



VIRTUAL INSTITUTE
States Driving
Apprenticeship
Expansion

May 9–13, 2022



Agenda at a Glance

All times on the agenda are Eastern Time Zone

Monday, May 9, 2022		<i>Theme: States Driving Registered Apprenticeship Expansion</i>
12:00–1:15 PM	OPENING PLENARY—States Driving Registered Apprenticeship Expansion	
1:30–2:30 PM	PEER DISCUSSIONS—Let’s Go Deeper: Exploring State Expansion Strategies	
3:00–4:00 PM	NEW GRANT LEADER PEER EXCHANGE—Part 1 (<i>invitation only</i>)	
Tuesday, May 10, 2022		<i>Theme: Sector Partnerships and Business Engagement</i>
12:00–1:00 PM	WORKSHOP—Leveraging Sector Partnerships to Advance Registered Apprenticeship	
1:30–2:30 PM	WORKSHOP—Driving Demand through Enhanced Business Engagement Strategies	
3:00–3:45 PM & 4:00–4:45 PM	PEER DISCUSSIONS—Let’s Get Down to Business: Sector-Specific Discussions	
Wednesday, May 11, 2022		<i>Theme: Capacity to Develop, Register, and Support Programs</i>
12:00–1:00 PM	WORKSHOP—Helping Employers Design and Sustain Quality Apprenticeship Programs	
1:30–2:30 PM	WORKSHOP—Building Capacity through Apprenticeship Navigator Models	
3:00–3:45 PM & 4:00–4:45 PM	PEER DISCUSSIONS—Let’s Innovate: Building Program and Registration Capacity	
Thursday, May 12, 2022		<i>Theme: Opportunity and Diversity through Apprentice Pipelines</i>
12:00–1:00 PM	WORKSHOP—Apprenticeship and Workforce Systems: Partnering to Advance Diversity and Inclusion	
1:30–2:30 PM	WORKSHOP—Colleges and Apprenticeship: Integrating Credentials into Apprenticeship Programs	
3:00–3:45 PM & 4:00–4:45 PM	PEER DISCUSSIONS—Let’s Collaborate: Building Diverse Apprentice Pipelines	
Friday, May 13, 2022		<i>Theme: The Future of Registered Apprenticeship</i>
12:00–12:45 PM	TA CENTER OF EXCELLENCE—Diversity, Equity, Inclusion, and Accessibility TA CENTER OF EXCELLENCE—Apprenticeship Occupations and Standards	
1:00–1:45 PM	TA CENTER OF EXCELLENCE—Strategic Partnerships and System Alignment TA CENTER OF EXCELLENCE—Data and Performance and Best Practices Center	
2:00–3:00 PM	CLOSING PLENARY—The Future of Registered Apprenticeship	
3:30–4:30 PM	NEW GRANT LEADER PEER EXCHANGE—Part 2 (<i>invitation only</i>)	



Welcome to the Virtual Institute for State Apprenticeship Expansion Grantees

FROM MAY 9–13, 2022, the *Virtual Institute: States Driving Apprenticeship Expansion* will bring together state apprenticeship expansion grantees and key partners for a national dialogue on Registered Apprenticeship.

With a focus on states as drivers of apprenticeship growth and diversity, the Virtual Institute is designed to:

- Support state representatives as important leaders in apprenticeship expansion efforts,
- Provide a national forum for peer-to-peer discussion of successes and challenges, and
- Build knowledge about how states can accelerate apprenticeship growth and increase opportunities for underrepresented populations.

The Virtual Institute will bring together all state apprenticeship expansion grantees and their states partners from education, workforce, and industry. To promote learning across the Registered Apprenticeship system, representatives from the U.S. Department of Labor (USDOL), the Registered Apprenticeship Technical Assistance Centers of Excellence (TA Centers of Excellence), and technical assistance providers for USDOL apprenticeship grant programs will also participate.

The Virtual Institute sessions will provide opportunities for you to share and discuss ideas, challenges, and strategies from across the country. Throughout the week, we hope you gain new ideas, new connections, and new energy for your work to expand and diversify apprenticeship in your state!

If at any time you have questions or experience technical difficulties during the Virtual Institute, please contact stateapprenticeshipta@air.org.



Overview of the Virtual Institute Agenda

Session Types

The Virtual Institute will include five different types of sessions.

Plenary Sessions	<p>The opening and closing plenary sessions for the Virtual Institute will feature national and state leaders discussing the driving opportunities and challenges for Registered Apprenticeship today and tomorrow.</p>
Workshops	<p>Workshops throughout the week will share state promising practices for achieving Registered Apprenticeship growth and diversity. In each workshop, participants will hear from selected state apprenticeship expansion grantees about their strategies, successes, and lessons learned.</p>
Peer Discussions	<p>In these facilitated peer dialogue sessions, participants will have the opportunity to exchange ideas and discuss challenges and solutions with their state peers on topics of interest to grantees. <i>Participants must sign up for these sessions in advance.</i></p>
TA Centers of Excellence	<p>These sessions will introduce participants to the four USDOL-funded Registered Apprenticeship TA Centers of Excellence and explain how grantees can connect to and leverage their work. <i>Participants must sign up for these sessions in advance.</i></p>
New Grant Leader Peer Exchange	<p>This <i>invitation-only</i> two-part session brings together state grantee staff who are new to their roles to connect with peers, share challenges and knowledge gaps related to their roles, and discuss solutions and strategies for apprenticeship expansion.</p>



Themes

Each day of the Virtual Institute will focus on a different theme related to growing and diversifying Registered Apprenticeship.

	<p>Monday, May 9 States Driving Registered Apprenticeship Expansion</p>
	<p>Tuesday, May 10 Sector Partnerships and Business Engagement</p>
	<p>Wednesday, May 11 Capacity to Develop, Register, and Support Programs</p>
	<p>Thursday, May 12 Opportunity and Diversity through Apprentice Pipelines</p>
	<p>Friday, May 13 The Future of Registered Apprenticeship</p>

Virtual Institute Logistics

All sessions will be hosted via Zoom. The link for each session will be included in a meeting notice sent to you prior to the start of the Virtual Institute.

Join each event five minutes prior to the session start time. If you run into any problems accessing a session, please email stateapprenticeshipta@air.org for assistance.

Getting the Most out of the Virtual Institute

We are thrilled you are attending the Virtual Institute to gain new ideas, sharpen your skills, and develop stronger relationships with other apprenticeship experts. We have a few tips on how you can get the most out of the Virtual Institute.

- **Commit to Making New Connections:** Conferences are a great place to gain new ideas, new connections, and new energy for your work. Try to connect with five attendees to expand your network throughout the country.



- **Be Camera-Ready:** We encourage you to turn on your camera to connect with other participants throughout the week.
- **Ask Questions:** Don't be shy! Challenge yourself to ask one question each day. It is likely that if you have a question, others do too.
- **Chat It Up:** Use the chat feature to reach out to other attendees, ask questions, and gather additional information.
- **Be Fully Present:** Although we can't be together in person, take advantage of this "time away" to learn new ideas and connect with new peers.

Planning Your Virtual Institute Schedule

Your time is valuable, and we understand you may not be able to attend every session. Here are some ideas to help you plan your schedule for the week.

- **Attend the Opening and Closing Plenaries:** We encourage you to attend both the opening and closing plenary sessions of the Virtual Institute. You will have the opportunity to hear from USDOL leadership about priorities and direction for Registered Apprenticeship investments and initiatives, as well as from other national apprenticeship leaders driving apprenticeship expansion in the United States.
- **Pick Your Workshops:** If you are not able to attend every workshop, select the sessions of most interest or relevance to your work. You may choose workshops that can show you a new strategy to integrate into your work, or provide new ideas of how to improve a strategy you are already implementing.
- **Join the Peer Discussions and TA Center of Excellence Sessions you Selected:** Sign up for these sessions took place during the Virtual Institute registration process.

If you are not able to attend every session and you have multiple team members attending the Virtual Institute, we encourage you to divide the sessions up and compare notes after the event.



Virtual Institute Detailed Agenda



DAY 1

Monday, May 9

Theme: States Driving Registered Apprenticeship Expansion

12:00–1:15 PM | OPENING PLENARY—States Driving Registered Apprenticeship Expansion

Join us for the opening plenary to kick off the Virtual Institute. USDOL and state leaders will discuss how states are driving apprenticeship expansion across the country, and we will celebrate state apprenticeship expansion grantee successes in growing and diversifying Registered Apprenticeship.

- **Moderator** | *Gina Wells*, Senior TA Consultant, American Institutes for Research (AIR)
- **Presenters**
 - **Megan Baird**, Deputy Administrator, USDOL Office of Apprenticeship
 - **Kathryn Castelloes**, Director of ApprenticeshipNC, North Carolina Community College System

1:30–2:30 PM | PEER DISCUSSIONS—Let's Go Deeper: Exploring State Expansion Strategies

Let's continue the conversation about state strategies that have contributed to apprenticeship growth and diversity. Join these facilitated peer discussions to make new connections, share and learn from your peers about apprenticeship expansion strategies and successes, and identify ideas for implementation in your state.

- **Moderator** | *Amy Beller*, State Apprenticeship Expansion Grant TA Project Director, AIR
- **Moderator** | *Melissa Aguilar*, TA Coach, AIR
- **Moderator** | *Erin Duckett*, TA Consultant, AIR
- **Moderator** | *Jennifer Jirous-Rapp*, TA Consultant, AIR
- **Moderator** | *Lisa Rosendale*, TA Coach, AIR
- **Moderator** | *Megan Scott*, TA Consultant, AIR

3:00–4:00 PM | NEW GRANT LEADER PEER EXCHANGE—Part 1 (*invitation only*)

This *invite-only* opportunity is designed for key grantee staff and apprenticeship leaders who have been on the job for one year or less to establish peer connections and share strategies related to their roles. In the Part 1 session, participants will meet each other and engage in discussion about major challenges and gaps in knowledge about state apprenticeship expansion.

- **Moderator** | *Joe Quick*, Senior TA Consultant, AIR



DAY 2

Tuesday, May 10

Theme: Sector Partnerships and Business Engagement

12:00–1:00 PM | WORKSHOP—Leveraging Sector Partnerships to Advance Registered Apprenticeship

This workshop will focus on how states are leveraging sector partnership strategies, such as Talent Pipeline Management and Industry Cluster models, to expand Registered Apprenticeship. You will learn how integrating apprenticeship into sector strategies can bring and keep employers at the table—and better use of apprenticeship programs to address businesses' most common talent pain points.

- **Moderator** | *Erin Duckett*, TA Consultant, AIR
- **Presenters**
 - **Kim Kuchenbrod**, Work-Based Learning and Talent Management Administrator, Illinois State University
 - **Deb Lyzenga**, State Administrative Manager - Sector Strategies, Michigan Department of Labor and Economic Opportunity

1:30–2:30 PM | WORKSHOP—Driving Demand through Enhanced Business Engagement Strategies

This workshop will explore creative solutions and strategies for engaging businesses in order to drive apprenticeship expansion. You will learn about how to develop customer-focused engagement strategies, best practices for preparing to reach out to businesses, and ways to expand into new industries through intermediaries.

- **Moderator** | *Megan Scott*, TA Consultant, AIR
- **Presenters**
 - **Joan Dolan**, Director of Apprenticeship and Strategic Partnerships, Maine Department of Labor
 - **Lonnie Emard**, Director of Apprenticeship, Arkansas Center for Data Sciences
 - **Mark McManus**, Apprenticeship Expansion Coordinator, Arkansas Department of Commerce

3:00–3:45 PM | PEER DISCUSSIONS—Let's Get Down to Business: Sector-Specific Discussions

Want to explore what's happening around the country in a specific industry sector? Join a facilitated peer discussion to talk with your state peers about apprenticeable occupations in the sector, share sector-specific challenges and success strategies, and gain resources and ideas that can assist expansion efforts in your state.

- **Advanced Manufacturing and Supply Chain** (Moderator | *Mark Genua*, TA Coach, Jobs for the Future [JFF])
- **Energy and Utilities** (Moderator | *Wendy Brors*, Senior TA Consultant, AIR)
- **Healthcare** (Moderator | *Megan Scott*, TA Consultant, AIR)
- **Information Technology** (Moderator | *Stephanie Veck*, Senior TA Consultant, AIR)
- **Public Sector and Education** (Moderator | *Amy Beller*, State Apprenticeship Expansion Grant TA Project Director, AIR)
- **Transportation** (Moderator | *Erin Duckett*, TA Consultant, AIR)

4:00–4:45 PM | PEER DISCUSSIONS—Let's Get Down to Business: Sector-Specific Discussions

- Discussion topics above will be repeated.



DAY 3

Wednesday, May 11

Theme: Capacity to Develop, Register, and Support Programs

12:00–1:00 PM | WORKSHOP—Helping Employers Design and Sustain Quality Apprenticeship Programs

This workshop will explore successful practices for helping sponsors with the development and management of Registered Apprenticeship Programs. You will learn about tools, trainings, and other customer-focused processes states are using to support employers with designing, registering, and sustaining quality programs.

- **Moderator** | *Katie Gagliano*, TA Associate, AIR
- **Presenters**
 - **Amy Firestone**, Vice President, Apprenticeship Carolina - South Carolina Technical College System
 - **Olivia Heath**, Registered Program Specialist, Apprenticeship Carolina - South Carolina Technical College System
 - **Kristen Holder**, Project Manager, Alabama Office of Apprenticeship

1:30–2:30 PM | WORKSHOP—Building Capacity through Apprenticeship Navigator Models

This workshop will explore how states are using Apprenticeship Navigator and Apprenticeship Consultant models as part of their expansion strategies. You will learn about how these solutions increase state capacity, enhance business outreach, and streamline program development support for businesses.

- **Moderator** | *Stephanie Veck*, Senior TA Consultant, AIR
- **Presenters**
 - **Susan Biszewski-Eber**, Apprenticeship Outreach Specialist, Florida Department of Education
 - **Susan Bosse**, Director of Business and Workforce Development, CareerSource Florida
 - **Christine Carreras-Amadeo**, Apprenticeship Program Lead, Puerto Rico Department of Economic Development and Commerce
 - **Kathryn Castellones**, Director of ApprenticeshipNC, North Carolina Community College System

3:00–3:45 PM | PEER DISCUSSIONS—Let's Innovate: Building Program and Registration Capacity

Want to talk more about strategies for increasing state capacity to develop, register, and support apprenticeship programs? Join a facilitated peer discussion to explore program capacity building strategies, beneficial partnerships, potential roadblocks, and resources and ideas to aid the efforts in your state.

- **Engaging State Apprenticeship Agency Councils** (Moderators | *Gina Wells*, Senior TA Consultant, AIR and *Deborah Kobes*, TA Coach, JFF)
- **Braiding Federal Funds to Support Apprenticeship Programs** (Moderator | *Lisa Rosendale*, TA Coach, AIR)
- **Using Models for Employer Incentive Funding** (Moderator | *Erin Duckett*, TA Consultant, AIR)
- **Streamlining Program Development & Registration Processes** (Moderator | *Amy Beller*, State Apprenticeship Expansion Grant TA Project Director, AIR)
- **Accelerator Training: How to use it to Launch Apprenticeship Programs** (Moderator | *Megan Scott*, TA Consultant, AIR)
- **Supporting Sponsors from Program Infancy to Sustainability** (Moderator | *Jennifer Jirous-Rapp*, TA Consultant, AIR)

4:00–4:45 PM | PEER DISCUSSIONS—Let's Innovate: Building Program and Registration Capacity

- Discussion topics above will be repeated.



DAY 4

Thursday, May 12

Theme: Opportunity and Diversity through Apprentice Pipelines

12:00–1:00 PM | WORKSHOP—Apprenticeship and Workforce Systems: Partnering to Advance Diversity and Inclusion

This workshop will explore how state and local leaders are working together to better align the apprenticeship and workforce systems and advance diversity and inclusion in Registered Apprenticeship. You will learn about partnerships and strategies that can help diverse apprentices prepare for, enter, and successfully complete apprenticeship programs.

- **Moderator** | *Gina Wells*, Senior TA Consultant, AIR
- **Presenters**
 - **Deb Furlong**, Workforce Development Division Program Manager, Maricopa County Human Services Department
 - **Willie Higgins**, Registered Apprenticeship Director, Arizona Department of Economic Security
 - **Robert Kalaskowski**, Assistant Director of Planning and Program Development, Rhode Island Department of Labor and Training

1:30–2:30 PM | WORKSHOP—Colleges and Apprenticeship: Integrating Credentials into Apprenticeship Programs

This workshop will look at how states are building stronger career pathways by integrating post-secondary education credentials into apprenticeship programs. You will learn about strategies for designing apprenticeship programs that include credential and degree attainment for several industries, such as healthcare and transportation.

- **Moderator** | *Jennifer Jirous-Rapp*, TA Consultant, AIR
- **Presenters**
 - **Mike Bridier**, Region 1 Project Manager, Alabama Office of Apprenticeship
 - **Owen Smith**, Senior Analyst, Wisconsin Department of Workforce Development

3:00–3:45 PM | PEER DISCUSSIONS—Let's Collaborate: Building Diverse Apprentice Pipelines

Want to talk more about ways to increase opportunity and diversity through the development of strategic apprentice pipelines? Join a facilitated peer discussion to explore pipeline strategies that are working around the country, tackle common challenges, and discover resources and ideas that can assist efforts in your state.

- **Retention Strategies that Support Successful Apprentice Outcomes** (Moderator | *Wendy Brors*, Senior TA Consultant, AIR)
- **Diversity in Construction Apprenticeship Programs** (Moderator | *Deborah Kobes*, TA Coach, JFF)
- **Recruitment Strategies to Diversify the Candidate Pipeline** (Moderator | *Erin Duckett*, TA Consultant, AIR)
- **Developing Quality Pre-Apprenticeship Programs** (Moderator | *Mark Genua*, TA Coach, JFF)
- **Adult Basic Education Alignment with Apprenticeship** (Moderator | *Gina Wells*, Senior TA Consultant, AIR)
- **Career and Technical Education Program Alignment with Apprenticeship** (Moderator | *Jennifer Jirous-Rapp*, TA Consultant, AIR)

4:00–4:45 PM | PEER DISCUSSIONS—Let's Collaborate Building Diverse Apprentice Pipelines

- Discussion topics above will be repeated.



DAY 5

Friday, May 13

Theme: *The Future of Registered Apprenticeship*

12:00–12:45 PM | TA CENTER OF EXCELLENCE—Diversity, Equity, Inclusion, and Accessibility

This TA Center of Excellence will drive change in the Registered Apprenticeship system to increase diversity, equity, inclusion, and accessibility for populations who have historically not had access to the promise of apprenticeship. Join this session with Jobs for the Future to engage in a dialogue around the systems change needed to drive equity in the apprenticeship ecosystem and learn about technical assistance resources available to grantees.

- **Moderator** | *Amy Beller*, State Apprenticeship Expansion Grant TA Project Director, AIR
- **Presenters**
 - *Joshua Johnson*, Director, JFF
 - *Maria del Mar Cabiya*, Associate Director, JFF

12:00–12:45 PM | TA CENTER OF EXCELLENCE—Apprenticeship Occupations and Standards

This TA Center of Excellence will build a “gold standard” infrastructure of occupational skills and create a comprehensive online compendium of quality-driven standards for Registered Apprenticeship Programs. Join this session with the Urban Institute to learn about resources to help states accelerate apprenticeship program development and registration and how grantees can provide input into this important effort.

- **Moderator** | *Amy Young*, Program Manager/Principal TA Consultant, AIR
- **Presenters**
 - *Bhavani Arabandi*, Senior Research Associate, Urban Institute
 - *Zach Boren*, Senior Policy Program Manager, Urban Institute

1:00–1:45 PM | TA CENTER OF EXCELLENCE—Strategic Partnerships and System Alignment

This TA Center of Excellence will identify and disseminate proven innovations in strategic partnerships and system alignment to support Registered Apprenticeship expansion and modernization while providing technical assistance on a national scale. Join this session with Safal Partners to learn about the technical assistance offerings and how grantees can use the center to help strengthen alignment efforts in their states.

- **Moderator** | *Amy Beller*, State Apprenticeship Expansion Grant TA Project Director, AIR
- **Presenter**
 - *Katie Adams*, Senior Director, Safal Partners

1:00–1:45 PM | TA CENTER OF EXCELLENCE—Data and Performance and Best Practices Center

This TA Center of Excellence will help improve state Registered Apprenticeship data systems, increase the number of programs reporting to USDOL, and enhance the ability of apprenticeship stakeholders to make data-driven decisions. In this session, grantees will learn from The Council of State Governments about the technical assistance and data analysis the TA Center plans to make available.

- **Moderator** | *Erin Duckett*, TA Consultant, AIR
- **Presenters**
 - *Cassandra Hockenberry*, Program Manager, The Council of State Governments
 - *Chip O’Connell*, Data Research Scientist, The Council of State Governments

**2:00–3:00 PM | CLOSING PLENARY—The Future of Registered Apprenticeship**


New technologies, demographic shifts, and the evolving economy are transforming the landscape for Registered Apprenticeship expansion. For the closing plenary for the Virtual Institute, national, business, and state leaders will discuss the opportunities for sustainable apprenticeship expansion in the future.

- **Moderator** | *Gina Wells*, Senior TA Consultant, AIR
- **Presenters**
 - **Zach Boren**, Senior Policy Program Manager, Urban Institute
 - **Francheska Feliciano**, Apprenticeship Program Director, AON
 - **Amy Firestone**, Vice President, Apprenticeship Carolina - South Carolina Technical College System
 - **John Ladd**, Administrator, USDOL Office of Apprenticeship

3:30–4:30 PM | NEW GRANT LEADER PEER EXCHANGE—Part 2 (*invitation only*)

This *invite-only* opportunity is designed for key grantee staff and apprenticeship leaders who have been on the job for one year or less to establish peer connections and share strategies related to their roles. In the Part 2 session, participants will debrief and share impactful solutions and strategies presented throughout the Virtual Institute and identify areas for further peer learning and technical assistance.

- **Moderator** | *Joe Quick*, Senior TA Consultant, AIR



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