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WORLD
CLASS
GREATER
**PHIL
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PHIA**

AN ECONOMY LEAGUE INITIATIVE



EDUCATION & TALENT DEVELOPMENT **GPS**

STRATEGIES FOR A WORLD CLASS GREATER PHILADELPHIA



WHERE DO WE WANT TO
END UP AS A REGION?

WHAT ARE THE BEST
PATHS TO GET THERE?

HOW CAN WE TRACK
OUR PROGRESS?

The ability of Greater Philadelphia's business, civic, and philanthropic leaders to develop and maintain shared answers to these questions is crucial to realizing a brighter future for our region.

This Global Positioning Strategy (GPS) aims to help in this important work by outlining a **shared agenda for improving education and talent development outcomes in our region.** The goals, strategies, and key regional indicators contained in this GPS are the culmination of a multi-year regional priority-setting and strategy development effort that has drawn upon the collective wisdom and passion of hundreds of area business, civic, philanthropic, government, and community leaders. This regional strategic framework emerged from the work of a cross-sector Education and Talent Development Strategy Team made up of business executives, civic leaders, and issue experts convened in 2012 by the Economy League and United Way of Greater Philadelphia and Southern New Jersey as part of the World Class Greater Philadelphia initiative.

This is one of three Global Positioning Strategies developed through the World Class initiative. Similar GPSes focus on strategies for boosting business growth in Greater Philadelphia and for making our region's infrastructure more efficient and reliable.

WHY A GLOBAL POSITIONING STRATEGY FOR GREATER PHILADELPHIA?

While traditional roadmaps are static, a GPS is dynamic and responsive to change. This GPS lays out World Class education and talent destinations or shared goals for our region, the most promising strategies or pathways for getting there, and key regional indicators for tracking our progress—all with an eye toward helping focus and guide cross-sector collaboration for regional impact.



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THE WORLD CLASS EDUCATION & TALENT DEVELOPMENT GPS

The World Class Education and Talent Development Strategy Team identified a set of leading strategies that will put Greater Philadelphia in the best position to improve education and talent outcomes over the long term. These World Class strategies for each major stage of the talent development continuum are outlined in the following pages. The five priority strategies (★) listed below were called out as the most promising for immediate collective action.

WORLD CLASS EDUCATION & TALENT DEVELOPMENT VISION

Greater Philadelphia has a talented workforce where every resident has the skills to compete in the global economy.

FOCUS AREAS

EARLY LEARNING

K-12 EDUCATION

POSTSECONDARY CREDENTIALS

WORKFORCE READINESS

DESTINATIONS

All of the region's children are prepared to start school.

All of the region's children graduate from high school college- and work-ready.

Greater Philadelphia is a national leader in postsecondary credential attainment.

The region's workforce skills adapt and match industry needs.

WORLD CLASS STRATEGIES

- ★ INCREASE THE NUMBER AND ACCESSIBILITY OF HIGH-QUALITY EARLY CHILDHOOD EDUCATION SLOTS
- ★ IMPROVE K-12 TEACHER EFFECTIVENESS AND SCHOOL LEADERSHIP
- ★ STRENGTHEN CONNECTIONS BETWEEN EDUCATION AND CAREER OPPORTUNITIES
- ★ IMPROVE POSTSECONDARY ACCESS AND COMPLETION RATES
- ★ EXPAND EMPLOYER-LED WORKFORCE EFFORTS

EARLY LEARNING

High-quality early childhood education has been shown to contribute significantly to long-term educational achievement, social skills, and lifetime earnings. Ensuring that children enter kindergarten ready to learn is a crucial first step in building a prepared workforce and a thriving regional economy.

DESTINATION

All of the region's children are prepared to start school.

How will we get there?

WORLD CLASS STRATEGIES

- ★ INCREASE THE NUMBER AND ACCESSIBILITY OF HIGH-QUALITY EARLY CHILDHOOD EDUCATION SLOTS
- ▶ INCREASE DEMAND FOR HIGH-QUALITY EARLY CHILDHOOD EDUCATION
- ▶ IMPLEMENT COORDINATED KINDERGARTEN READINESS ASSESSMENTS

PROMISING PATHWAYS

INCREASING PUBLIC FUNDING FOR HIGH-QUALITY LEARNING CENTERS

Additional public resources will help make early childhood education services—whether in Head Start or other programs—more accessible and affordable for families in high-poverty communities where children are at the greatest risk of falling behind if not exposed to the skills and socialization provided by high-quality programs.

INCREASING PARENTAL AWARENESS ABOUT HIGH-QUALITY EARLY LEARNING OPTIONS

Educating parents can boost demand for high-quality early learning options and equip them to seek out high-quality centers over others, setting in motion market forces to encourage competition and program improvements similar to how charter schools have empowered parents and driven change in K-12 education.

ESTABLISH SHARED KINDERGARTEN READINESS STANDARDS

Highly fragmented kindergarten readiness assessment efforts in our region prevent us from getting an accurate picture of the overall preparedness of our children to start school. Building buy-in for shared standards among early learning providers as well as school district leadership and teachers will be crucial to their effectiveness.

TRACKING PROGRESS

- ▶ Number of high-quality early learning slots in low-income neighborhoods
- ▶ Implementation of kindergarten readiness inventories

While only 10.8% of regulated childcare providers in southeastern Pennsylvania are high quality*, the total number of high-quality providers in the area nearly doubled between 2010 and 2012.

(Pennsylvania Partnerships for Children)

* Keystone STARS 3 or 4

K-12 EDUCATION

K-12 education lays the foundation for a well-trained workforce. Our region must produce high school graduates who are equipped with 21st century skills and prepared for further education and/or immediate work opportunities connected to long-term career paths.

DESTINATION

All of the region's children graduate from high school college- and work-ready.

How will we get there?

WORLD CLASS STRATEGIES

- ★ IMPROVE K-12 TEACHER EFFECTIVENESS AND SCHOOL LEADERSHIP
- ★ STRENGTHEN CONNECTIONS BETWEEN EDUCATION AND CAREER OPPORTUNITIES
- ▶ INCREASE PARENTAL/CAREGIVER INVOLVEMENT IN THEIR CHILDREN'S EDUCATION

PROMISING PATHWAYS

INVESTING IN QUALITY OF INSTRUCTION AND EFFECTIVENESS

With teaching quality being the most important driver for student success within the classroom, investing in and rewarding top-level instruction is integral to improving K-12 outcomes. Close collaboration with the region's schools of education is crucial to ensuring that innovations in instruction reach the classroom and benefit students.

INCREASING EMPLOYER ENGAGEMENT WITH K-12 SCHOOLS

Work-based experiences and career-connected education programs can provide an important avenue to connect secondary schools to the region's key industry sectors and economic and workforce development efforts. Building on current partnerships in the region, Greater Philadelphia has the potential to become a national model for business engagement in schools.

EDUCATING PARENTS/CAREGIVERS ABOUT HOW TO HELP THEIR KIDS SUCCEED

Through district-level programs and parent associations, districts and nonprofit organizations around the region are helping parents/caregivers become more empowered to help their children be successful in school and prepared for the workforce. These programs need to reach more parents.

TRACKING PROGRESS

- ▶ *Math and reading scores in grades 3, 6, and 8*
- ▶ *Four-year cohort graduation rates*

In 2011, 25% of students in our region attended schools that fell short of federal No Child Left Behind performance standards—a 3% improvement over the 2006 level.

(DE, NJ, PA Departments of Education)

POSTSECONDARY CREDENTIALS

Postsecondary credential attainment—whether completing a college degree or securing an industry-valued certificate—represents an individual ticket to opportunity and is an important predictor of a thriving regional economy.

DESTINATION

Greater Philadelphia is a national leader in postsecondary credential attainment.

How will we get there?

WORLD CLASS STRATEGIES

- ★ IMPROVE POSTSECONDARY ACCESS AND COMPLETION RATES
- › INCREASE ACCESS TO AND COMPLETION OF INDUSTRY-VALUED CREDENTIALS
- › ATTRACT AND RETAIN INDIVIDUALS WITH POSTSECONDARY DEGREES

PROMISING PATHWAYS

REPLICATING BEST PRACTICES IN PERSISTENCE AND COMPLETION

A number of area colleges and nonprofits offer summer bridge, tutoring, career service and mentorship programs to help ensure that more students succeed. In addition to these supports, programs that help students make the social and cultural transition to college are crucial, in particular for first-generation and low-income students.

IDENTIFYING CREDENTIALS WITH LABOR MARKET VALUE

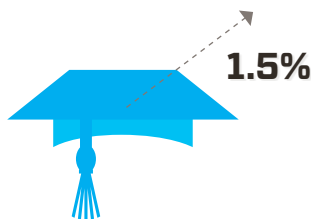
While educational institutions and community-based organizations offer a wide array of certificates and credentials, not all match existing labor market needs. Identifying credentials that have broadly recognized value in the marketplace can help to more effectively focus investments while delivering for employers, students, and workers.

ATTRACTING AND RETAINING STUDENTS WHO GO TO COLLEGE IN THE REGION

The region should build on successful efforts to expose students to the great quality of life, diversity of communities, and economic opportunities available in our region. Recent increases in the share of students from area universities who stay here after graduation indicate that the efforts of organizations working on this issue are bearing fruit.

TRACKING PROGRESS

- › Postsecondary degree attainment
- › Number of industry-valued certificates and credentials offered and awarded



Between 2007 and 2011, the percentage of people in the region with an associate degree or higher rose by 1.5%.

(American Community Survey)

WORKFORCE READINESS

If employers are unable to find or train the workforce they need in our region, they may resort to outsourcing or even relocation to remain competitive. On an individual level, training investments pave the way to family-sustaining wages.

DESTINATION

The region's workforce skills adapt and match industry needs.

How will we get there?

WORLD CLASS STRATEGIES

- ★ EXPAND EMPLOYER-LED WORKFORCE EFFORTS
- › BUILD CORE COMPETENCIES TO PREPARE INDIVIDUALS FOR ON-THE-JOB TRAINING
- › ALIGN EDUCATION AND TRAINING PROGRAMS WITH REGIONAL OPPORTUNITIES

PROMISING PATHWAYS

INCREASING EMPLOYER USAGE OF COMMUNITY COLLEGES AND PUBLIC WORKFORCE SYSTEMS

Increasing community college capacity will enable the development and expansion of industry-valued credential and certificate programs. The recent reorganization of the City of Philadelphia's public workforce system is a promising model for increasing its usage among regional employers.

USING CONTEXTUAL LEARNING WITH ON-THE-JOB TRAINING

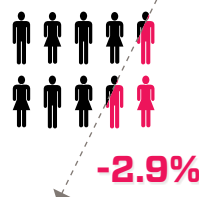
"Earn and learn" programs provide educational and technical experience simultaneously, as individuals are placed in entry-level employment in high-need jobs while they continue their education part-time. These contextualized learning programs pair on-the-job learning with classroom learning, with the goal of moving people into career ladder pipelines.

INTEGRATING VOCATIONAL EDUCATION AT THE HIGH SCHOOL AND COLLEGE LEVELS

Educational institutions can help keep students engaged and on-track to graduate by continually reinforcing the connection between college and/or vocational training and the kinds of opportunities that are available to them.

TRACKING PROGRESS

- › Regional labor force participation rate
- › Median household income



Labor force participation in the region fell by 2.9% between 2007 and 2011.

(Bureau of Labor Statistics)

GETTING THERE TOGETHER

The World Class Education and Talent Development strategies point toward opportunities to support and scale existing efforts in our region and highlight where new initiatives and investments are needed. This GPS sets the stage for immediate initiatives to be taken on by World Class partners and provides a framework for ongoing convening, monitoring, research, and strategy adjustment by the Economy League. It will be updated over time to accommodate input from additional regional stakeholders and shifts in the economic landscape.

The GPS's ultimate success will be measured by the extent to which regional leaders and organizations align behind its goals, strategies, and metrics and develop and implement work plans guided by its recommendations. We encourage you to share this GPS with other leaders and consider the following questions:

- › ARE YOU FOCUSED ON THE WORLD CLASS EDUCATION & TALENT DEVELOPMENT GOALS IN YOUR WORK?
- › DO YOU WANT TO BE PART OF A COLLABORATIVE EFFORT TO MAKE AN IMPACT IN OUR REGION?
- › DO THE PRIORITY STRATEGIES LAID OUT IN THIS GPS ALIGN WITH YOUR EFFORTS?

If your answer is yes to any of the above, we want to hear from you.

Visit worldclassgreaterphila.org and get involved with collaborative efforts to improve education and talent development outcomes in our region.

WORLD CLASS EDUCATION AND TALENT DEVELOPMENT STRATEGY TEAM LEADERSHIP



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World Class Greater Philadelphia is a business- and civic-led initiative to develop and advance a shared agenda for regional growth and opportunity in the Philadelphia area. Facilitated by the Economy League of Greater Philadelphia, the World Class initiative leverages the collective power of the region's business, nonprofit, government, philanthropic, and community leaders for lasting regional impact in three primary areas: education and talent development, business growth, and infrastructure.

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The Economy League of Greater Philadelphia is an independent, nonpartisan, nonprofit organization committed to ensuring the region's prosperity through analysis and action. We bring together established and emerging leaders to understand the region's challenges and work toward innovative solutions.

WORLD CLASS GREATER PHILADELPHIA INVESTORS

AmeriHealth Mercy Family of Companies
Ballard Spahr LLP
Ballinger
Brandywine Realty Trust
CEO Council for Growth
Children's Hospital of Philadelphia
Citizens Bank
Deloitte
Dow Chemical Company
Dunleavy & Associates
US Economic Development Administration
Ernest Bock & Sons, Inc.
First Niagara Bank
Greater Philadelphia Tourism Marketing Corporation (GPTMC)
IBM
KPMG, LLP
Lockheed Martin
MRA Group
ParenteBeard
PECO Energy Company
Pennoni Associates, Inc.
PHLCVB
Radian Group, Inc.
Rutgers University—Camden
Mark Sanders
Shire Pharmaceuticals
Sunoco, Inc.
Thomas Jefferson University Hospitals
Urban Land Institute
United Way of Greater Philadelphia and Southern New Jersey
UnitedHealthcare
University City Science Center
University of Pennsylvania
Wallace Roberts and Todd
Widener University

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