

POLICY WATCH – March 2019

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In this issue, we continue to look at ways to improve the alignment of education with the needs of employers. Please look at the new research from Bain & Company on Career-Connected Learning as a promising way to ensure that we have the workforce we need and students are able to choose the career that best suits them. We also delve into a controversial idea that college majors are no longer needed in this age of rapidly changing demands for specific skills. And of course, the high schools curriculum is also impacted if that is the case.

We urge you to nominate a Leader of the North Bay so we can showcase the best leaders found in our region. And we ask for your help in reaching out to teens to encourage them to enter our Youth Power Speech Contest where they can win scholarships and be our keynote speakers at the Leaders Awards Luncheon.

And this year's State of the North Bay Conference on June 13th not only offers Dr. Micah Weinberg's insights and knowledge of the region's economic ecosystem but has an exciting panel that will talk about three different moonshots: Living until 150, Flying Cars, and Solving Climate Change. Seating is limited, so get your ticket soon!

Best,



Cynthia

Career-Connected Learning: New Approach to Workforce Preparation and Development

The readiness of the workforce to fill jobs today and tomorrow is a growing concern. Complaints from employers are rampant that they can't fill more highly skilled jobs and that graduates are not being given the skills employers need like critical thinking, problem-solving and soft skills. The amount of jobs that may be displaced from automation, robotics, artificial intelligence and other technologies are also gaining more attention along with a greater understanding of the need to reskill and upskill our existing workers who are at risk. And there is an increasing consensus that California's public education system is not able to achieve the purpose of educating and training the workforce of the 21st Century and needs to be disrupted and changed.

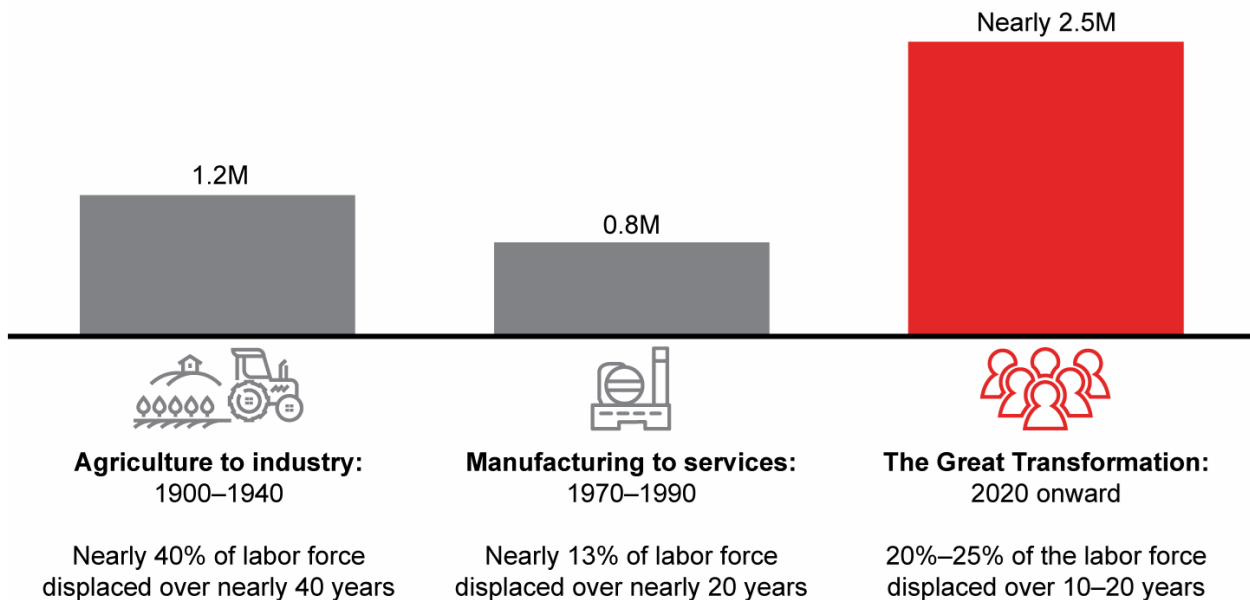
There are new models that are being devised and implemented that try to align the needs of students, employers and educators so that they are better able to reach common goals. There is also new research that is showing that the push for four year degrees is not serving these groups well and that there needs to be more choice in paths to careers and awareness of what is beneficial for the good of the community and our economy. In this issue, we will look at some of these new ideas and what they mean to the North Bay.

Career-connected learning (CCL) is a model that shows great promise. Bain & Company did an extensive report on CCL entitled [Making the Leap: How to Take the Promise of Career-Connected Learning to Scale \(Link\)](#). Bain found that “in the US as policymakers, educators and employers wrestle with a persistent disconnect in the nation’s labor market. Companies large and small routinely complain that they have good jobs available but can’t find enough qualified workers in their local markets, sometimes forcing them to recruit workers from elsewhere. That’s because the majority of high school students in the US (58% of 10th graders) don’t graduate from college, often leaving them unprepared to land a high-quality job. In 1944, the GI Bill democratized access to higher education, but the unintended consequence was that it elevated college as the necessary gateway through which all must pass on the way to the American dream. While this focus on higher education was well intentioned, the cost of college has skyrocketed away from the middle class, and even for those who graduate, higher education too often doesn’t provide the skills and knowledge necessary for students to be successful in a rapidly evolving economy.”

Bain’s research found, “the best CCL programs provide young people with multiple pathways to bright futures. They align meaningful on-the-job work experience with valuable classroom learning to produce competitive candidates for good jobs. For local employers, these programs offer access to untapped pools of high-potential candidates. In these ways, career-connected learning can reinvigorate the American dream for a new generation of young people. Career-connected learning becomes transformational to a community when it is designed to scale as part of a structured system. Instead of school districts, colleges or employers acting on their own, they all work together, aligned around shared strategy, objectives and funding.”

Adding to urgency of being able to have the workforce needed for economic vitality, Bain found, “the nation’s labor market has never been more in flux. An economic revolution brought on by technological innovation is already contributing to major shifts in how jobs are created and filled—forces that likely will prove even more disruptive in the years to come. Automation, in particular, has the potential to upend the status quo as advancing software and machine capabilities replace human labor at an accelerating rate, reducing the scope of many jobs and eliminating others.” And the speed of adoption of new technologies is also speeding up the dislocation of workers.

Average annual workers displaced scaled to the size of the 2016 total labor force



Sources: US Census Bureau; US Bureau of Labor Statistics; Bain Macro Trends Group analysis, 2017

Bain cautions, “our near-singular focus on encouraging as many kids as possible to attend a four-year institution isn’t working. As we’ve seen, the majority of kids who enter high school don’t end up graduating from college—many because they can’t afford it or can’t rationalize the investment. Even those who do graduate aren’t necessarily prepared for the jobs available, given that many postsecondary institutions aren’t focused on market requirements or haven’t successfully kept up with our rapidly transforming economy. This is by no means to say that attaining a four-year college degree isn’t the right path for many young people. But it shouldn’t be the only one. Pushing all kids to and through college at the expense of other options only threatens to widen the gap between the good jobs available and the capabilities of our young people seeking to access them.”

The solution, says Bain, is “Career-connected learning which replaces this “A track/B track” approach with programs that create multiple paths to success by offering open-ended options that allow young people to build toward a career as they see fit. Students can choose the path that best suits their skills, interests and learning style, understanding that one path is not necessarily better than another and that the balance of work and education may shift as paths diverge and reconnect over time. “‘College bound vs. not’ is an old way of looking at the world,” says Maud Daudon, the executive leader of Career Connect Washington, the organization charged with designing the CCL system in Washington state. “This is really about how you learn. Some students learn best in the classroom. Many students learn better when they have a real hands-on opportunity for exploration.”

Bain recommends that there needs to be a mindset shift. “Educators need to embrace the idea that a student who pursues a study-and-work path with her eyes set on both a good job and a degree is not on a less important path than a student who is pursuing a study-then-work path straight into a four-year academic-only program. This is a big shift. As one educator told us, “I haven’t dedicated my life to delivering employees to employers; I serve students.” What that attitude assumes is that all students are best served by the same approach to education and career development, which we know to be untrue. Some learn best through hands-on experience. Some find motivation to succeed academically by seeing

firsthand how their knowledge applies to the workplace. Some can't afford the academic-only route but could thrive in a study-and-work approach. Many already spend a great deal of time working, but at low-wage, low-skill jobs that do not advance their career prospects. At the moment, too many of these students are being left behind. Career-connected learning can give them the agency and inspire them to succeed both academically and in launching themselves into careers."

And Bain says that employers also need to change their thinking that supporting CCL isn't a form of corporate philanthropy. "For career-connected learning to make sense to employers, it has to help them access the talent and capabilities they need to run their businesses. It's a way for employers to develop a much larger pool of local talent trained in the skills and competencies required to address critical and ever-changing business needs. Because coping with disruption is mission critical for any employer in today's rapidly changing economy, CCL programs also need to be dynamic and innovative, evolving continuously to prepare students with the skills and capabilities that currently are in demand.

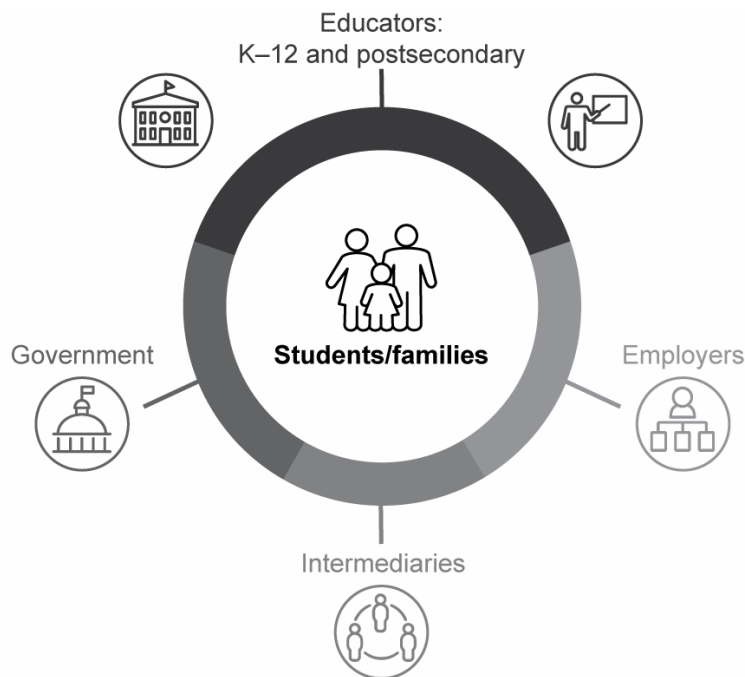
In addition to solving a tangible business need, a sustainable CCL program ultimately has to generate a positive return on investment (ROI) for employers. Meaningful career launch programs require a significant employer investment in student wages, supervisory and mentor time, tuition reimbursement and internal program management. In return, employers want to be able to see real benefits, both in terms of stronger talent pipelines and measurable value flowing from the work students do as part of the CCL program."

Bain says, "While business commitment and leadership are critical to career-connected learning, it is equally important that programs focus on student interests. Market driven, in other words, has to jibe with the understanding that the intent of career-connected learning is to propel students into economically self-sufficient and fulfilling lives. Not all paths lead there; a dead-end job with low pay and no chance of advancement does not offer the opportunity to build a career. If career-connected learning is to fulfill its promise, all stakeholders have to align around a commitment to generate real opportunity for young people. Career launch opportunities have to set students up for success in good jobs, not just any job (see *Figure 3.5*).

Bain stresses, "This last point is a critical one because the highest-impact CCL programs provide opportunity and choice for all students. High-quality CCL programs produce critical thinkers *and* strong employees. They prepare students for careers *and* postsecondary attainment. In the best programs, these goals are mutually reinforced, not in opposition. While many students go straight from their apprenticeships to employment, many others will use their apprenticeships as a launching pad into higher education. Career-connected learning such as this can be game changing for both students and employers."

But while individual CCL programs have shown great promise, unless these programs are able to scale there won't be the impact needed to achieve the results. Says Bain, "To achieve greater impact, we need to depend less on the heroic acts of a few innovators and create systems with enough critical mass to drive change at a state or regional level. What do we mean by a CCL system? A system brings together all parties with a stake in career-connected learning to address the opportunity collectively. That means assembling employers, K-12 and postsecondary education providers, state and local government, and intermediaries focused on workforce development (see *Figure 4.1*). Together, they develop a vision for what the region needs, set an ambition for what they seek to achieve and develop a plan to go after the opportunity. As we've previously discussed, CCL systems seek to align all of these actors around a shared vision that is both market driven and student centered. Programs that don't address real employer needs

won't scale; programs that are built for employers rather than for students won't create the step change in educational and societal outcomes on which CCL proponents are counting. Getting this right is no small feat."



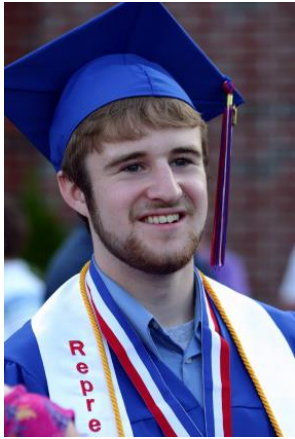
Source: Bain & Company

An important finding is that CCL systems need to provide a variety of choices for students and address the needs of a broad set of employers in the region. Employers from a wide variety of sectors need to be engaged so that students have a range of opportunities. Another finding is that “systems need to ensure high standards and good outcomes. One reason it is challenging to scale career-connected learning is that traditional vocational programs often suffer from a second-class stigma. Growth and sustainability depend on raising the bar so that students and families believe that these new pathways are attractive and viable—that they are high quality, rigorous, and will lead to both good jobs and an opportunity for ongoing education. Educators also need to believe in the CCL mission and that the programs they are being asked to create rise to a high standard. At the same time, employers need to know that the programs are meeting real business needs and are competitive with other sources of talent.”

Bain advises, “CCL systems must be easy to navigate. We cannot expect large numbers of employers to participate in a system that forces them to jump through hoops and wade through red tape. Thus, the need for intermediaries—namely, organizations that provide the connective tissue within the CCL system and work on behalf of stakeholders to bring the idea to life. Intermediaries do the work of convening employers. They identify good jobs that are in high demand, help define shared pain points within talent pipelines, and codify the skills and competencies that successful employees will need in a given role. They also work with educational institutions to design programs that will develop those skills and competencies. What’s critical is that they have a deep understanding of both the employer and educator realities.” In the North Bay, we have seen how the CTE Foundation has been very successful in being the connective tissue on many CCL efforts. Helping them to scale could be a good first step in implementing more CCL programs in our region.

And lastly, Bain points out that “CCL systems must attract sustainable funding. Career-connected learning requires investments from students (time and money), employers and education providers alike. Success depends upon providing real benefits to employers, attractive pathways to students and educational models that can work at maturity within the bounds of available student funding.” The full report has lots of great examples and more detail if you want to really delve into how we can bring more CCL programs here.

Killing College Majors



Steve Levine, in *Axios Future* ([Link](#)), writes about the new thinking about college majors. As in some people think college majors are passe and are even theorizing that college prep tracks in high school are counterproductive. Levine says, American colleges pump out some 4.5 million new bachelor's degrees every year, but the context — the present and future of work — has changed entirely. He quotes Erica, “The seismic shifts created by frontier technologies are challenging a centuries-old model of higher education — one that is already under siege as the cost of college skyrockets, student debt balloons, and automation eliminates entire careers.”

Levine says the need for majors is changing as many majors are for jobs that no longer exist today or will no longer exist in the future; that problem-solving skills are more important for any job than a specific major; and “the old model of studying one thing is giving way to a need for broadly trained workers,” says Darrell West of the Brookings Institution.

Professors are weighing in with their observations. David Hollander, a professor at NYU, says, “The major is an antiquated model, it made sense then. It no longer makes sense.” And Ronald Ehrenberg, a professor at Cornell “Students are hedging their bets by having double, or even triple, majors.”

As Kaveh Waddell has reported, “in high schools across the US, a quiet movement is underway to better prepare students for a hazy new future of work in which graduates will vie for fast-changing jobs being transformed by increasingly capable machines. Breaking with traditional schooling, these new models emphasize capabilities over knowledge — with extra weight on interpersonal skills that appear likely to become ever more valuable. No one really knows what future jobs will look like or the skills that will be necessary to carry them out. But researchers and companies alike widely believe that, as a start, interpersonal and management skills will differentiate humans from machines.”

Levine says, “the same is happening at a handful of universities — in this case roiling the traditional major model.

- **Cal State Long Beach** has partnered with the Institute for the Future to roll out "[Beach 2030](#)" — a plan to ramp up interdisciplinary courses that reflect the fast-changing global landscape, and thus to “build future-ready students.”
- **Arizona State University** has opened a [College of Integrative Arts and Sciences](#) that eliminates academic departments entirely and instead gives out degrees melding disciplines.
- **Concordia University in Montreal** has [teamed up](#) with five other Canadian universities focused on “skills training” in addition to traditional degrees.

- **Olin College**, an engineering school in Massachusetts, has whittled down its offerings to just three majors — specializations much wider in scope than typical programs. For example, one is a design-your-own major.

The movement has its skeptics: Certain majors might need to be spruced up, but the idea of upending the model entirely is dangerous, says Matthew Mayhew, a professor at Ohio State.

- "There are still tons of people in college who are pre-med or accounting or chemistry majors that are getting jobs and directly applying what they learned in college," Mayhew says. "Let's not pretend like every major is worthless."

But those challenging majors say the old way has simply become too unwieldy.

- "A smaller set of majors that are much more broadly defined is the direction we ought to be moving in" says Mark Somerville, Olin's dean of faculty. "When it's hard to predict what the jobs of the next 10 years will be — much less the next 50 years — acquiring the skills necessary to acquire skills is more important than the specifics of any given discipline."



State of the North Bay Conference



Join us to learn the latest information about the North Bay's economic ecosystem and how our region compares with the rest of the Bay Area. What do we need to do today to meet the challenges we face now and in the future?

Keynote speaker, Dr. Micah Weinberg, President, Bay Area Council Economic Institute, provides new insights and fresh data on the North Bay's economic resilience and what key factors are shaping our future.

Program includes a panel discussion by three unique leaders who are taking "moonshots" to change the world.

Dr. Gordon Lithgow, Chief Academic Officer
The Buck Institute for Research on Aging

Dr. Carl Dietrich, Co-Founder
Terrafugia

Dr. Lisa Micheli, President & CEO
Pepperwood

June 13, 2019

Sheraton Hotel, 745 Baywood Dr., Petaluma

7:00 a.m. Registration

7:30 a.m.- 9:00 a.m. Program

\$75 Per Person/\$600 Table of 8
(Includes continental breakfast)

Deadline for Tickets: June 7, 2019

Space is limited, buy your ticket today!

Pre-Registration Required

REGISTER ONLINE

www.northbayleadership.org



2019 LEADERS OF THE NORTH BAY

Call for Nominations of an Outstanding Leader or Organization

North Bay Leadership Council will honor outstanding organizations, individuals and teams or partnerships for their leadership in contributing to the prosperity and quality of life in Marin, Sonoma and Napa Counties.

Categories

United We Stand

Community Building:

Recognition of leadership in corporate philanthropy or volunteerism, civic engagement and community impact.

2018 Honoree: North Bay Fire Relief Fund

Paint the Community Green

Environmental Stewardship:

Recognition of leadership in green business, green building and/or environmental stewardship.

2018 Honoree: Dr. Claudia Luke, Sonoma State University

The "Light Bulb" Went On

Innovative/Entrepreneurial Spirit:

Recognition of creativity, innovation and the entrepreneurial spirit.

2018 Honoree: Susan Gilmore, North Bay Children's Center

Empowering the Latinx Community

Leadership in the Latinx Community:

Recognition of efforts to empower and strengthen the Latinx community through education, job training, cultural awareness, and business development resources.

2018 Honoree: 10,000 Degrees Fellowship Program

From Red Tape to Red Carpet

Leadership in Government:

Recognition of local governments that cut through red tape, eliminate barriers to economic growth, enhance efficiency of service, and improve the business climate through innovation and best practices.

2018 Honoree: Planning and Economic Development Departments, City of Santa Rosa

Deadline: June 21, 2019

Nomination Form can be found at: www.northbayleadership.org
or E-mail: info@northbayleadership.org

SAVE THE DATE

Friday, November 1, 2019

2019 Leaders of the North Bay Awards Luncheon

DoubleTree Hotel, Rohnert Park

For More Information Visit: www.northbayleadership.org

Enter the Youth Power Speech Contest

NBLC held a Youth Power Speech contest last year and it was such a success, we are doing it again this year! We want to hear the inspiration voices of our young people and help them go to the college of their choice by awarding the winner and runner ups with scholarships. The winner also will be the keynote speaker at NBLC's Leaders of the North Bay Awards luncheon in November.

Please help us reach the teen leaders in your community. We want to reach as many students as possible and can only do so with your help. Do you an inspiring young person who is passionate about a cause? Please encourage them to enter the contest!

How to Enter:

The student needs to submit a 5 minute video discussing her/his leadership on a cause that she/he feels passionately about, including what action would improve the situation. We want to know why it's important to them and should be important to the community. Please also submit the speech in writing as well as filling out the attached form.

Please submit all required materials by July 1, 2018, via email to info@northbayleadership.org. If you do not receive a confirmation email within two business days, please email to make sure your entry was received.

Eligibility:

- Competition is opened to North Bay teens, ages 16-20 only
- Applicants must be enrolled in a high school, college or university, who wish to continue their post-secondary education

Prizes:

First place winner will win the opportunity to deliver the Keynote Speech at our Leaders of the North Bay Awards luncheon which showcases incredible leaders in our community. You will also win a scholarship of \$5,000 and the opportunity to have one-on-one leadership and speech coaching with our President and CEO, Cynthia Murray. Two complimentary tickets to the awards luncheon will be provided.

Two runner ups will receive \$1,000 scholarships and a complementary ticket to the awards luncheon. In addition to the winner and runner ups, four additional finalists will be granted a \$500 scholarship. Our goal for this competition is to grow and foster leadership within the youth community to create more leaders who will make the future brighter.

Speech Contest Packet - [Link](#)

About Leaders of the North Bay:

NBLC * Signature Event * Leaders of the North Bay Awards Luncheon

Friday, November 1, 2019

Double Tree Hotel, Rohnert Park

Open to Public – RSVP required with ticket purchase

11:30 a.m. – 1:30 p.m.

Members in the News

NBLC Members Celebrating Anniversaries in March

College of Marin – April 6, 1926

TekTailor – April 23, 2015

Buck Researchers Identify Crosstalk Between Dopaminergic Neurons and Glial Cells in Fruit Flies Providing a Potential New Target for Preventative Treatment

Loss of dopaminergic neurons is a hallmark of Parkinson's disease pathology.

Buck Institute for Research on Aging President and CEO Eric Verdin Appointed to President's Advisory Council for the Health Longevity Grand Challenge

The National Academy of Medicine is launching a Global Grand Challenge for Healthy Longevity – a worldwide movement to increase physical, mental, and social well-being for people as they age.

Kaiser Permanente Aids the Coffey Neighborhood Park Rebuild

Kaiser Permanente recently announced a grant of \$500,000 to rebuild the community park in the Coffey Park neighborhood.

Kaiser Permanente's New Public Affairs Director, Judy James

Judy James accepted the role of Public Affairs director and joined the Kaiser Permanente Marin-Sonoma service area team on March 18, 2019.

Catholic Charities receives \$1 Million from Kaiser Permanente

Catholic Charities, Sonoma County's leading provider of homeless services, is advancing its ambitious plans to build a health and housing campus in downtown Santa Rosa and two of the area's largest health care providers, St. Joseph Health and Kaiser Permanente, have each donated \$1 million to the effort.

BioMarin 4th Best Midsize Employer in America Named by Forbes

BioMarin Pharmaceutical Inc. (NASDAQ:BMRN) announced today that it has been ranked fourth on Forbes magazine's 2019 list of "America's Best Midsize Employers," increasing from 51st on last year's 2018 list.

Redwood Credit Union Ranks 4th in Nation

Redwood Credit Union (RCU) has recently been ranked the 4th healthiest credit union in the United States (out of approximately 5,400 credit unions), according to Glatt Consulting's Credit Union HealthScore, which measures credit union strength and growth.

High School Students and Law Enforcement Officers Prepare to Burn Rubber at Sonoma Raceway

High school students and Bay Area law enforcement officers will compete head-to-head on Sonoma Raceway's quarter-mile drag strip, as the Top the Cops™ program returns for its 25th season.

Redwood Credit Union Celebrates Credit Union Youth Month

Redwood Credit Union (RCU) is celebrating Credit Union Youth Month in April with giveaways and two contests that promote good savings habits for children and teenagers.

TekTailor Retail Store Opening

After the launch of our upcycling brand Sonoma-USA in 2016 and the integration of the more than 28-year-old family owned protective gear brand BPE-USA in 2017, we are now getting ready to open our onsite TekTailor factory store here in Santa Rosa.

Becoming Independent IPA In Stores Now!

Brothers Barrel and Becoming Independent have teamed up to bring you iPA, a Becoming Independent India Pale Ale.

The Buck Institute for Research on Aging Celebrates 30 Years of the Biology of Aging

A Celebration of 30 Years of Research on Aging.

Kaiser Permanente Names New Sr. VP / Area Manager for Marin-Sonoma

Tarek Salaway, MHA, MPH, MA, has joined Kaiser Permanente Northern California as Senior Vice President and Area Manager for the Marin Sonoma Service Area.

Kaiser Permanente Sponsors Rise Up Project, Connects Community Devastated by Wildfire

Sometimes a fence doesn't divide a community but instead brings it together. Such is the case with the Rise Up Project.

Kaiser Permanente Funds Park Improvements in Roseland

Community Action Partnership of Sonoma has been awarded a grant in the amount of \$75,000 from Kaiser Permanente to perform physical improvements to Roseland Elementary School's community park facilities. The school will offer programs designed to encourage Roseland area residents to use the park.

Sonoma Raceway's Speedway Children's Charities Accepting Grant Applications

The Sonoma chapter of Speedway Children's Charities is accepting grant applications from Sonoma County nonprofit youth groups for its 2019 grant cycle.

Chandi Hospitality Group's Bollywood Restaurant Wins Best Indian Restaurant of 2019 By the Bohemian

Bollywood Restaurant is truly Best of the Best.

Brett Martinez Honored by National Credit Union Foundation

The National Credit Union Foundation presented the Anchor Award to Brett Martinez at its annual Herb Wegner Memorial Awards Dinner on March 11th during the Credit Union National Association (CUNA) Governmental Affairs Conference (GAC) in Washington, D.C.

Read more online at www.northbayleadership.org/news



Who We Are

Over twenty five years ago, business leaders founded the North Bay Leadership Council on a simple premise: We can accomplish more by working together. Today, the Council includes 54 leading employers in the North Bay. Our members represent a wide variety of businesses, non-profits and educational institutions, with a workforce in excess of 25,000. As business and civic leaders, our goal is to promote sound public policy, innovation and sustainability to make our region a better place to live and work. For more information: Call

707.283.0028 / E-mail info@northbayleadership.org
www.northbayleadership.org