

Skill UP Indiana! Developing Indiana's Workforce for the Jobs of Tomorrow

The Challenge

Over the next decade Indiana will need to fill more than **1 million jobs**. Of those million jobs, more than a third will be new or growth occupations within the state. As the nature of work continues to change at an accelerated pace, the workforce will need new skills to meet the challenge at all levels of education. It is estimated that nearly 30,000 job openings per year will require an industry-recognized certificate/certification in addition to a high school diploma. Approximately 13,500 certificates are earned annually in Indiana in either high school or post-secondary, but only 9,200 of these certificates are in high-demand, high-wage (HDHW) fields. DWD has identified more than [100 occupations](#) which align with many of these opportunities.



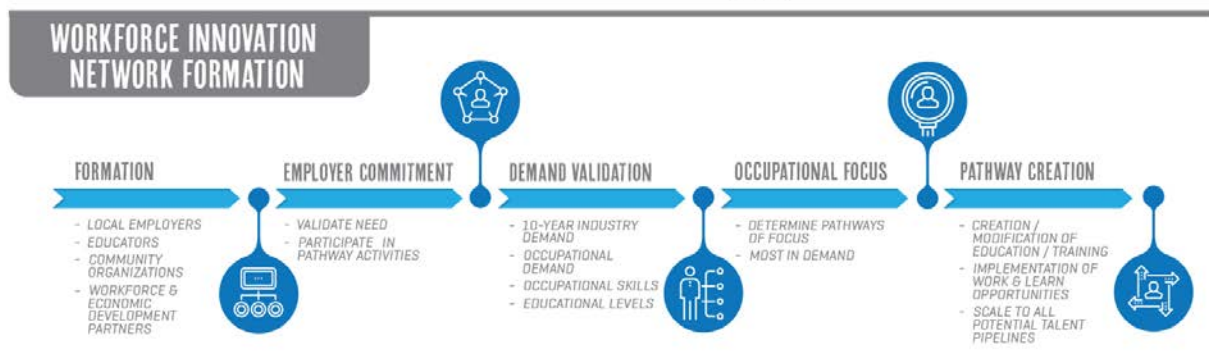
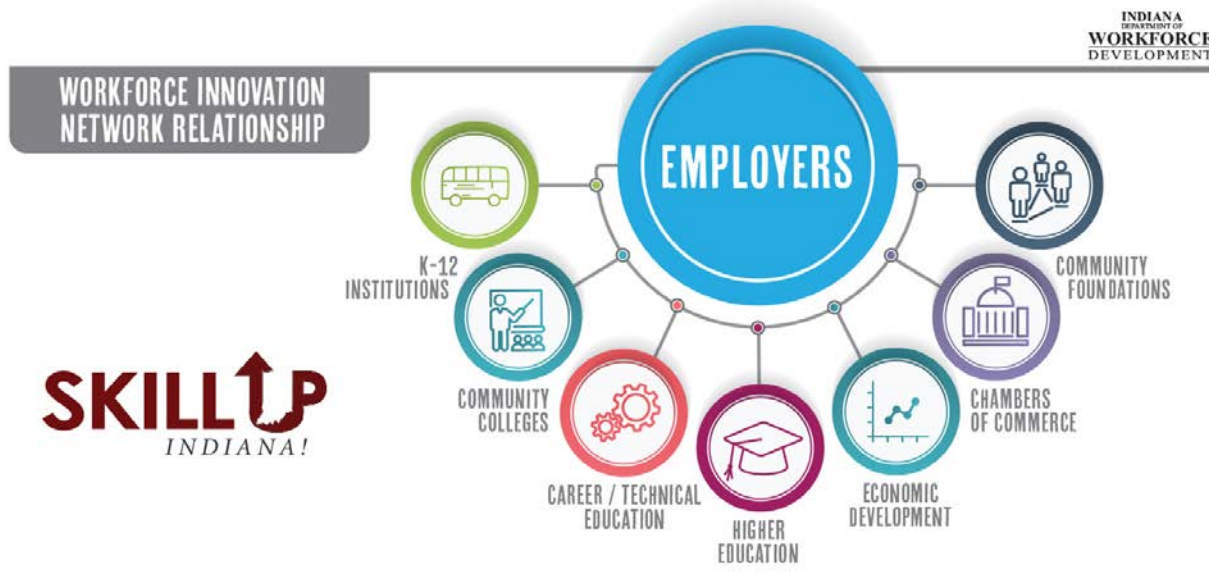
The Vision

Create a series of Innovation Networks throughout Indiana **driven by the needs of employers**.

Innovation networks are partnerships among local employers, educators, community organizations, workforce and economic development partners, and others all working in collaboration to align community education resources (K-12, career and technical education, adult education, higher education, and incumbent worker training programs) with the skill and talent needs of the area's industries. These include education and training providers committed to leveraging shared resources, teaching against the same set of skills and competencies, and serving all Hoosiers (including secondary students, post-secondary students, adult education students, and incumbent workers), while avoiding duplication of efforts and fostering collaboration around this work.

The Opportunity

Organizing community partners and assets in support of employer talent development needs is critical. In his recent column "A Road Trip Through Rusting and Rising America," *New York Times* columnist Thomas Friedman proposed that, "The communities that are making it share a key attribute: They've created diverse adaptive coalitions, where local businesses get deeply involved in the school system, translating in real time the skills being demanded by the global economy."



Building on this, DWD is offering Skill Up grant funding during the next biennium to support *Innovation Networks*. Innovation Networks are centered around **employers**, educators, economic and workforce development partners, as well as other critical community partners in order to skill up students, adults, and incumbent workers within a regional labor market.

Innovation Networks improve alignment of future (projected) employer demand and current and future workforce (talent) supply. These networks are data driven, focusing on the 109 In Demand Occupations outlined [here](#) on Indiana’s Regional Labor Market Dashboard, or possible emerging occupations applicable to the area, and focus on designing effective strategies to ensure that Indiana communities have a strong talent pipeline.

Important Dates and General Process

July 14th – Letter of Intent submission deadline

Applicants only need to define potential geography, partners and industries

July – August – Network Partnership Development

Applicants formalize partnerships with community leaders and industry partners. Applicants form employer groups organized around industry/sector to inform and manage the talent development pipeline around a shared need.

Network Partnerships

Stakeholders in the network commit to systems change in order to skill up students and workers. We seek applicants who can demonstrate that their *Innovation Network* does a combination of the following:

- Is industry-led with a focus on aligning education and training with the workforce in the geographic area.
- Aligns to strategies that produce results that benefit not only a single organization but the economic growth of the entire geographic area or sector.
- Demonstrates partners' commitment in working toward shared outcomes and to drive their respective organizations toward continuous improvement.

Recommended Partners Include:

- Employers and Industry leaders (Required)
- Secondary Education
- Post-secondary education
- Economic development
- Workforce development
- Adult education

August – September – Employer Demand Planning

DWD teams will work with your industry groups to validate the following: labor market projections, occupational demand, skill requirements and expected educational outcomes.

October – December - Develop Outcome Driven Solutions to address Employer Needs

Outcomes can be targeted to multiple areas along the talent development pipeline. Outcomes leading to direct employment, increased retention, or increased skills and wages for incumbent workers will be given preference over those leading to career awareness and exploration.



Intended Outcomes include:

- Filling current job openings with skilled workforce
- Ensure that education and training providers create, align, or scale curriculum and programs that address employer needs, and are either credit bearing or stackable into additional credentials or training;
- Understand employer demand for high-wage high-demand middle skills occupations in your community, including the skills and competencies associated with those occupations;
- Provide Hoosiers with the opportunity to pursue high-wage high-demand training that is easily accessible and relevant to employer needs in their county/geographic area;
- Increase the number of high school graduates, adult learners, and incumbent workers with a high-wage high-demand industry recognized credential;
- Establish a network of shared resources to support network to fill jobs in high wage and high demand occupations;
- Create employer training funds available ONLY to employers to create work-based-learning programs and training programs such as Internships, Registered Apprenticeships and Incumbent Worker Training, focused on credit bearing or stackable training leading to additional credentials or education, allowing employers to “draw down” funds as needed to fulfill their training needs.

Activities and Strategies Eligible for Funding

Applicants shall explain the evidence-based strategies they plan to implement to address areas skills gap needs. These strategies should include:

- Developing and/or using a curriculum around the needed knowledge, skills, and abilities identified by the Innovation Network;
- Designing one or more sector-focused career pathway systems that includes stackable and portable, standards-based, industry recognized credentials;
- Strategies that increase talent pipeline supply by sourcing candidates from underutilized populations such as; persons with disabilities, adult education students, ex-offenders, etc.
- Creating awareness campaigns and conducting activities that raise awareness about the high wage high demand opportunities in the community or sector as a whole, as well as the associated career pathways;
- Creating work-and-learn opportunities for youth and adult learners at multiple stages of a career pathway system; Work-and-learn opportunities include internships, apprenticeships, mentorships, and other evidence-based partnerships between employers and educator;
- Creating regional training trust funds for business and industry to draw funds from for training purposes, including the creation of work based learning opportunities and registered apprenticeships, OJT, and incumbent worker training;
- Developing innovative solutions that uses prior learning assessments and competency-based education models to meet employer needs.

December 15th – Final Proposals Due

Eligible Applicants

To be eligible to apply for a Skill UP Indiana! grant, applicants must adhere to the following eligibility requirements:

1. Participate in the DWD led planning process, which leads the designated employer advisory groups in validating demand by utilizing DWD provided data and identifying industry challenges and issues.
 - a. Establish an employer steering committee that meets, at minimum, quarterly to provide and validate direction of the network.
 - b. Form, collect and align a critical mass of employers within the chosen industries, which collectively represent a majority of employment within the industry and self-described geographic area. A critical mass of the employees in this geographic area (with a cross section of business sizes represented) in the industry (or industries) being focused on must be represented in the application process and employers must endorse the application with their signatures.
2. A network must present industry specific solutions based on findings from the planning process.
3. A network must establish the applicant and choose an appropriate fiscal agent.
4. The application must show a private match of at least 25% (eligible for in-kind match) for the activities that are outlined.
5. The network must provide evidence for how it meets the required outcomes and partnerships outlined above.
6. Round 1 and 2 Skill UP award winners are eligible to apply. However, they are not eligible to seek funding for programs and initiatives that were previously funded through Skill UP.

January – Award Announcements - Awards will be made for a two year performance period.

Final Proposal Requirements

Deadline: December 15, 2017

Grantees will be announced in early 2018 and grant funded activities will begin immediately. Successful applicants will create industry focused solutions based on information received and lessons learned during the planning grant process.

At a minimum, the grant application must include the following:

1. **Regional Overview.** Describe the geographic area that will be impacted by the work. Include an overview of regional economic development strategies for current and future activity. Describe the education and workforce needs of the geographic area and existing efforts that may be leveraged to achieve the economic goals of the area. Explain how those programs are currently working to develop the talent pipeline to meet the workforce needs within the geographic area.
2. **Vision for systems change to impact talent development pipeline.** Describe the current effort to align education and training to the workforce needs within the geographic area and/or sector. Articulate how the members of the network are moving away from programs that work in isolation to those that work in concert with one another to support the needs of the geographic area, and how the network will use information obtained during the planning grant process to create industry focused solutions.
3. **Innovation Network Members.** Describe the partner organizations that are a part of the network. What role can each partner organization play and how do they fit into the greater vision? Provide in detail the structure the network plans to use to coordinate priorities and

activities amongst the partner organizations. Explain how each partner organization has committed to working together toward shared outcomes. Provide evidence as to how the activities of partner organizations reinforce the shared outcomes. Describe how the network plans to continuously communicate and evaluate the work based upon regional data.

- a. Include letters of agreement or statements of commitment from each member organization outlining not only the organizations overall support for the outlined plan, but detailing the commitment (i.e. – organization will provide space for “xx” activity; employer will commit to hosting xx number of interns over the next two year; organization will provide in kind donation of “xx”).
4. **Strategies eligible for funding.** Describe strategies the network will use to address the skills gap and workforce needs of the geographic area and/or sector. Explain how targeted strategies lead to postsecondary credential attainment, meet the needs of employers, and place learners from across the talent development pipeline in position to enter a prosperous career pathway.
5. **Technical assistance availability.** DWD will provide technical assistance for all awardees. Please indicate which categories you would like technical assistance, should your proposal be awarded:
 - a. Sector Strategies
 - b. Career Counseling
 - c. Adult learner engagement
 - d. Career Pathways Program Development
 - e. College attainment for “some college, no degree” adult students
 - f. Business engagement
 - g. Data collection and analysis
 - h. Fundraising approaches and sustainability
 - i. Metrics
 - j. Other (please specify)
6. **Specifics for each strategy.** Describe in detail the specifics of each strategy the network plans to use to address the skills gaps, workforce needs, and the shared goals. Details should include at a minimum the following:
 - a. Project timeline
 - b. Shared metrics; potential metrics may include:
 - i. Number of individuals that achieve sustainable employment
 - ii. Number of jobs that will be impacted
 - iii. Number of new individuals entering workforce
 - iv. Number of businesses engaged
 - v. Individual employer investment:
 - i. Time committed
 - ii. Dollars invested
 - vi. Percent of adults with:
 - i. Postsecondary degrees
 - ii. certifications
 - vii. Graduation rates:

- i. High School/HSE
 - ii. Post-secondary
 - viii. Number of successful work based learning opportunities offered
 - i. Number of internships created and filled
 - ii. Number of apprenticeships created and filled
 - ix. Number of industry-recognized credentials earned
 - x. Number of individuals entering a new pathway
 - xi. Number of integrated adult education programs into pathway programs of study
 - xii. Retention rates for each program developed
 - xiii. Wage increases
 - xiv. Promotions
 - xv. Higher Adult Basic Education & English literacy levels attained
 - xvi. College credit received
 - xvii. Data around supportive services such as career and academic coaching/advising/planning
 - xviii. Increased job satisfaction
 - xix. Expansion/improvement of institutional policies (academic, employer, etc.)
 - xx. Other shared metrics as determined by partner organizations
 - c. Budget and budget narrative detailing initiatives and implementation of work, including private match
 - d. Process and method for collecting, housing, and sharing the data associated with the goals of the network with DWD
 - e. Process for using data to evaluate programming impacted by the work of the network
 - f. Sustainability plan
7. **Link to Simultaneous Initiatives.** These initiatives are aimed at addressing skills gaps in Indiana. Describe how your network can align its implementation efforts to these existing initiatives to provide greater impact. Some of these could include:
- a. [Regional Cities](#)
 - b. [Talent Hubs](#)
 - c. [Lilly's Counseling Initiative](#)
 - d. [CELL's Education Workforce Planning Grants](#)
 - e. [Indiana Sector Strategies Initiative](#)
 - f. [Work Ready Grants](#)
 - g. [You Can. Go Back.](#)
 - h. [Achieve Your Degree](#)
 - i. [Ivyworks](#)
 - j. [WorkINDiana](#)
 - k. [Jobs for America's Graduates \(JAG\)](#)
 - l. Other (please specify)
8. **Submission Requirements.** All final proposals are to be submitted electronically via email to Charles Reeves, creeves2@dwd.in.gov, with the subject "[Name of Applicant] – Final Proposal for Skill UP Indiana!" A confirmation email will be sent once the final proposal is received.

9. **Applications may be up to 15 pages in length, must be double spaced and in 12 point font with 1 inch margins. Proposals must also include an Executive Summary, completed Budget (Excel Template) and completed Outcomes Worksheet (PDF Form) (not included in the 15 page maximum). Only proposals submitted in Microsoft Word format will be considered.**

Points will be automatically deducted and/or submissions voided for the following reasons:

- Failure to submit a budget in the template provided
- Exceeding the 15 page limit
- Not including an executive summary
- Not addressing each of the categories and how the proposed plan will impact the 1 million jobs goal

All proposals will be evaluated based on their ability to achieve viable outcomes, the total number of individuals served, and the cost per individual served for awarding of initial grant funding.