



CareerWise



Redefining American Apprenticeship

2019

ANNUAL REPORT

LETTER FROM THE GOVERNOR

To the CareerWise Colorado Community

Colorado is pioneering the new American apprenticeship; and in doing so, we're planting the seeds for a dual-education path that will create the innovative workforce that we'll need for the future of work.

The benefits of youth apprenticeship are clear for students: it creates more opportunity for more young people, provides a direct path to a successful career, and makes higher education more accessible, affordable and meaningful.

CareerWise is pioneering an innovative approach to youth apprenticeship in Colorado. Beginning with the K-12 education system, through our community colleges and four-year institutions as well as organizations that enable life-long learning like Tectonic and Guild Education, Colorado students are positioned for success through CareerWise's dynamic approach that combines workforce and education. Colorado is quickly becoming a model for how to prepare our workforce for the 21st century, and as a result, we will continue to be a state where a vibrant and innovative workforce drives a thriving economy.

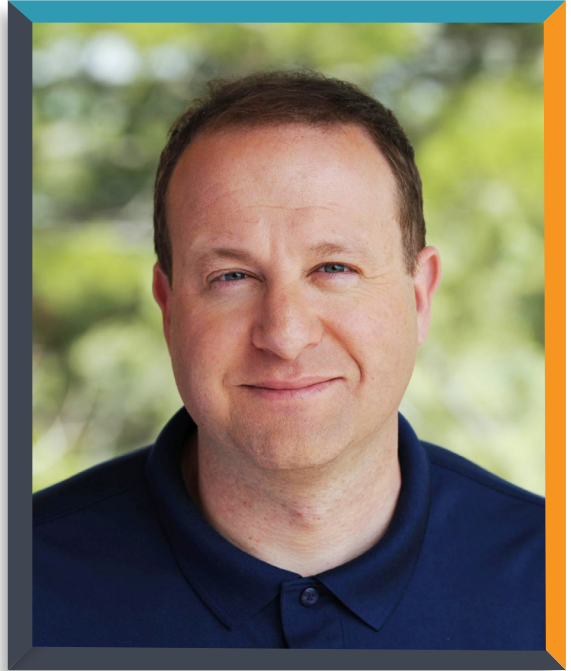
Better yet, embracing apprenticeship as smart business is also the right thing to do — it connects Colorado companies to our community, fosters diversity and equity, and grows our middle class. Colorado companies across our state are building a deep bench of skilled workers that hold the requisite skills — with or without a degree — to continue to innovate in Colorado's changing economy.

The CareerWise apprenticeship draws from elements of the Swiss system, but to make it work in the United States we had to make it our own by leading the way in Colorado. Now, CareerWise apprentices are at work — learning and producing, accessing opportunity and contributing to bottom lines — across the country in local economies as different as New York City and Elkhart County, Indiana.

It's clear the time is right for an American youth apprenticeship system that brings education and workforce into alignment, and Coloradans should be proud that it's being developed here in our home state.

Sincerely,

Governor Jared Polis



LETTER FROM THE FOUNDER & CEO

To the Partners, Supporters and Friends of CareerWise

What a year! 2019 has brought exciting advances in our work to build modern youth apprenticeship for our state and the rest of the country. In Colorado, we are proud to have launched our third cohort of apprentices, bringing the total number of high school apprentices hired in our state to 419 to date and reflecting a 40 percent year-over-year growth rate. Also worthy of celebration, we launched cohorts in two other communities, New York City and Elkhart County, Indiana.

We are pioneers by nature here in Colorado, and we've embedded the spirit of exploration, innovation, growth and learning into the work we take on each and every day. But this work is no longer a pilot. With emerging insight into the impact that we're measuring in Colorado, and which we're sharing with you on the following pages, we know this model can work for modern American industry and for the young people who will be leading our businesses before we

know it. The skills and experience they are accruing through our CareerWise apprenticeships are measurable and meaningful. What's more, our work is not just expanding opportunities for young people, but also building frameworks and connections between education and industry that will support engagement and activation of lifelong learning.

Now, it is our imperative to scale the impact we're seeing here in Colorado to other communities, states and regions around our country. Over the coming years, we'll be supporting — in partnership with other intermediary nonprofit organizations — the elevation of best practices in modern youth apprenticeship. With an eye toward continuous learning and improvement, we'll build a national movement in which we empower business and education to come together for mutual benefit. Already, hundreds of leaders from more than 30 states have visited us here in Colorado and are looking to us to lead the way.

Thank you for your ongoing partnership, advocacy, strategy, and support. We're just getting started. As we continue this work, we will build the foundation for the ultimate vision of a dual-education system that serves our entire workforce over the course of their lives as learners and workers. We look forward to continuing to share the progress we're making as we go.

Sincerely,

Noel Ginsburg, founder and CEO



REDEFINING THE AMERICAN DREAM

Colorado has always been home to a pioneering spirit. Adventure and exploration are an integral part of life in our state. It's that trail-blazing spirit that has us taking the lead in developing innovative solutions to one of our country's most persistent challenges.

Just one-third of our nation's young people ages 25 to 34 are successful in navigating their way past what's come to be recognized as the only dignified way to the American Dream: attaining a college degree. And when the majority of good jobs available in our country require at least some training beyond high school, but not necessarily a degree, it's clear that we need more paths to career success and the middle class. That's exactly why CareerWise Colorado is building a system that creates more opportunities for more young people to access college and career.



But modern youth apprenticeship isn't just about the students. The CareerWise model cultivates transformational benefits for young people while providing a positive return on investment (ROI) for businesses

that hire apprentices. Regardless of whether the economy is strong or weak, smart businesses understand that their success or failure depends on their people. And with the future of work being so uncertain, it is essential to make investments in developing Generation Z with the essential soft and technical skills America will need to remain one of the world's most innovative economies. Modern youth apprenticeship does that in a way that is economical and creates the largest ROI for both the business and the student. The bottom line: it's the ROI for employers that makes the sustainable case for apprenticeship.

What's more, the diverse, technologically savvy young people who are getting hired as apprentices are driving important cultural and strategic shifts at the companies where they work by bringing a natural ability to innovate and an insistence on an open, inclusive culture.



REDEFINING THE AMERICAN DREAM

A CareerWise modern youth apprenticeship puts the needs of American businesses at the center of a conversation about what it means to help people learn, grow, and thrive in 21st-century careers so that we advance both individuals and institutions toward prosperity. Apprentices at HomeAdvisor, the State of Colorado, Amazon, JP Morgan Chase, and more than 125 other employers are showing us how it is possible to take the classroom into the workplace, developing real-life skills, abilities, networks, attitudes, and credentials that will propel their generation upward while driving companies' performance.

The ripple effect of these young people's experience is already changing the way we think about outdated systems of education and workforce development. We look forward to building on the success of the trailblazing companies and inspiring, talented young people who are pioneering and defining modern youth apprenticeship in America.






J.P.Morgan

+ 125
OTHER COMPANIES

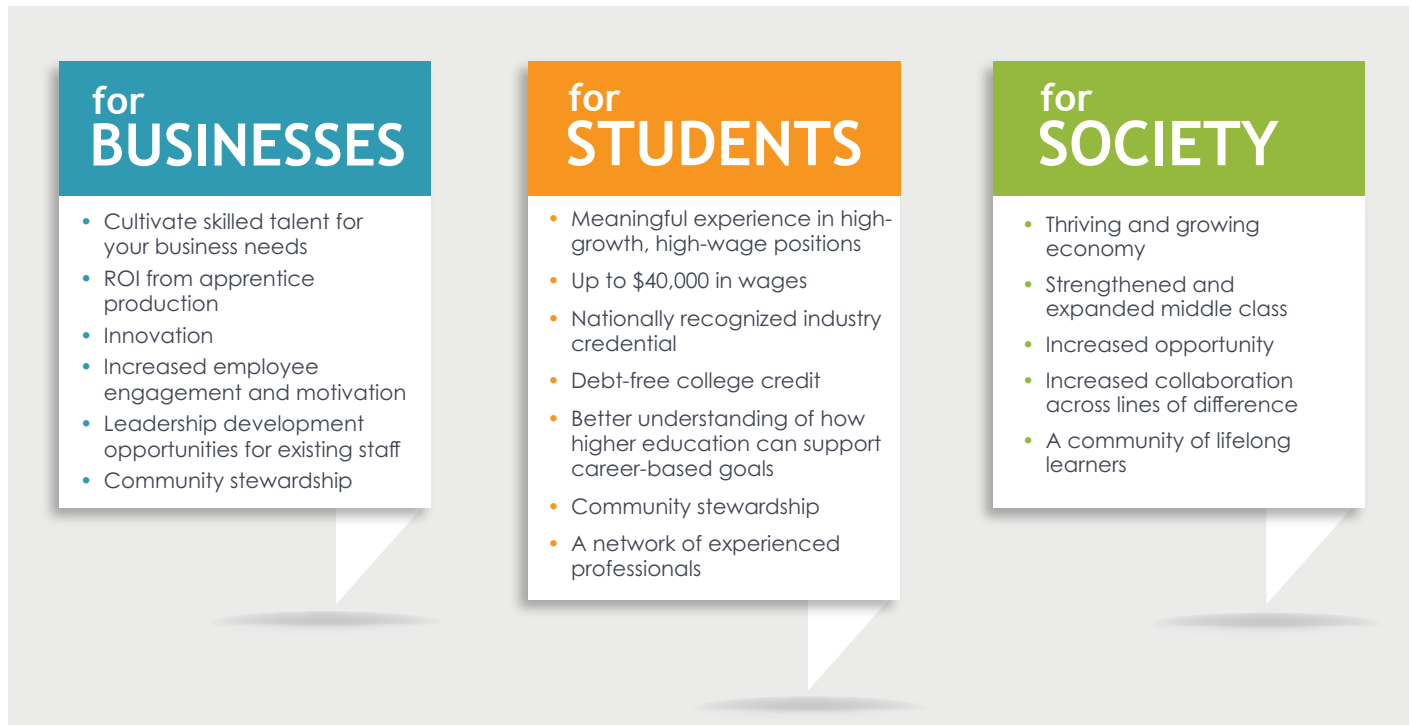
Here's How It Works

CareerWise apprentices split time between school, the workplace and additional coursework on a schedule that works for students and businesses.

	YEAR 1	YEAR 2	YEAR 3
 AT HIGH SCHOOL Core academics courses at school (e.g., math, science or language arts)	Approximately 3 days per week	Approximately 2 days per week	You've graduated!
 ON-THE-JOB On-the-job training, in form of occupation, rotation or projects	12-16 hours per week	20-24 hours per week	32-40 hours per week
 ADDITIONAL COURSEWORK Multi-skill training curriculum in occupation-specific skills	Apprentices will not typically take any additional coursework in year 1. Varies by occupation.	Apprentices will earn an industry-recognized professional certification relevant to their work.	Employers have agreed to pay up to \$4,000 in college courses—about a semester's worth.

HERE'S WHY IT WORKS

Apprenticeship: A win/win/win for businesses, students and society.

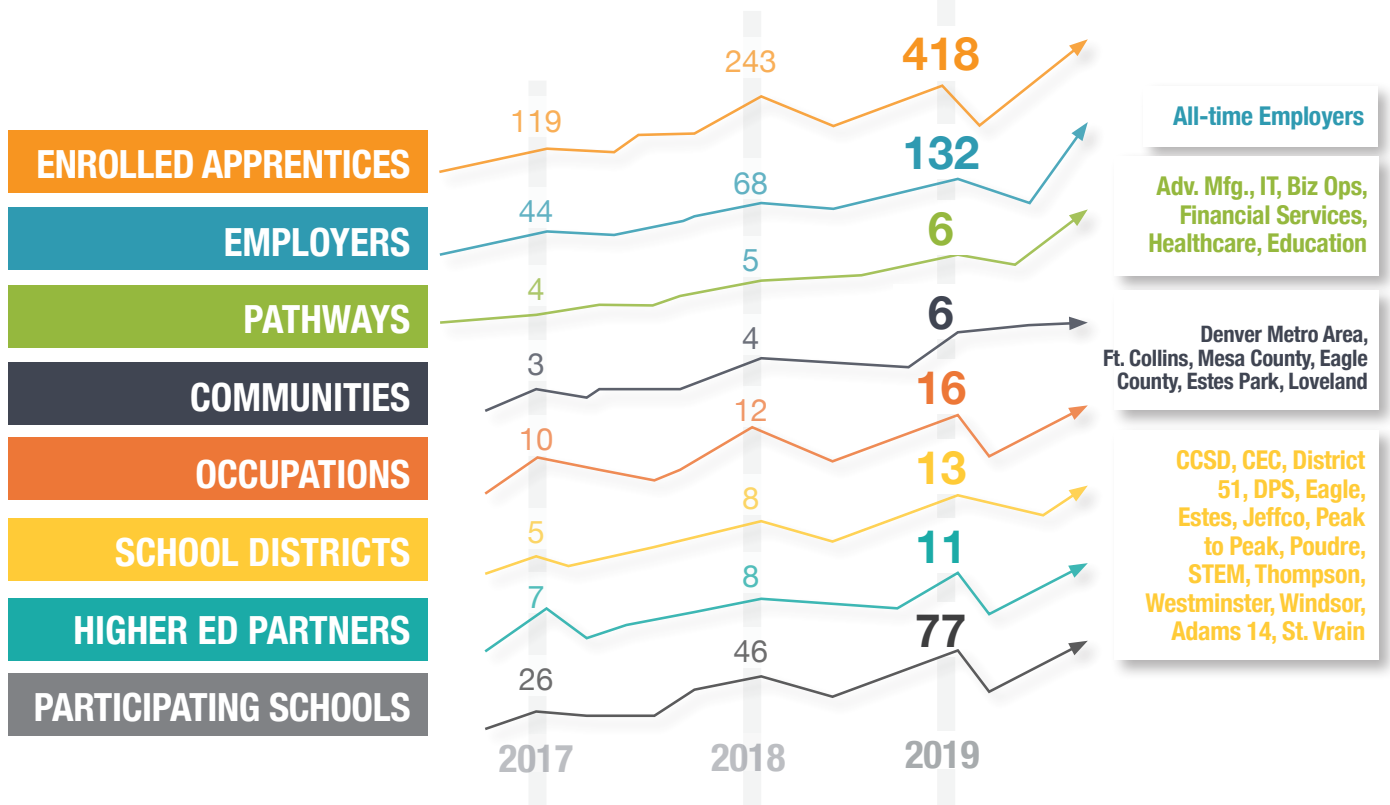


CareerWise Colorado is creating a ripple effect around the country. Our model — both the theoretical frameworks and the tactical tools and technology we've created for implementation — is defining the concept of the modern American youth apprenticeship for a rapidly changing 21st-century economy.

To date, we've created a toolkit that has informed the development of a national network of communities and regions who are looking to CareerWise as the leading practitioner of modern, American youth apprenticeship.

Now, in communities as diverse as New York City — where Fortune 100 companies like JP Morgan Chase and Amazon are hiring large cohorts of apprentices — and Elkhart County, Indiana — where 80 percent of the country's RV production is based — the CareerWise model is taking hold in a variety of economic and industry landscapes through partnership with local organizations.

HERE'S WHY IT WORKS

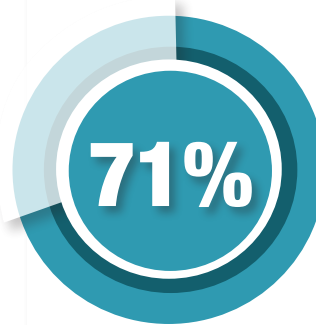


With 40% growth year-over-year, our Colorado-based program has become the foundation of a growing national movement.

CareerWise's model of modern youth apprenticeship for a 21st-century American economy is working.

After just two years of on-the-ground programming, we are proud to report that employers participating in the CareerWise initiative are advancing their progress toward their goals.

71% of decision makers at our employer



partners indicated that **"developing a pipeline of future employees"** was a key reason for their participation in the program, and nearly two-thirds affirmed that their participation in the program had advanced them toward that goal.

BY THE NUMBERS



The resources CareerWise provides have a broader impact on the company beyond the apprenticeship program.



92% of business partners reported that the training CareerWise provided them was relevant to other work within their company outside of apprenticeship.

Apprentices are finding satisfaction and value in their participation in CareerWise apprenticeships.



78% of apprentices find the content they learn **"on the job"** to be **"very"** or **"completely"** relevant to their future career. When asked the same question about content learned **"at school,"** only 34% found it to be **"very"** or **"completely"** relevant to their career.



82% of apprentices (up 12% from 2018) described their experience with the CareerWise apprenticeship program as **"good"** or **"excellent."**

When we help young people explore careers and identify the right field for their interests, they can reap even more benefit from their apprenticeship.



88% of apprentices who said they were **"very"** or **"completely"** likely to continue working in

their industry or field

found their apprenticeship experience **"very"** or **"completely"** valuable.



The median apprentice, including both first- and second-year apprentices, was determined to be 70% as productive as

"full-time, adult employee in the same or similar role."

Apprentices are mastering skills and adding value more quickly than anticipated.

Apprenticeship is developing talent that companies want to hire – in fact, they already are hiring.



Nine apprentices have been hired into full-time positions with their apprenticeship employer before the completion of the standard three-year experience.



WHY APPRENTICESHIP?

The employer perspective

To tap into the next generation of talent

CEOs have a knack for seeing the future, and the future of work and education is changing, according to Jon Oschele, former CEO of Swiftpage. “We’ve got to get out in front of this wave that’s coming, with this next generation of talent,” he says. “Apprenticeship is great because you are growing your own workforce from day one. These young people are trained the way you want them because you’re pre-defining and pre-loading your talent pipeline.”

At Swiftpage, Oschele says that they don’t see their apprentices as high schoolers, anymore. Instead, he says, “They’re just Swiftees. Once you get an apprentice in place, and you work with them, you just want to hire them.”

To strengthen company culture

Western States Fire Protection hired their first apprentice in 2018, and they’re looking forward to continuing their participation over the coming years. In addition to filling hard-to-fill positions and getting the word out to young people about their company and the career paths available within their industry, Western States is also re-invigorating their company culture.



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John Oschele | Former CEO of Swiftpage



Supervisor Bo Clapper cites that his colleagues have gravitated to their apprentice, Shivam, and that their participation in the program has taken the office atmosphere up “five notches.”



He describes Shivam as a breath of fresh air, and attests to the eagerness of his colleagues to show a young person not only key skills for a job, but also for life.

To build a nimble and responsive business community

President and CEO of the Denver Metro Chamber of Commerce Kelly Brough sees apprenticeship as a seismic shift in the way in which the business community engages with the education system, with the end result being a win-win for businesses and young people. In interacting with Denver's leading businesses every day, Brough knows firsthand how quickly the economic landscape is changing. She admits that "you can't plan for disruption, but you can create a system that's nimble and responsive. Those companies that can train quickly and adapt to change will win."



Shivam is a breath of fresh air.

Bo Clapper | Western States Fire Protection



You can't plan for disruption, but you can create a system that's nimble and responsive. Those companies that can train quickly and adapt to change will win.

Kelly Brough | President and CEO of the Denver Metro Chamber of Commerce



WHY APPRENTICESHIP?

The student perspective

To gain real world experience

Quinn, one of the apprentices working at Pinnacol Assurance in an IT role, reflects on his experience compared to his peers, many of whom work in more typical teenage after-school jobs, “Compared to them...it’s a lot different to come to a real company. When I come to Pinnacol, I learn real things, do real work, and meet real people.”

Quinn knows that the connections he’s making now will form the foundation of his network for the rest of his career. “You never know where people are going to be, down the road.” And for Quinn, who defines success as being confident and capable — as well as being someone who people turn to — apprenticeship is already advancing him toward that goal.

To earn a seat at the table

For many parents, the thought of sending their teen down a new path in our country, like apprenticeship, may cause them to hesitate.

But the parents who are watching their young people blaze the trail for others would tell you that apprenticeship is doubly beneficial for young people.



I learn real things, do real work, and meet real people.

Quinn | Pinnacol Assurance IT Apprentice



In fact, one parent told us that the high expectations that come from combining work experience and the chance to take college classes have helped his son open up at home, school, and in his community: “When we have friends over for dinner, he’s part of the dinner conversation now. I attribute that to his experience with CareerWise.”





To get a head start on success

"When you're skilled, you can get a job. It's been exciting," Axyl, a financial services apprentice, encourages other students to give apprenticeship a shot, citing the financial stability that comes from earning real wages as an important benefit of the program.

Throughout his apprenticeship, Axyl continuously worked hard, earned a raise, and now, has been hired full-time into the position he trained for. Aside from the monetary benefit, the major advantage Axyl sees is the real-world experience he's gained as a working professional, learning essential skills, like communication, that he will lean on throughout his career. "When you're skilled, you can get a job. It's been exciting, working in an environment where you have to be constantly communicating with your coworkers, your boss, customers... over time, it becomes natural. I have proof of my professionalism."

To be part of something meaningful

Shivam, an apprentice at Western States Fire Protection, is taking full advantage of apprenticeship. "My mom is an immigrant from Nepal. She never imagined I'd have an opportunity like this."

He's fully engaged because the meaningful work "feels like helping someone," emphasizing that he always wants to go to work and learn from those around him. Shivam easily identifies the skills he's learning through apprenticeship.



I'm learning time management, communication with coworkers, communication with customers, self-management, how to take on work that will help others.

Shivam | Western States Fire Protection Apprentice



CHANGING THE NARRATIVE

Apprenticeship makes real a world in which every young person in America is valued for the unique contributions they can make by applying concrete skills to solving the real problems that businesses and organizations are tackling each and every day. At scale, when apprenticeship is accessible for every student, we will create a more equitable economy, workplace, and classroom.



Apprenticeship serves a wide variety of young people. With opportunities in fields as diverse as technology, healthcare, and manufacturing, the model accommodates a range of positions in which different kinds of learners can engage, grow, and, ultimately, succeed. With supports such as mentoring, school and community partnerships, a competency-based curriculum that allows young people to progress at their own pace, and individualized supervision and coaching, apprenticeship works not just for some, but for any student who wants to build a path to a successful 21st-century career.

Apprenticeship Pathways



CHANGING THE NARRATIVE

equity

/ˈɛkwədē/

noun

Ensuring equally high outcomes for all, removing the predictability of success or failures that currently correlates with any social or cultural factor, examining biases, and creating inclusive environments.

Some apprentices may get hired directly into their career while others will leverage their experience to make better choices about the higher education they pursue. Many will continue on with their apprenticeship employer while making progress toward relevant degrees or certificates. Apprenticeship not only increases access to opportunity: it multiplies the choices apprentices have as they move from that opportunity to the next leg of their journey.

America was built on the idea of independence — that we can pursue our own unique dreams by writing our own individual story of the journey to success.

The CareerWise vision for American apprenticeship does not prescribe a path for anyone. Modern youth apprenticeship offers choice, opportunity, and a springboard to success, no matter which route a young person takes as they navigate their way into the 21st-century workforce.



A NEW SYSTEM: TAKING SHAPE



As the ripple effect of youth apprenticeship spreads across communities, exciting adaptations in policies, practices, and the allocation of resources — as well as other changes in relationships, knowledge and information — are taking place at a quickly accelerating pace.



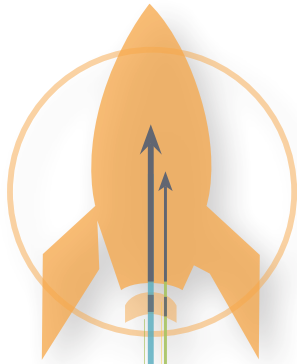
In Colorado, one of the clearest examples of this change is embodied by the brand new 117,000 square foot Cherry Creek Innovation Campus (CCIC), where the latest technology in the most in-demand industries and occupations — from aviation and manufacturing to behavioral health and cyber-security — merges with cutting-edge instruction to provide top-notch career and technical education for students across an entire district.

At the CCIC, students wear uniforms that replicate professional attire

and work in groups on hands-on projects designed by industry experts. Students can attain industry credentials, perform real work for their community — like building tiny houses for people experiencing homelessness — and interact with adults who are committed to preparing them for the real world, not just an end-of-semester exam.



A NEW SYSTEM: TAKING SHAPE



Cherry Creek Innovation Campus Rendering

When robust career exploration and preparation, like the kind that takes place at the CCIC, is combined with a pivotal experience like CareerWise's modern youth apprenticeship, a new paradigm for education, talent development, and workforce strategy begins to take shape.

Imagine these opportunities in your community, for your young people, and for the businesses that call your town or city home.

At CareerWise, we believe that youth apprenticeship has the potential to open up opportunity for so many people and communities that aren't being served by the current one-lane road to success.

We're proud to partner with the CCIC and many others on proactively building the new systems we need to redefine the American Dream and put success within reach for more young people, families, and communities.

“At Cherry Creek Schools, we are proud to be making the changes that allow students to access a variety of work-based experiences through the Cherry Creek Innovation Campus and our partnership with CareerWise Colorado. Our innovative, industry-informed approach empowers our students to develop more meaningful college and career plans connected to their individual pathway of purpose.”

– Dr. Scott Siegfried | Superintendent



UP NEXT FOR CAREERWISE

What's next for CareerWise?



In 2020 and beyond, together with our partners, affiliate communities, funders, and others, we'll be looking to accelerate the identification of fieldwide best practices that will help us codify the modern youth apprenticeship model for replication in any community around the country.

These parameters will allow flexibility in implementation in a variety of contexts while ensuring high-quality execution, rigorous assessment, high-value currency and maximum double bottom-line impact across the board.

Key to unlocking the scale that will maximize our impact, however, are the tools and technologies that support modern youth apprenticeship. These tools will enable supervisors and apprentices, as well as the staff at intermediaries or other organizations that support them, to become efficient and effective in tracking and measuring progress. CareerWise has already begun identifying and building custom tools to support this work.

New occupations in development

Another lever for growth and scale will be the number and diversity of the occupations in which our business partners can hire apprentices to address talent pipeline needs. That's why, beginning this year and continuing in years to come, CareerWise will commit to developing, in consultation with industry leaders, 12 to 18 new occupations each year.



Taking root: growing the CareerWise impact around the country

Though much is made today of the differences between communities, individuals, political parties, industries, or other identifiable groups, apprenticeship is built to bridge divides. Business and education are coming to the table together around apprenticeship and finding common ground, by talking about investment in young people as mutually beneficial, instead of as an indicator of their own success — whether it's a test score or a line item on the P&L. CareerWise apprentices are working right now in communities as diverse — ideologically, geographically, ethnically, politically, and socioeconomically — as Elkhart County, Indiana and Manhattan, New York City.

The CareerWise model of modern youth apprenticeship for America is built on cross-

sector collaboration, mutually beneficial financial and social outcomes, and the principles of rigor, quality and opportunity that appeal, nearly universally, to audiences across all ages and backgrounds.

CareerWise has been featured in media outlets including *The Atlantic* and *Good Morning America* and was even profiled as the protagonist in a Harvard Business School case study. Though we are humbled by the attention on and interest in our work, we are eager to carry the mantle of leading the country in this important work.

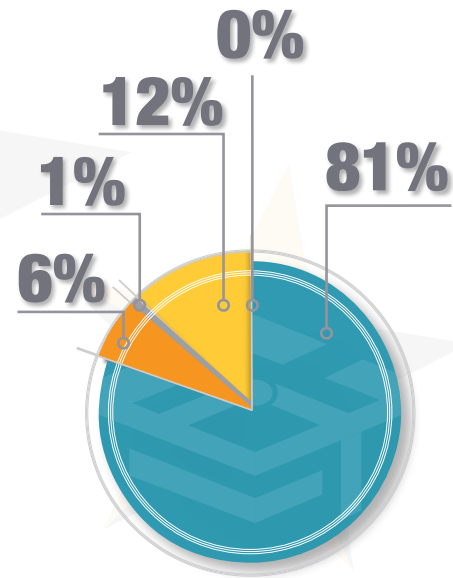
Together with our partners, like New America and the U.S. Department of Labor, we will continue to define youth apprenticeship for modern day American culture.



FINANCIAL DATA

Sources of Revenue FY2018

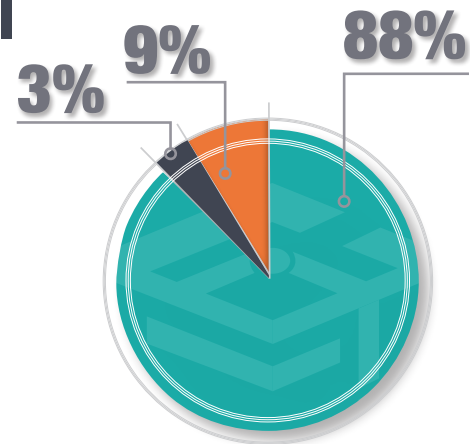
● Foundation Grants	\$5,157,217	80.65%
● Federal Grants	\$399,643	6.25%
● Earned Revenue	\$59,065	0.92%
● State Grants	\$765,379	11.97%
○ Individual Contributions/ Other	\$13,094	0.20%



2018 TOTAL: **\$6,394,398**

Expenses by Functional Category FY2018

● Youth Apprenticeship Program	\$4,400,572	88.43%
● Administration and General	\$442,040	8.88%
● Fundraising	\$133,661	2.69%



2018 TOTAL: **\$4,976,273**

BUSINESS PARTNERS

Aleph Objects	Family Health West	Steelhead Composites
Alpine Bank - Avon	Frontier Airlines	Stonebridge -- Courtyard Loveland
Alpine Bank -- Eagle	Gallegos Corporation	Stonebridge -- Doubletree Grand Junction
Alpine Bank - Edwards	Geotech Environmental Equipment	Stonebridge -- Hampton Inn Loveland
Alterra Mountain Company	Gomerding & Associates, LLC	Stonebridge -- Residence Inn by Marriott Loveland/Fort Collins
Antelope Ridge Elementary - CCSD	Grand Junction Housing Authority	Sunrise Elementary - CCSD
Aspen Crossing Elementary - CCSD	Highline Elementary - CCSD	Terumo BCT
Associated Thermoforming	HomeAdvisor - RiNo	Toastmasters International
Bank of Colorado - Fort Collins (Harmony Rd)	Indian Ridge Elementary - CCSD	Tolmar -- Cornerstone Dr
Bank of Colorado - Fort Collins (Lincoln Ave.)	Innovative Textiles	TruStile Doors
Bank of Colorado -- Grand Junction	Intertech Medical	TTEC
Bank of Colorado -- Johnstown	Intertech Plastics	Vail Health
Canvas Credit Union -- HQ	John F. Kennedy High School	Vectra Bank Colorado
CareerWise Colorado	Jupiter Consolidated Group	Village East Elementary - CCSD
Ceavco Audio Visual	Laredo Middle School - CCSD	Woodward -- Lincoln Campus
Centennial - DPS EdConnect	Lexmark	ZAP Engineering and Construction Services
Cherry Creek Schools (Employer)	Longbow Construction	
City of Aurora	Meadow Point Elementary - CCSD	
City of Denver	Mesa County Public Health	
City of Grand Junction	Metalcraft Industries	
Colorado Early College (CEC) Aurora	Mikron	
Colorado Housing and Finance Authority	Mine Site Technologies	
Community Banks of Colorado - Eagle Branch	NexusTek, Inc.	
CU Denver Anschutz OIT	Nordson Medical	
Delta Dental	Pinnacol Assurance	
Denver Museum of Nature & Science	Plante Moran -- Denver	
Denver Public Schools (DPS)	Prairie Middle School - CCSD	
Department of Technology Services	RA Nelson	
DMLK - DPS EdConnect	Ready Foods -- East Denver	
DPS Department of Transportation	Ready Foods -- West Denver	
DT Swiss	Reata	
Eastridge Elementary - CCSD	Red Hawk Ridge Elementary - CCSD	
Encore Electric -- Avon	Richey May	
Estes Park High School	Rolling Hills Elementary - CCSD	
Excelitas	Sava Senior Care -- Monaco Parkway	
	SCL Health	
	Shaeffer Hyde Construction	
	Spendrup Fan Company	

EDUCATION PARTNERS

K-12 Schools & Districts

Adams 50 School District

Thornton High School

Cherry Creek School District

Cherokee Trail High School
Cherry Creek High School
Eaglecrest High School
Grandview High School
Overland High School
Smoky Hill High School

Colorado Early Colleges (CEC)

CEC FC- Westminster Satellite Campus
Colorado Early College (CEC) Aurora
Colorado Early Colleges (CEC) Fort Collins

Denver Public Schools

Abraham Lincoln High School
Bruce Randolph
Denver Online High School
Denver School of Innovation and Sustainable Design (DSISD)
George Washington High School
High Tech Early College
John F. Kennedy High School
Martin Luther King High School
North High School
Northeast Early College
Northfield High School
South High School
West Campus (Early Col. + Leadership Acad.)

Eagle County Schools

Battle Mountain High School
Eagle Valley High School
Red Canyon High School East Campus
Red Canyon High School West Campus

Estes Park School District R-3

Estes Park High School

Jefferson County Public Schools

Arvada Senior High School
Arvada West High School
Chatfield High School
Columbine High School
Conifer High School
Golden High School
Jefferson County Open School
Pomona High School
Ralston Valley High School
Wheat Ridge High School

Mesa County Valley School District 51

Central High School
Fruita Monument High School
Grand Junction High School
Grand River Academy

Peak to Peak Charter School

Peak to Peak Charter School

Poudre School District

Fort Collins High School
Fossil Ridge High School
Poudre High School
Rocky Mountain High School

St. Vrain Valley Schools

Longmont High School
Niwot High School
Silver Creek High School

STEM School Highlands Ranch

STEM School Highlands Ranch

Thompson School District

Berthoud High School
Ferguson High School
Loveland High School
Mountain View High School
Thompson Valley High School

Weld RE-4 School District

Windsor High School

Westminster Public Schools

Westminster High School

Higher Education

Arapahoe Community College
Community College of Aurora
Community College of Denver (CCD)

Front Range Community College-
Boulder County Campus
Red Rocks Community College



CONTACT US



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