



# MARSHALL PLAN FOR TALENT

INVEST • DEVELOP • ATTRACT

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## MARSHALL PLAN 101

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### MARSHALL PLAN FOR TALENT

The Marshall Plan for Talent is a revolutionary approach to prepare students and adults for the careers of today and tomorrow.

But more, it's about building partnerships – real, sustainable, meaningful partnerships between business and education.

Michigan's future success depends on businesses and all education providers working together to ensure a stronger future for us all.

The Marshall Plan for Talent invests funds to create, expand and support educators and businesses who create innovative programs for high-demand, high-wage careers.

Why? Michigan will have more than 811,000 high-demand, high-wage career openings to fill through 2024\* in fields like information technology and computer science, healthcare, manufacturing and other business and Professional Trades careers.

\*Source: DTMB, Bureau of Labor Market Information and Strategic Initiatives | \*Based on Workforce Intelligence Network and LMI Data

#### Key Objectives:

- Foster business and education collaboration:** Develop partnerships between business and education to formulate innovation.
- Evolve to competency-based learning:** Provide tools and resources for schools to transition to a more competency-based education model, allowing students to learn at their own pace and earn industry-recognized credentials for mastery of courses.
- Increase the number of individuals with stackable credentials and/or certificates for high-demand, high-wage occupations,** such as Professional Trades, manufacturing, engineering, information technology and computer science, machine learning and artificial intelligence, mobility, healthcare and business.
- Increase workforce planning:** Balance the supply and demand for a qualified, diverse and adaptable talent pool.
- Increase career awareness and exploration:** Create awareness among Michiganders of the critical need for a skilled workforce and the opportunities for education that can lead to a high-demand, high-wage career pathway.

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| **Create multiple pathways:** Increase the number of career pathways available to students to explore in Michigan.

| **Focus on education:** Implement clearly defined education solutions that link industry-recognized competencies and credentials to employment opportunities and advancement in high-demand industries.

| **Support funding and resources:** Provide support, funding and policy flexibilities to sustain the creation and expansion of innovative programs.

## GENERAL GUIDELINES

Marshall Plan for Talent was signed into law on June 26, 2018, to improve the state's talent pool.

Marshall Plan funds will be awarded based on the level of innovation, the strength of the partnerships and how well the application embraces the philosophies of competency-based learning for high-demand, high-wage careers.

Participation in a **Talent Consortium** is a requirement to apply for most funds. Talent Consortia that bring together business and education are the foundation of the Marshall Plan for Talent. They are a collaboration of stakeholders from industry, education and community organizations that come together in a formal partnership to identify specific talent gaps and develop innovative solutions to close that gap. These groups are not limited by location, size or type of industry or educational provider.

A Talent Consortium must include a minimum of one K-12 district or intermediate school district (ISD) and at least two employers or organizations representing employers. However, smaller school districts with less than 1,400 pupils are only required to have one employer or organization representing employers in its Consortium.

A Talent Consortium may also include community colleges, public universities, private non-profit colleges and private training providers that grant degrees or certifications.

All members of a Talent Consortium must sign a **Talent Agreement** and stay engaged throughout the grant period.

A K-12 district or ISD must submit the application for most of the innovation funds; however, any member of the Talent Consortium can write and/or assist in the grant application.

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A K-12 district or ISD will receive most of the awarded funds; however, funds can be forwarded to other members of the Talent Consortium, such as other K-12 districts, ISDs and other educational entities (i.e. community colleges, trade schools and universities) and community organizations (i.e. non-profits, associations, economic developers and Michigan Works!) as detailed in the grant application and Talent Agreement and as allowed under state statute.

Each K-12 district or ISD that is a member of a Talent Consortium is limited to the following funding caps for innovation grants:

- | **Tier 1 Consortium** = A district with a pupil membership of at least 3,800 Max grant = \$500,000 per school/ISD
- | **Tier 2 Consortium** = A district with a pupil membership of at least 1,400 and less than 3,800 Max grant = \$300,000 total per school
- | **Tier 3 Consortium** = A district with a pupil membership of less than 1,400 Max grant = \$200,000 total per school

If a Tier 1 or Tier 2 Consortium partners with other schools or an ISD as part of a Talent Consortium, the funding cap would be based on the total combined per pupil count and each district would then be eligible for that higher tier amount.

For example, if a Tier 1, Tier 2 and Tier 3 were to form under one Talent Consortium with the required business partners and other suggested community members, the Talent Consortium could apply for a total funding request of \$1.5 million as part of the innovation grant application. The result would be each school district would be eligible for \$500,000 at the Tier 1 rate.

The Marshall Plan for Talent is a five-year work project, which means funds will be available through 2022. However, 50 percent of the innovation grant must be awarded by June 2019.

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## PREPARING FOR THE MARSHALL PLAN FOR TALENT

**Participate in a Talent Consortium.** This is a requirement to apply for most funds. Remember: You're not bound by location, size or type of education and business partners, other than the required minimums.

**Who can apply for funds under the Marshall Plan for Talent?** A K-12 district or an ISD must be the fiscal agent for most funds; however, funds awarded can be forwarded to other educational and community organizations as detailed in the grant application and as allowed under statute.

### **Talent consortium composition:**

The Marshall Plan for Talent is about partnerships, so Talent Consortia are just that – a partnership for stakeholders and should include:

- MINIMUM of one K-12 educational entity and two business partners, but there is no maximum number of partners. Note: Smaller, rural districts only require one business partner as defined by statute. Talent Consortia are not bound by size of the partners; all schools and districts, as well as employers of any size, may participate.
- Educational and training solutions **must lead to industry-recognized credentials** in high-demand, high-wage careers or be built around logical career ladders that lead to high-demand, high-wage careers.
- Educational partners can include K-12, ISDs, community colleges, four-year universities and colleges, trade schools and other proprietary institutions.
- Community organizations can include local and regional economic, community or talent development organizations; Michigan Works!; MiSTEM councils; non- profits and foundations.
- Partners are not bound by location. A Talent Consortium can be regionally based or statewide.
- Talent Consortia are encouraged to reach out to other businesses, even across industries, with similar talent needs, to encourage maximum efficiencies when educational partners develop talent pipeline solutions. For example, information technology careers need to be filled in industries such as healthcare, banking, energy, agriculture and other areas of business. Bring all those industries to the table. There is no cap on the number of partners in a Talent Consortium.
- Talent Consortia that create materials with Marshall Plan for Talent funds are required to share information about their programs, allowing other Talent Consortia to learn from your efforts.
- Talent Consortia should explore education and training solutions that include lifelong learning opportunities for both students and adults.

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## FIVE STEPS TO GETTING STARTED

**Step 1: Convene a Talent Consortium.** Be a convener or engage with a convener. A convener can be any of the stakeholders who reach out to and organize the partners in a Talent Consortium.

**Step 2: Determine a specific talent gap identified by employers.** What are the employers' specific job needs in high-demand, high-wage fields? What are the specific job titles and required skills, education/training levels including credentials, certificates and degrees? The legislation requires that the talent needs to be projected for two, five and 20 years.

**Step 3: Engage educational partners to determine existing talent needs and potential talent supply.** What programs are currently offered by educational partners? Do they have the needed classes and programs in place to meet employers' needs?

How many students are currently completing these programs? Where are there gaps? What is the magnitude of the gap?

If the supply does not meet the demand, how can the Marshall Plan for Talent help bridge that gap?

**Step 4: Prepare for the Marshall Plan Talent Agreement.** The Talent Agreement is the plan for how all parties in the Consortium are going to transform their operations to prepare students for the economic realities of tomorrow. Examples include seamless articulation agreements, pre-hiring agreements, competency- based credit awards and work-based learning experiences.

Together, you will detail exactly what curriculum and instruction are needed for competencies or credentials and will better prepare students and adults to meet your identified talent shortage for high-demand, high-wage careers now and what additional learning/training they will need as they progress through their careers.

Is it the expansion of existing programs or the creation of new programs? Are there also adult learning opportunities?

Detail how employers can better participate by reviewing hiring criteria. For example: Ensure bachelor's degrees are not an artificial barrier to employment, providing classroom instructors, mentors, apprenticeships and other work-based learning opportunities, externships for teachers and counselors, equipment and pre-hiring agreements.

While not a required component under the statute, think about how your Talent Consortium will promote its talent needs. For example, can you develop a marketing plan in conjunction with Ted's Going PRO, Choose Michigan, Experience Sooner or other career awareness initiatives to spread the word to other key stakeholders in your community, such as parents, school boards, educators and counselors?

Determine what employers and/or other organizations are willing to match funds if the Consortium plans on applying for grants for equipment. A 25 percent match is required. This match can be in-kind.

Be creative! Grants will be awarded based on the level of innovation that results in competencies or credentials, the strength of the partnerships, and how well the application embraces the philosophies of the competency- based learning leading to high-demand, high-wage careers.

**Step 5: Craft your application for Marshall Plan for Talent grants.** The application will be available online during the application window.

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## MARSHALL PLAN FUNDING OPPORTUNITIES

### Innovation Grants:

Innovation grants are competitive funds managed by a Talent Consortium. The funds can be used for curriculum creation, project-based certification programs, equipment, full-time staff, industry mentors, professional development, competency-based pilot programs, cybersecurity incentives, career navigators and teacher shortage relief programs.

#### **Supports for New and Expanded World-Class Curricula**

Grants to create open-source curriculum, materials, professional development and lesson plans that follow competency-based principles for programs that do not exist or to fill gaps in existing programs for high-demand, high-wage careers in Michigan.

#### **Certification Programs Based on Competency**

Grants to expand existing project-based certificate programs that are focused on student competencies that lead to credentials for high-demand, high-wage careers, while preparing students for lifelong learning. Allowable uses include hiring new staff, stipends for industry mentors, testing fees, professional development, supporting participation in cybersecurity competitions, creating new, open-source curriculum and materials and critical shortage relief.

#### **Professional Equipment Grants**

Grants will be offered to schools for state-of-the-art equipment that support new or existing programs for high-demand, high-wage careers. A 25 percent match is required, cash or in-kind.

#### **Converting to a Competency-Based Instructional Model**

Support for early-adopters to entirely transform their schools to a competency-based education style, so students learn the way they naturally learn, at their own pace. Using their own interests, in hands-on, engaging projects, learners will move forward as they demonstrate their skills and knowledge.

#### **Career Navigators**

Help students to explore available career pathways and develop meaningful learning plans. Career navigators will work with and support school counselors who are helping students find career-based learning opportunities.

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## Innovative Educator Corps:

This does not require a Talent Consortium. The program will find and honor pioneering educators and give them the means to replicate their programs across the state, giving educators a new rung on their career ladder that does not take them out of the classroom. They will engage with policymakers, mentor new teachers and provide professional development across Michigan. MDE will develop a process to select those teachers.

## Talent for Tomorrow:

These scholarships and related funds will support individuals seeking a certificate in a high-demand, high-wage career and will not be part of a Talent Consortium's grant application. Distribution of funds has not been finalized for these programs, but they will be similar to the Michigan Tuition Incentive Program and the Michigan Competitive Scholarship.

- | Scholarships and stipends for three cohorts of students over the course of four years to assist low-income/at-risk students with the cost of obtaining a one- or two-year certificate or degree in a high-demand field.
- | Grants to community colleges, universities and private, nonprofit colleges to provide mentoring to students receiving scholarship awards to ensure students complete programs for which they are receiving scholarships – \$40,000/per mentor.
- | Grants to school districts ONLY whose students successfully complete in-demand credentials in 2019 and 2020. Schools that are part of a Talent Consortium may also apply to the Michigan Department of Treasury for this stipend of \$250 for the student and a grant to the school of \$250 for every student who completes an in-demand credential in a high-demand field during calendar years 2019 or 2020.

## Talent Promotion and Attraction:

These are supportive funds for program creation and expansion and will not be part of a Talent Consortium's grant application. Funding will support the promotion, attraction and retention of talent for Michigan's businesses.

- | **Going PRO:** An awareness campaign aimed at students and parents to make them more aware of the professional career choices available outside of a four-year college degree.
- | **Choose Michigan:** This campaign seeks to retain current and future STEAM talent and attract high-quality talent to fill the hundreds of thousands of current and future high-demand, high-wage careers.
- | **MI Bright Future:** This statewide expansion of MI Bright Future will help allow for every student in Michigan to use these integral career exploration tools to assist in planning their educational road map to rewarding careers.

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## INCLUSIVE APPROACH BENEFITS ALL MICHIGANDERS

### What's in it for K-12?

The plan will provide in additional funding to support educators who want to create or expand innovative, competency-based programs for students to prepare them for high-demand careers and lifelong learning.

The plan also helps K-12 partner with businesses. Businesses can help schools market programs to parents, provide experiences for both students and teachers and offer resources to support the activities of a Talent Consortium.

We know schools need resources and flexibility, both financial and technical, to create and expand innovative programs. The Marshall Plan for Talent is designed to connect schools with those resources through a variety of ways, including state technical assistance, grants and matching funds from employers.

It also helps innovative schools move toward a more competency-based model and highlights their successes with schools around the state to spur more innovation.

### K-12 opportunities

- | Partner in a Talent Consortium – break down silos.
- | Develop or expand innovative, project-based curriculum and competency-based learning, with emphasis on producing industry-recognized, stackable credentials that lead to high-demand, high-wage careers and ensure student success.
- | Use Michigan Merit Curriculum to support options for students to choose multiple career paths.
- | Support counselors with Career Navigators to prepare students for starting their career ladder and lifelong learning opportunities.
- | Partner with employers to deliver meaningful career exposure and exploration throughout K-12.
- | Use MI Bright Future to address the long-term workforce needs in Michigan, especially in high-demand, high-wage occupations, by supporting the development of an informed, educated, skilled and experienced talent pipeline.
- | Support students exploring multiple career pathways by promoting the Going PRO campaign.
- | Create talent transcripts/portfolios for students.
- | Provide professional development and/or additional training for current staff or hire additional staff.
- | Purchase equipment to support innovative programming for student success.
- | Support your best instructors by providing them with mentoring opportunities through the Michigan Innovative Teacher Corps.



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## What's in it for postsecondary education?

The Marshall Plan for Talent will increase graduation rates by helping students figure out what they want to do – and don't want to do – prior to graduating high school. The plan also encourages more work-based learning opportunities to help students map their future. That means, when students enter a two- or four-year degree program, they will have a better idea of what career they want to pursue and the pathway to it.

In addition, by creating more pathways to postsecondary education, students will be more interested and able to continue building on their skills. This means that colleges and universities will be able to expand their enrollment pipeline deeper into K-12 schools.

The plan also provides postsecondary institutions with multiple touchpoints in a person's lifetime. As technology continues to rapidly transform the workplace, lifelong learning will be essential in keeping up with the changing demands of a 21<sup>st</sup> century global economy.

Michigan's universities, colleges and community colleges will have an opportunity to play a key role in upskilling employees with stackable credentials.

Postsecondary institutions leading the way in innovative programs also have an opportunity to increase enrollment. The Marshall Plan provides funds to support individuals seeking postsecondary certificates in high-demand, high-wage careers. The plan will also better connect businesses with postsecondary institutions to create a talent development system and those institutions with in-demand programs would likely see an increase in enrollment because students know when they graduate from the program, they will be prepared for the career path they have chosen.

## Postsecondary education opportunities

- | Partner in a Talent Consortium – break down the silos.
- | Create and provide innovative curriculum and instruction with accompanying articulation agreements for K-12 classes.
- | Develop and provide necessary K-12 teacher professional development to support new programs and classes.
- | Develop practices to accept talent portfolios and competency-based student records for admissions process.
- | Expand dual enrollment and early/middle college programs.
- | Partner with employers to develop stackable credential programs to continuously upskill workers along career ladders, in addition to apprenticeships, internships and other work-based learning opportunities for students.
- | Offer programs to help K-12 teachers gain additional certifications allowing them to move into critical shortage areas.
- | Develop partnerships to expand or create CTE programs, as well as adult education opportunities.
- | Build a Talent for Tomorrow mentorship program.
- | Consider matching funds to purchase equipment used in training.

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## What's in it for employers?

Businesses are the key to this plan! The No. 1 need of business is talent. The Marshall Plan for Talent is designed to get Michigan businesses talented employees who are trained and ready to go. We need to know what your current talent gaps are and what they will be in the future.

The Marshall Plan for Talent ensures businesses have a seat at the table to make certain education programs meet the needs and demand of a rapidly transforming 21st century global economy. Our talent supply needs to meet employer demands – today and in the future.

There will be more than 811,000 career openings across the state through 2024. The Marshall Plan for Talent must fill those openings with in-demand talent employers are actively seeking.

The Marshall Plan for Talent also encourages employers to create a hiring agreement, outlining their intention to hire students who have completed programs that the Talent Consortium has developed. Employers will enjoy lower turnover rates because employees hired through these agreements will have a vested stake in the company who invested in them.

The Talent Consortium also engages educators and those who influence students to increase awareness of great careers in information technology and computer science, healthcare, manufacturing and other business and Professional Trades, getting students interested in career opportunities in your industry.

## Employer opportunities

- | Partner in a Talent Consortium with other employers – break down the silos.
- | A strong pipeline of trained individuals to strengthen your workforce.
- | Stipends for industry mentors to assist in teaching classes in high-demand fields.
- | Consider broadening your hiring practices by working with your human resource department.
- | Offer work-based learning experiences such as internships, job shadowing and/or apprenticeships.
- | Sign up as a Career Coach on MI Bright Future, a web-based career exploration tool.
- | Engage in career exploration for students at all grade levels and provide tours, mentors, school presentations, technical subject-matter experts and job shadowing.
- | Provide teacher and counselor externships.
- | Provide input into curriculum development, including desired competencies and credentials needed for high-demand jobs.
- | Consider matching funds to purchase equipment used in training.
- | Pledge to hire program graduates/signing day.
- | Support students exploring multiple career pathways by promoting the Going PRO campaign.
- | Identify and detail retention efforts for upskilling employees as they progress with your company – consider tuition reimbursement, on-site training and classroom space for employees.

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## SUCCESS STORIES

You don't have to take our word for it. Several schools and businesses are already working together and have built models that provide students with in-demand skills and a path forward to successful careers. And these businesses will have homegrown and well-trained employees that they nurture to success.

Here are a few examples:

### Marquette-Alger RESA Geometry in Construction

Marquette-Alger RESA's Geometry in Construction program is one of multiple programs offered across the state. This program showcases the flexibility available to districts by integrating career tech programs with Michigan Merit Curriculum requirements.

Geometry in Construction pairs two teachers, each an expert in construction and geometry, to teach practical and real uses for geometry. Students learn geometry and then apply that to fundamentals in construction.

Additionally, the district highlights how businesses and schools can work together to make these programs a reality. The Eagle Mine in Marquette County paid the entire cost of bringing the four-day Geometry in Construction training to Marquette, which enabled local teachers to attend at no cost. Area businesses also paid for construction materials.

With the Geometry in Construction program, non-traditional participation such as young women gaining an interest and training in Professional Trades, a sector predominantly employing men, increased for four consecutive years.

### Shape Corp. and Grand Haven Area Public Schools

Shape Corp., along with Grand Haven Area Public Schools, the Michigan Manufacturers Association through Society of Manufacturing Engineer's Partnership Response in Manufacturing Education (PRIME), have launched a manufacturing-based curriculum into Grand Haven High School.

This new partnership offers students a chance to gain skills and the tools necessary to start a career in engineering and manufacturing, while allowing Shape to grow its talent pool.

The funding provided by Shape will allow administrators to train faculty and purchase equipment for students.

Shape's partnership is uniting the community and creating new pathways for West Michigan's youth. The PRIME program will open doors to introduce students to the opportunities within technical and manufacturing careers.

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## Consumers Energy's Talent Pipeline Initiative

Facing the retirement of a large percentage of its skilled trade workforce, Consumers Energy knew an aggressive strategy for talent development was needed. In 2015, the company posted 100 skilled trade positions, had over 4,000 applicants and the screening process yielded only 50 qualified candidates. This led Consumers Energy to become an early adopter of the U.S. Chamber of Commerce Foundation Talent Pipeline Management (TPM)<sup>TM</sup> System.

Consumers Energy, with other Michigan utilities, applied the TPM methodology for the high-demand skilled trade position of electric line workers. Through this process, Consumers Energy successfully projected demand, identified competencies, mapped sources and went on to expand two training partnerships for electric line workers with Alpena and Lansing community colleges. These colleges are the primary source of entry-level electric line workers for the company – hiring more than 100 people from these programs over two years.

The company continues to work on career awareness and preparation in Michigan's K-12 systems by:

- | Developing the energy career cluster in career and technical education (CTE) schools in key locations across the state.
- | Sponsoring high school teachers' participation in the Duke Energy Academy every summer.
- | Partnering to offer the Energy Industry Fundamentals certification course in high schools and CTE programs.
- | Sponsoring and using MI Bright Future, a career exploration tool.
- | Sponsoring and participating in the MI Career Quest events.
- | Sponsoring Michigan FIRST Tech Challenge and FIRST Robotics.
- | Providing work-based learning activities for students in the K-12 energy programs.

These high school programs feed into college programs for high-demand roles like line workers, engineers and key information technology roles at Consumers Energy.

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## Cyber Range Hubs

The Michigan Cyber Range, powered by Merit, offers a platform for cyber exercises, product testing and digital forensics. Merit has established three publicly accessible hubs at Pinckney High School, Wayne State University and Velocity (OU Incubator), with plans to expand to each of the 10 regions in Michigan by 2020. They have also established five hubs located at each of the Michigan National Guard bases.

A Cyber Range Hub is a magnet site for the community that brings people, schools and industry together to be part of the cybersecurity ecosystem. Hub sites are used to host events, exercises and training classes. Business partners including Cisco, Trillium Secure, Worksighted, SoarTech, Fifth Third Bank, Ford and Blue Cross, are helping to grow the ecosystem by working with the hubs to create internships and apprenticeships, to provide access to technology, equipment and curriculum or simply helping to raise awareness.

Statewide hubs operate as a physical extension of the Michigan Cyber Range (MCR), the nation's largest unclassified cyber range. Hubs offer more than 40 industry-recognized certifications, exercises and workshops aimed at qualifying individuals for positions and contracts in cybersecurity fields.

## Muskegon Made

Muskegon Made is a county-wide, comprehensive, work-based learning system for students in grades 4-12. All students in Muskegon County will have access to the same career exposure opportunities. Elements of employability skills are taught to students throughout the system to ensure successful work-based placements which capstone the overall program.

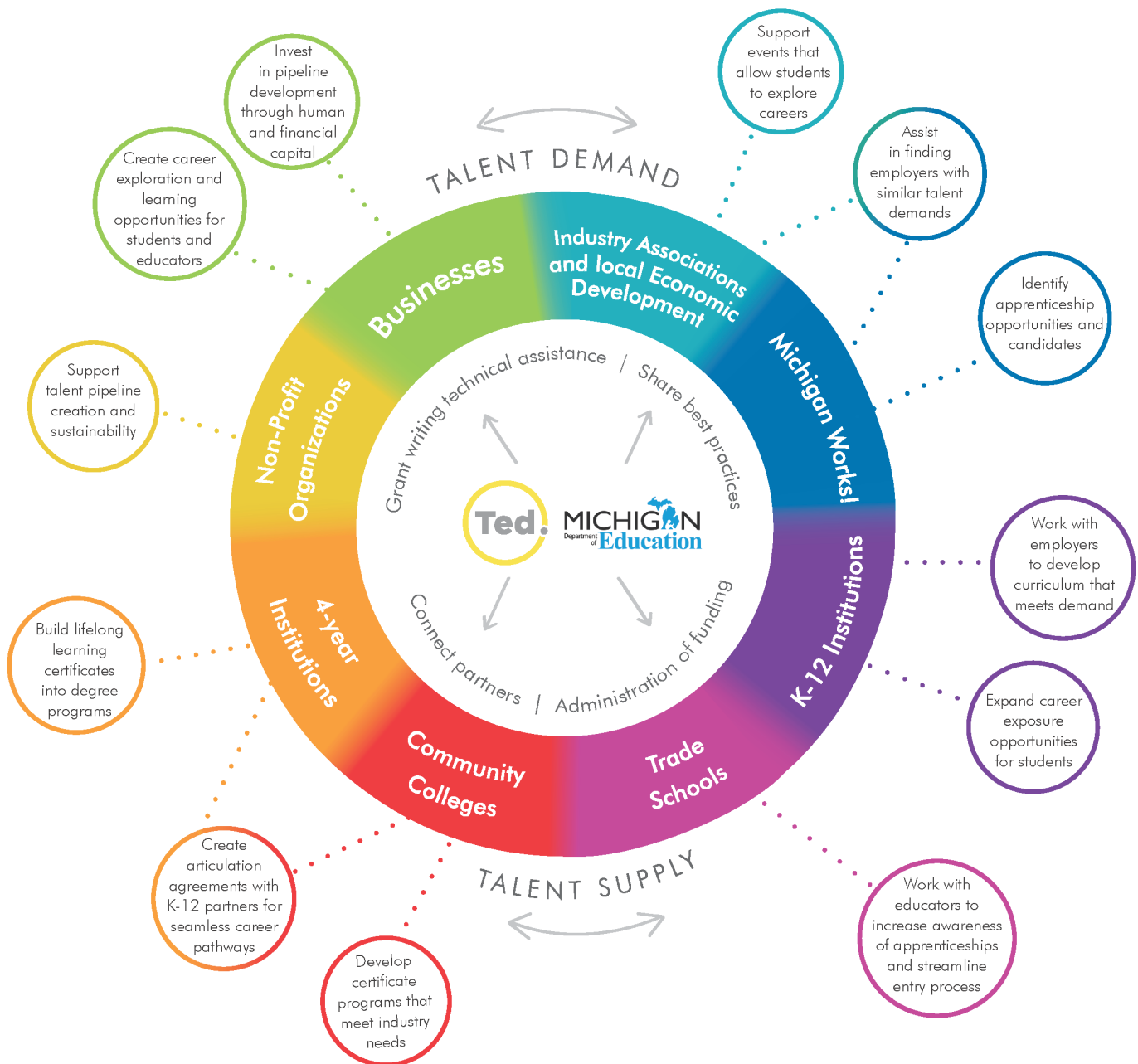
Muskegon Made work-based learning system overview:

- | Students graduate with a plan for their future success through work-based learning opportunities, job shadows and internships.
- | Real-life, career-related experiences.
- | Employability skills.
- | Support from local business and industry partners.
- | Collaboration between educators and employers in linking student interests and passions to possible careers and designing coursework for a clearer vision of their future.

Muskegon Made is good for students, good for local employers, good for taxpayers and good for the local economy. It is truly schools working collaboratively with business and industry to improve the quality of life in Muskegon County

# FRAMEWORK OF A TALENT CONSORTIUM

Talent consortia are the foundation of the Marshall Plan for Talent. They are a collaboration of stakeholders from industry, education and community organizations that come together in a formal partnership to identify specific talent gaps and develop innovative solutions to close that gap. These groups are not limited by location, size or type of industry and education.



All components of the talent consortium are involved in **engaging parents**.