass EDC lead convening role with WIBs, community colleges, etc.
- **Early childhood education** – MA and CT stakeholders and leaders exist
- **K-12 / Vocational Schools** – Tends to be school-specific with no pre-existing organized team despite many innovative ventures
- **Community and 4-year colleges** – Formalize bi-state community college and 4-year college consortium to work on reforms and strategies
- **Career and workforce training** – convening led by the region's 3 workforce investment boards with career centers, etc



Rollout and Moving Forward – Planning to Doing

- Present and share with other key stakeholder groups and boards – workforce investment boards, community colleges, Springfield Business Leaders for Education, Connecticut Business & Industry Association
- Strong online presence is critical – new Knowledge Corridor web site and the Sustainable Knowledge Corridor
- Other communications and events to garner support and participants

The Knowledge Corridor Partnership Steering Committee is seeking participants to help implement this strategy. Any individuals or organizations interested in contributing to this critical regional initiative should contact:

Tim Brennan, Executive Director of the Pioneer Valley Planning Commission and Chair, Knowledge Corridor Partnership Steering Committee at tbrennan@pvpc.org or 413-781-6045





Final Report available online at:
www.KnowledgeCorridor.org

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