

Governor's Council on Workforce & Apprenticeships

Meeting 5
August 27, 2025

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Welcome & Call to Order

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Roll Call

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Conflict of Interest

In accordance with the State Government Ethics Act, it is the duty of every Council member to avoid both conflicts of interest and the appearance of conflicts of interest.

If any Council member has any known conflict of interest or is aware of facts that might create the appearance of such conflict, with respect to any matters coming before the Council today, please identify the conflict or the facts that might create the appearance of a conflict to ensure that any inappropriate participation in that matter may be avoided.

If at any time, any new matter raises a conflict during the meeting, please be sure to identify it at that time.

Approval of Minutes

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Review of Timeline and Subcommittee Membership

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Timeline

- **June 13th:** Goals submitted to the Governor
 - **June 30th:** Public report posted
 - **June 25th - July 25th:** Staff divided Council into subcommittees
 - **Early - Mid August:** Subcommittees begin meeting virtually
 - **August 27th:** Full Council meeting (virtual)
 - **Mid - October:** Draft Strategies for Council Review
 - **November 6th, 9:00am - 11:00am:** Full Council meeting (in-person - Albemarle Bldg. Room 240, Raleigh)
 - **Early December:** Full Council meeting (virtual)
 - **December 15th:** Report with strategies due to the Governor
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- All goals are on a 4-year timeline with annual progress reports to be submitted in December 2026, December 2027, and December 2028.

Subcommittee Membership

Education and Credential Attainment - Building Pathways to Post-secondary Success

Goals 1, 2, and 3

Council Members: Andréa Allard, Rep. Vernetta Alston, Sherry Carpenter, Cecilia Holden, Trey Michael, Karen Wade, Tom West

NCWorks Commission Members: Dr. Robert Van Dyke, Mo Green, Steven Hunt, Suzanne Johnson, Himanshu Karvir, Secretary Lee Lilley (Dr. Andrea DeSantis), Secretary Gabe Esparza (Candace Lowry), Nikki Nissen

Subject Matter Experts: Sarah Bourland, Geoff Coltrane, Dr. Andrea Crowley, Dr. Lisa Eads, Dr. Andrew Gardner, Lynn Kinney, Dr. Emily McCartha, Dr. Deanne Meadows, Dr. Shun Robertson

Staff: Dr. Andrea DeSantis, Tracie Ford, Dr. Brian Merritt

Subcommittee Membership

Work-Based Learning and Apprenticeships
Goals 4, 5, and 10

Council Members: JB Buxton, Brian Floyd, Steve Mange, Anna Perkinson, Tammy Simmons, Dr. Thomas Walker, Wendy Walker-Fox

NCWorks Commission Members: Dr. Jeff Cox (John Loyack), Wesley Davis, Robert Doreauk, Jeff Frederick, Jim Hartman, Secretary Dev Sangvai (Chris Egan), Greg Thompson, Pam Townsend

Subject Matter Experts: Dr. Christopher Harrington, Natalie English, Andy MacCracken, Anita McMahan, Andrew Meehan

Staff: Dr. Andrea DeSantis, Sonja Godsey, Veronica Green, Caroline Sullivan

Subcommittee Membership

Employer Engagement

Goals 6, 7, and 8

Council Members: Jennifer Allen, Mark Bolton, Anna Perkinson, Dr. Travis Reeves, Eric Shoults

NCWorks Commission Members: Rebecca Axford, Daniel Briggs, Governor Stein (Kindl Detar), Marti Matthews Martin, Olalah Njenga, Mark Richardson, Cynthia Speight, Dr. Hope Williams

Subject Matter Experts: Meihui Bodane, Sarah Bourland, Nancy Cross, Trish Farnham, Dr. Andrew Gardner, Vincent Ginski, Jonathan Guarine, Eric Haddock, Dr. Christopher Harrington, Lynn Kinney, Linda Lay, Dr. Deanne Meadows, Dr. Phil Mintz, Nathan Ramsey, and Penny Whiteheart

Staff: Ken Allen, Dr. Jenni Harris, Dr. Annie Izod, Wendy Johnson

Subcommittee Membership

Governing and Aligning a Future-Ready Workforce Goals 9 and 11

Council Members: Andréa Allard, Sen. Val Applewhite, Jennifer Allen, JB Buxton, Chad Bouffiou, Karen Wade, Dr. Thomas Walker

NCWorks Commission Members: Christopher Arabia, Shawn Brown, Rodney Carson, Christopher Gergen, Byron Hicks, Paul Lawler, Sharene Pierce, Cheryl Richards

Subject Matter Experts: Andrew Beal, Cory Biggs, Emilia Boyette, Melany Clark, Cris Charbonneau, Dr. Andrea Crowley, Jeff DeBellis, Eric Haddock, I-Sah Hseih, Mary Penny Kelley, Dr. Hilmi Lahoud, Rachel Levy, Brooks Raiford, Katey Regan, Pat Sturdivant, Holly West-Pauley

Staff: James Bain, Caroline Sullivan, Kristie Van Auken

Goal vs. Strategy Example

- **Goal:** By 2030, 2 million North Carolinians will have earned a degree or high-quality credential.
 - Focus through June 15.
- **Strategy:** Support local school districts, colleges, and universities to increase FAFSA completion.
 - Focus from June 15 - December 15

Subcommittee Report-Out and Discussion

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Subcommittee Reports

Education and Credential Attainment - Building Pathways to Post-secondary Success

Goals 1, 2, and 3

Work-Based Learning and Apprenticeships

Goals 4, 5, and 10

Employer Engagement

Goals 6, 7, and 8

Governing and Aligning a Future-Ready Workforce

Goals 9 and 11

National Governors Association Presentation

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Achieving North Carolina's Strategic Vision for Workforce Development

August 27, 2025



NATIONAL
GOVERNORS
ASSOCIATION

The National Governors Association

Founding

The May 1908 meeting of President Theodore Roosevelt and governors led to the creation of the National Governors Association.



The first meeting of the National Governors Association in 1908.

What We Do

The National Governors Association (NGA) is the bipartisan organization of the nation's governors. Through NGA, governors identify priority issues and deal with matters of public policy and governance at the state, national and global levels.

The NGA Center for Best Practices is the only research and consulting group that directly serves governors and helps governors and executive branch leaders develop and implement innovative solutions to public policy challenges. Our Government Relations team ensures that states are a strong voice in Washington, D.C. We also provide management consultative services to both new and incumbent governors, their senior executive staff and trusted advisors.

NGA Center for Best Practices

- Children & Families
- Energy
- Health
- Homeland Security & Cybersecurity
- Infrastructure
- K-12 Education
- Land Management, Agriculture and Housing
- Postsecondary Education
- Public Safety & Legal Counsel
- **Workforce Development & Economic Policy**



Workforce and
Apprenticeship EO

America's Talent Strategy

**Federal Workforce Policy
Landscape**

America's AI
Action Plan and AI Youth
Education EO

Workforce Pell

Empowering Credential Attainment

- Establish a process for the state to recognize “industry-valued credentials.”
- Strengthen data collection and reporting processes for credentials to showcase their value to both employers and learners
- Identify and maintain a list of “in-demand occupations” in partnership with labor market analysts and employers
- Consider strategic investment to increase credential attainment
- Align WIOA Eligible Training Provider List (ETPL) criteria with credential quality standards

Colorado Non-Degree Credentials Framework

- Used to evaluate credentials for the ETPL and the Colorado Career Development Incentive Program
- Demand = Top Job in the Talent Pipeline Report or; regional need or emerging credential or; recognized by an accredited body
- Evidence of Skills = clearly identified information on skills and competencies
- Employment Outcomes = leads to a living-wage job or; develops skills and competencies needed for a living-wage job or; stackable with other credentials to earn a living wage
- Stackability = part of a sequence of credentials allowing for skill development, career progression, and increased earnings over time or; prerequisite to an industry- required credential or; leads to living-wage job on its own



Career ConneCT

- \$70M in ARPA funds for short-term industry recognized credentials (sustained by bond dollars)
- Targeted to high-demand industries and unemployed/underemployed workers
- Grants to local boards and CBOs to fund training and wraparound supports
- Career ConneCT portal and data integration



Encouraging Credit and Credential Attainment

- Align statewide coursework goals with Perkins CTE metrics
- Provide funding to reduce risk for school districts and postsecondary institutions to expand dual enrollment
- Provide incentives to school districts who meet credential attainment targets
- Expand access for historically underserved students to participate in these pathways

Blueprint for Maryland's Future

- All students meet the College & Career Readiness (CCR) standard by the end of 10th grade
- Three post-CCR pathways:
 - AP or IB program
 - Early college or dual enrollment
 - CTE program
- 45% of high school graduates to complete an apprenticeship or an industry-recognized occupational credential by the 2030-2031 school year

Progression 4: Career and Technical Education (CTE):
Construction – Carpentry

	9 th Grade	10 th Grade	MEET CCR STANDARD	
	9 th Grade	10 th Grade	11 th Grade	12 th Grade
English	English 9	English 10	English 11	English 12
Math	Algebra I	Geometry	Algebra II	Math Elective
Science	Biology	Chemistry	Physics	Elective
Social Studies	US History	US Government	Elective	Carpentry II
Elective	Health/PE	Technology	Carpentry I	
Elective	Fine Arts	Elective	Construction Core	Apprenticeship

Montana 406 Jobs Plan

- 4 Pathways to Employment, 0 Barriers to Work, 6 High-Demand Sectors
 - Career
 - College
 - Military
 - Entrepreneurship
- Interagency coordination, including data sharing and budgetary accountability
- Upskilling for in-demand, higher-wage occupations
- Reengaging workers to boost LFPR
- Aligning AI adoption with strategic workforce goals and job quality



Supporting Postsecondary Pathways

- Provide career counseling and navigation support to students
- Implement a career planning requirement for high school students
- Strengthen college and career readiness standards
- Provide financial incentives or other guarantees
- Consider additional resources for underrepresented communities and populations
- Develop metrics and data collection processes to measure outcomes

Indiana Honors Plus Readiness Seals



ENROLLMENT HONORS PLUS

Designed for students who plan to continue their education after high school

Key Partners:
Indiana colleges and universities

Guaranteed Currency:

All seven of our state's public colleges and universities are guaranteeing *automatic acceptance* into their school for any student who applies and has successfully earned this seal. This includes:

- Ball State University
- Indiana State University
- Indiana University
- Ivy Tech Community College
- Purdue University
- University of Southern Indiana
- Vincennes University

A growing number of satellite campuses, as well as private colleges and universities have also expressed interest.



EMPLOYMENT HONORS PLUS

Designed for students who plan to go straight into a career

Key Partners:
Ascend Indiana
Indiana Chamber of Commerce
Business representatives across multiple industries

Guaranteed Currency:

Through the help of Ascend Indiana, students who earn this seal can receive *dedicated career support*. This includes helping students get connected through interviews with and potentially being hired by some of our state's top employers, such as:

- Community Health Network,
- CFA Staffing,
- Cummins,
- Eli Lilly and Company,
- Parkview Health and
- Roche Diagnostics

Students who interview and have completed either the Employment Honors or Honors Plus Seal will also be eligible for direct entry into the **Central Midwest Carpenters Union** apprenticeship.

State leaders are also actively working with **Operating Engineers Local 150** to offer similar benefits in connection with their apprenticeship.



ENLISTMENT & SERVICE HONORS PLUS

Designed for students who plan to serve their community, state, or Nation

Key Partners:
Indiana National Guard
Representatives from each military branch
Public safety officials

Guaranteed Currency:

Any student who completes this seal will be uniquely qualified to join the Indiana National Guard and other military branches.

Once accepted to the Indiana National Guard, students can:

- *Earn college credits* for completing training and reduce the time and cost required to complete a degree
- *Gain direct access* to veteran mentors, and military career counselors who can provide college and career guidance
- *Access priority job placement programs* designed for military professionals, offering job interviews for federal employment and private-sector roles where military experience is highly valued

Idaho Launch

- Developed by the Idaho Workforce Development Council to retain young people in Idaho and improve going-on rates
- Council defines in-demand careers and training programs and covers 80% of tuition and fees for recent high school graduates who enroll at eligible Idaho institutions
- Outcomes as of March 2025:
 - 11% increase in postsecondary education enrollment overall
 - 18% increase in community college enrollment
 - 15% increase in economically disadvantaged students enrolling in postsecondary education



Expanding Registered Apprenticeship

- Require or incentivize state agencies to create and expand apprenticeship programs
- Address regulatory barriers and offer financial incentives to increase employer participation in apprenticeships
- Fund apprenticeship intermediaries to connect employers, educators and prospective workers
- Encourage academic institutions to recognize apprenticeships for credit towards postsecondary credentials and degrees
- Expand youth and pre-apprenticeship programs
- Align the CTE system with apprenticeship opportunities

BuildItAZ Apprenticeship Initiative

- Double the number of construction and trades registered apprentices in Arizona by 2026
- Announced by Governor Hobbs in August 2023 as part of her Talent Ready AZ initiative
- \$3.65M WIOA and APRA investment:
 - Increase capacity (instructors, equipment, and facilities)
 - Recruit and retain apprentices
 - Provide wrap-around supports
 - Expand access to pre-apprenticeships

BUILD IT AZ

Alabama Apprenticeship Incentives

- Apprenticeship Tax Incentive
 - 2017-2019: \$1,000 per qualifying apprentice for up to five apprentices
 - 2020-2024: \$1,250 per qualifying apprentice for up to 10 apprentices employed (additional credit of up to \$500 for each youth apprentice)
- Apprenticeship Expansion Incentive
 - On the Job Learning Contracts: 50% wage reimbursement for 480 work hours
 - In-House Related Technical Instruction: One-time setup funding up to \$10,000 for training materials, instructor materials, instructor certifications, etc.

Increasing Participation in Work-Based Learning

- Strengthen work-based learning data requirements
- Engage the K-12 system to increase participation in work-based learning opportunities
- Include work-based learning in career readiness standards
- Allow students to earn academic credit for approved work-based learning experiences
- Provide wraparound supports to increase access to work-based learning opportunities

Nevada Credit for Work-Based Learning

- 2023 legislation
- Governor's Office of Workforce Innovation and Department of Education develop paid and unpaid work-based learning for 7th-12th grade students
- Students must receive elective course credit and up to 12 units of dual credit

Montana STARS Act

- 2025 legislation
- "Future ready" payments to school districts
- Incentivize postsecondary credit increases, industry-recognized credentials attainment, and work-based learning participation

New York Partnership for Inclusive Internship

- Governor Hochul's EO 31 commits the state to becoming a model employer of people with disabilities
- Coordinator housed in Chief Disability Office works with state agencies to identify state government internship opportunities
- Open to individuals with disabilities 18+ who are eligible for vocational rehabilitation services
- Model based on a successful local program in New York City

Engaging Employers as Partners

- Develop a unified employer engagement strategy across state agencies
- Engage workforce boards, chambers of commerce, and other business associations
- Collaborate with economic developers
- Launch an employer pledge campaign
- Reduce barriers to employer engagement in apprenticeships and other forms of work-based learning
- Require employer participation in state-funded grant programs

Maryland Governor's Apprenticeship Pledge

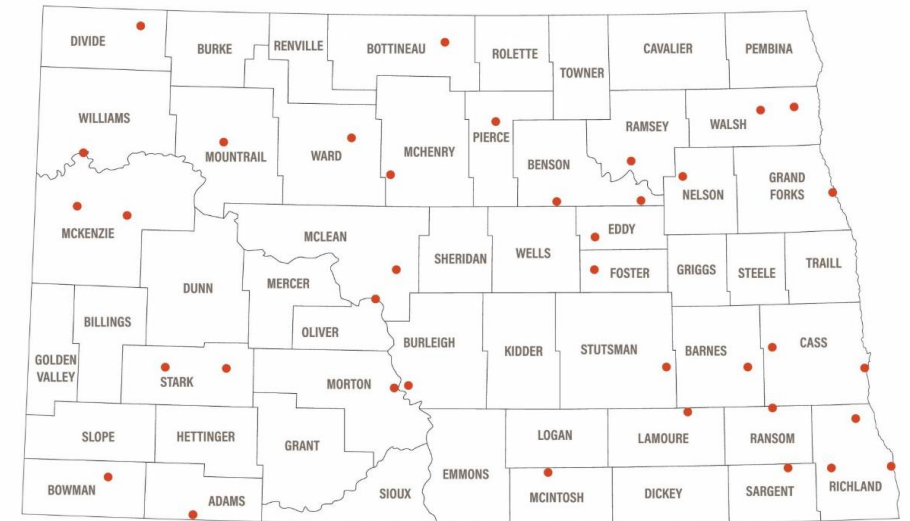
- Launched by Governor Moore during National Apprenticeship Week 2024
- Commit industry leaders to creating or expanding existing apprenticeship programs
- Goal: Recruit 500 new employers, 5,000 new apprentices, and at least 5 additional public agencies to registered apprenticeship by November 2025



North Dakota Regional Workforce Impact Program

- Developed by the North Dakota Workforce Development Council to incentivize locally-driven workforce solutions
- First round (ARPA): one collaborative application per region with 25% match for skills-training, career exploration, housing, childcare, talent attraction, etc.
- Second round (state general funds): multiple collaborative applications with a 25% match talent attraction, retention, training infrastructure, childcare infrastructure, and capital investments

REGIONAL WORKFORCE IMPACT PROGRAM (RWIP) RECIPIENTS



Indiana EOs 25-44 and 25-45

- EO 25-44:
 - Sets job creation and average wages as the primary indicators of success for the state's economic development efforts
 - All state-funded economic development programs will require these metrics for applications and performance reports
- EO 25-45:
 - Redraw and align workforce and economic development regions to reduce confusion, duplication, and inefficiency
 - Assess the unique strengths and assets within each region (industry clusters, workforce capabilities, infrastructure and natural resources)

Aligning and Coordinating Regional Partnerships

- Provide regional and local labor market information to support local strategies
- Leverage local workforce boards or other trusted entities as coordinating hubs
- Assess regional assets and gaps to support industry-aligned training
- Ensure that career pathways, training programs, and curricula are regionally responsive
- Enable the sharing of successes and challenges across regions

Wisconsin Regional Career Pathways

- Piloted with 4 industries in 4 regions and expanded to 7 regions with 6-10 pathways per region
- Originally funded by philanthropic funds and now supported by Perkins V funds
- Industries determined by regional LMI
- Regional collaborative of employers, education, and economic and workforce development to adopt, implement, promote, and monitor high school career pathways in in-demand industries

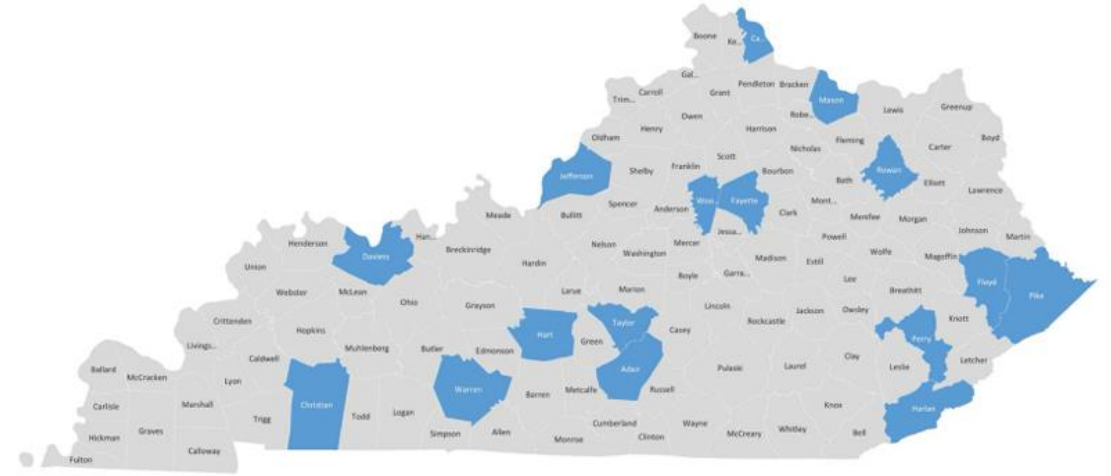


Developing Statewide Sector Strategies

- Identify opportunities to blend and braid funding to support sector partnerships
- Leverage sector partnerships to validate career pathways, training programs, and credentials
- Empower a diverse range of intermediaries to convene sector partnerships
- Provide technical assistance to local partners to replicate best practices
- Integrate sector strategies into state workforce and education plans

Kentucky Healthcare Workforce Investment Fund

- Scholarships for healthcare training programs (recipients agree to work in Kentucky for 1-2 years after completion)
- Philanthropic and private funds matched dollar for dollar by state general funds (\$7M appropriation for 2024 and \$3M for 2025)
- Priority for programs that grow the pipeline in underserved regions, increase diversity in the field, fill high-demand occupations, and serve employers with 50 or fewer employees



\$13.8M in total investment
27 private contributors
46 proposals awarded
794 scholarships awarded

Minnesota Drive for Five

- Governor Walz's signature workforce initiative focused on the state's top 5 sectors defined by high demand, high growth, and family-sustaining wages
 - Technology
 - Trades
 - Caring professions
 - Manufacturing
 - Education
- \$20M state appropriation:
 - Competitive grants for education and training
 - Competitive grants for trade associations or chambers of commerce
 - Deploying local business service representatives



Questions?

Sophia Yager, Senior Policy Analyst, syager@nga.org

nga.org/bestpractices/workforce-development-economic-policy

Discussion and Questions for NGA

Next Meeting

- November 6, 2025, 9:00AM - 11:00AM
The Albemarle Building
325 N. Salisbury Street, Raleigh, NC
Room 240

Thank you!

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