FY 2016/2017

ANNUAL REPORT

A YEAR OF ACCOMPLISHMENTS AND RECOGNITIONS

LINKED LEARNING® ALLIANCE



DAVID RATTRAY
CHAIR, BOARD OF DIRECTORS



HILARY MCLEAN
INTERIM PRESIDENT

MESSAGE FROM LINKED LEARNING ALLIANCE BOARD CHAIR AND INTERIM PRESIDENT

While the Linked Learning field continues to grow, the Linked Learning Alliance made significant progress over the past year towards achieving its strategic vision, including expanding scalable new systems that incentivize and support high quality Linked Learning in California and beyond. Hundreds of pathways are now registered on Linked Learning Certification, including pathways in California, Massachusetts, Michigan, Texas, the Canadian province of Saskatchewan, and a network of schools in India.

Linked Learning Analytics was launched this year, and is now giving pathways, districts, and the field critical new views on how Linked Learning students are doing, and how districts and pathways can continually get better at preparing young people for college, career, and life.

The Alliance celebrated the achievements of the 2017 Linked Learning Champions and the five outstanding scholars from Linked Learning pathways, who were awarded Linked Learning scholarships. We applauded the inspiring legacy of outgoing Alliance President Christopher Cabaldon, who announced his intention to step down after the end of the fiscal year. Mr. Cabaldon has served as the executive leader of the Alliance for the past seven years. His passion for opening pathways of opportunity for youth, his strategic approach to leadership, and policy acumen helped ensure that the Linked Learning Alliance emerged as a key force in education and workforce development.

A focus on continuous improvement is core to Linked Learning, and remains essential to our field as a transformative and sustainable movement. The Linked Learning Alliance is a statewide coalition of education, industry, and community organizations dedicated to improving California's high schools and preparing students for success in college, career, and life. In the year ahead, we remain committed to improving equity and expanding systems that support high-quality pathways that prepare all students for success in college and career.

2016-2017 BOARD OF DIRECTORS

David Rattray (Chair)
Education & Workforce Development
Los Angeles Area Chamber of Commerce
UNITE-LA

Arun Ramanathan (Vice-Chair/Secretary)
Pivot Learning Partners

Cindy Marks (Treasurer)
California School Boards Association

Brian King
Los Rios Community College District

Chris Steinhauser
Long Beach Unified School District

Darrell Steinberg
City of Sacramento

David Plank
Policy Analysis for California Education

David Stern
College & Career Academy Support Network

Elizabeth Gonzalez
The James Irvine Foundation

Gary Hoachlander
ConnectEd: The California Center for College & Career

JD Hoye
National Academy Foundation

Jeanne Fauci
Center for Powerful Public Schools

Joan Bissell
California State University Chancellor's Office

Joel Vargas
Jobs for the Future

Kari D. Decker
JP Morgan & Chase Co.

Kathy Booth
WestEd

Linda Collins
Career Ladders Project

Liz Guillen
Public Advocates

Matt Roberts
California Community Colleges Chancellor's Office

Noemi Donoso
The Wonderful Company

Patricia A. Rucker
California Teachers Association

Paul Hirsch
STEM Academy of Hollywood

Philip Lovell
Alliance of Excellent Education

Peter Callstrom
San Diego Workforce Partnership

Ramona Bishop
Vallejo City Unified School District

Sheila Thorton
Coachella Valley Economic Partnership

Shirley Weber
California State Assembly

Theodore (Ted) Alejandre
San Bernardino County

Tim Rainey
California Workforce Development Board

Tom Adams
California Department of Education

Tomás D. Morales
California State University, San Bernardino

Ting Sun
California State Board of Education
Natomas Charter School

COUNCILS AND PANELS UPDATES

Five Councils provide guidance and strategic input from key leaders in the Linked Learning field. Panels are subsidiary entities that advise the Board on certification, data, research and evaluation, and policy advocacy.

EQUITY COUNCIL

The Equity Council provided a venue for leaders in educational equity to inform field governance with on-the-ground perspective about the impact of Linked Learning, and provide policy guidance.

COUNCIL OF CAPACITY BUILDERS

The Capacity Builders Council focused on expanding the cadre of capacity builders providing support for high-quality Linked Learning using Certification as an asset and participating at the Linked Learning Convention.

SUPERINTENDENTS COUNCIL

The Superintendents Council discussed the sustainability of systemic Linked Learning and how to increase the number of registered pathways.

EMPLOYERS COUNCIL

The Employers Council provided critical input on the development of Certification standards to ensure the workforce perspective is represented.

PRESIDENTS AND CHANCELLORS COUNCIL

The Presidents & Chancellors Council established the Postsecondary Task Force, which has fostered more campus-based strategies for Linked Learning engagement through exploration of accelerated opportunities and adoption of Linked Learning Analytics.

QUALITY STANDARDS PANEL

The QSP worked on the standards for the Linked Learning Certification system. After approving the Gold standards in July, they are now working on the metrics to evaluate pathways as they move toward Gold Certification status.

RESEARCH, DATA, AND EVALUATION PANEL

The RDE Panel confirmed the Linked Learning Research Agenda, a framework for organizing and executing research valuable to the Linked Learning field.

ADVOCACY PANEL

The Advocacy Panel did not convene in Fiscal Year 2016-17.

RECOGNIZING LINKED LEARNING CHAMPIONS

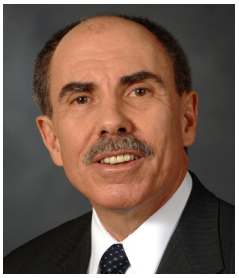
The 2017 Linked Learning Champions are individuals or organizations that have demonstrated extraordinary commitment, leadership, and success in implementing and expanding quality Linked Learning opportunities. The 2017 Champions were honored at the **Linked Learning Convention 2017 "Breakfast of Champions"** in January. The 2017 Linked Learning Champions are:



EDUCATOR CHAMPION

JOAN BISSELL, *Dir. of Teacher Education and Public School Programs, CSU Chancellor's Office*

Dr. Joan S. Bissell is the Director for Teacher Education and Public School Programs for the California State University (CSU) Chancellor's Office. Dr. Bissell leads the CSU Mathematics and Science Teacher Initiative and other system-wide programs. She provides critical guidance to the development and expansion of teacher pathways, drives policy change to address the need for qualified Linked Learning teachers, and champions Linked Learning as an evidence-based approach to preparing students for college, career and life. Bissell serves as the Chancellor's Office liaison with the CSU Collaborative for the Advancement of Linked Learning, a CSU Long Beach led consortium of CSU campuses that has achieved major advances in the preparation of new teachers, counselors and administrators to be successful in Linked Learning pathways. Dr. Bissell's leadership in the CSU has been instrumental in establishing Linked Learning as a priority, forging significant connections with partners, identifying key opportunities and encouraging a research agenda supportive of the Linked Learning field.



POLICYMAKER CHAMPION

FORMER GOVERNOR BOB WISE, *President, Alliance for Excellent Education*

Former West Virginia Governor Bob Wise is President of the Alliance for Excellent Education (the Alliance), a national policy and advocacy organization dedicated to ensuring that all students, particularly those who are traditionally underserved, graduate from high school ready for success in college, work, and citizenship. Led by Gov. Wise since 2005, the Alliance is a respected advocate for the development and implementation of federal and national policies that support effective high school reform and increased student achievement. Linked Learning is one of the key education policy issues the Alliance promotes. Through experiential site visits, federal policy analysis and strategic advocacy, Gov. Wise and his team play a major role in building awareness of Linked Learning effectiveness to federal policymakers in Congress, the White House, and the U.S. Departments of Education and Labor.

EMPLOYER CHAMPION

THE WONDERFUL COMPANY

The Wonderful Company's signature high school program, Wonderful Agriculture Career Prep (Ag Prep), is an innovative career pathways program that aligns high schools, colleges and industry to create real-world learning experiences that prepare students for the high-tech jobs of the future. With close attention paid to the four core components of Linked Learning, the Ag Prep initiative demonstrates how Linked Learning can be implemented with high quality in smaller rural high schools and districts. The four-year program offers students courses taught by college professors, allowing participants to complete their academic requirements and earn an associate degree by high school graduation. Students also participate in intensive work-based learning experiences each year, with significant involvement from local industry partners. Graduates from Ag Prep can choose between accepting well-paying skilled career positions within The Wonderful Company, or entering a four-year college as a junior.



THE ANNE B. STANTON IMPACT CHAMPION

DAVID RATTRAY, *Executive Vice President, Los Angeles Chamber of Commerce*

David Rattray oversees the Center for Education Excellence and Talent Development at the Los Angeles Chamber of Commerce and serves as the President and Executive Director of UNITE-LA, an organization dedicated to building partnerships that make it possible for youth in Los Angeles to have equal access to education and high level job training resulting in a thriving local economy. Mr. Rattray serves as chair of the Linked Learning Alliance Board of Directors and was instrumental in establishing a foundation for the Linked Learning movement more than a decade ago. He leads the policy advocacy and employer engagement efforts in California to incentivize the expansion of Linked Learning opportunities for students.

RESOURCES & FINANCIAL MANAGEMENT

Independent audit conducted by GILBERT ASSOCIATES, INC.

ASSETS

CURRENT ASSETS	2017	2016
Cash and cash equivalents	$2,769,178	$4,464,874
Grants receivable	1,300,000	2,000,000
Accounts receivable	11,250	5,157
Prepaid expenses	4,247	-
TOTAL CURRENT ASSETS	**$4,084,675**	**$6,470,031**
PROPERTY AND EQUIPMENT, NET	**$1,444**	**$-**
TOTAL ASSETS*	**$4,086,119**	**$6,470,031**

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES	2017	2016
Accounts payable	$148,686	$234,312
Deferred revenues	55,697	34,000
TOTAL CURRENT LIABILITIES	**$204,383**	**$268,312**
NET ASSETS		
Unrestricted	$377,955	$161,599
Temporary restricted	3,503,781	6,040,120
TOTAL NET ASSETS	**$3,881,736**	**$6,201,719**
TOTAL LIABILITIES AND NET ASSETS*	**$4,086,119**	**$6,470,031**

*In 2015-2016, The Alliance received grants specifically to invest in the development of Linked Learning Analytics and Linked Learning Certification, which is reflected by a $2M difference in assets from 2015-2016 to 2016-2017. With these projects now fully implemented, they will be an avenue for generating revenue and maintaining sustainability for the Alliance.

REVENUES AND EXPENSES

REVENUES	Unrestricted	Temporarily Restricted	Total
Grants and contributions	$96,100	$1,570,000	$1,666,100
Program event income	418,532	-	418,532
Service agreement income	287,874	-	287,874
Interest and other income	6,182	-	6,182
Net assets released from restrictions	4,106,339	(4,106,339)	-
TOTAL REVENUES	**$4,915,027**	**$(2,536,339)**	**$2,378,688**

EXPENSES	Unrestricted	Temporarily Restricted	Total
Program services	$3,956,161	$-	$3,956,161
Supporting services			
• General and administration	706,719	-	706,719
• Fundraising	35,791	-	35,791
TOTAL SUPPORTING SERVICES	**$742,510**	**$0**	**$742,510**
TOTAL EXPENSES	**$4,698,671**	**$0**	**$4,698,671**
INCREASE (DECREASE) IN NET ASSETS	**$216,356**	**$(2,536,339)**	**$(2,319,983)**
NET ASSETS, BEGINNING OF YEAR	**$161,599**	**$6,040,120**	**$6,201,719**
NET ASSETS, END OF YEAR	**$377,955**	**$3,503,781**	**$3,881,736**

2016 – 2017 SPONSORS AND FUNDERS

Funders

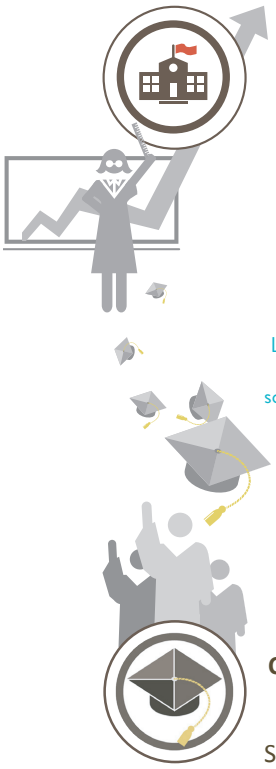
- The James Irvine Foundation
- JP Morgan Chase & Co.
- The California Endowment
- California Workforce Development Board (through a sub-grant from California Foundation for Commerce and Education)
- IBM

Sponsors

- JPMorgan Chase & Co.
- Pacific Gas and Energy
- CSU Chancellor's Office
- CSU Collaborative for the Advancement of Linked Learning
- Hobsons
- Sutter Health
- The Resnick Family Foundation – the Wonderful Company

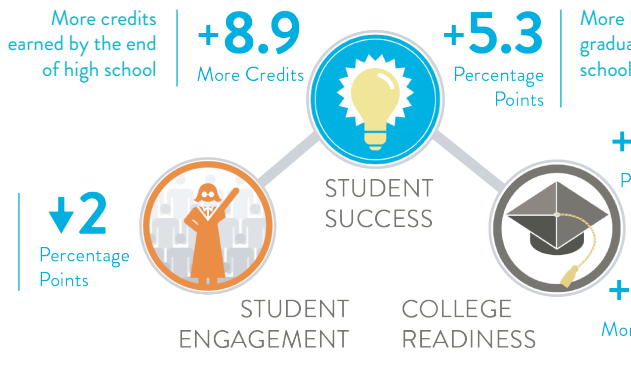
THE LINKED LEARNING ADVANTAGE

SRI International has conducted a rigorous, multimethod evaluation of the Linked Learning District Initiative. SRI's seventh annual evaluation reported on the progress of the 39 certified Linked Learning pathways that participated as part of the initiative. The report was released in December 2016. This infographic summarizes the evaluation report's findings on student engagement and achievement outcomes of Linked Learning students.



ACADEMIC SUCCESS

(SEE SOURCE 1)



Students in **certified Linked Learning pathways completed more college preparatory courses** compared with similar peers in traditional high school programs.

Certified pathways retained students who otherwise might have left high school prior to senior year and were originally unlikely to pursue the full college preparatory curriculum.

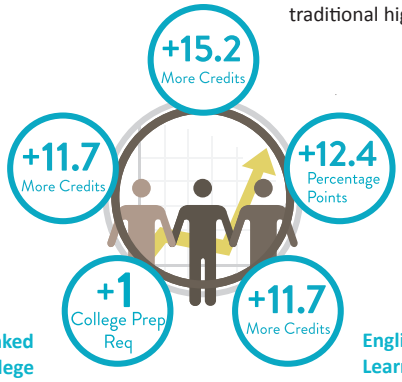
Students who entered certified pathways with low prior achievement were **2.0 percentage points less likely to drop out, 5.3 percentage points more likely to graduate**, and accumulated **8.9 more credits and 0.9 more college preparatory requirements** than similar peers in traditional high school programs.

IMPROVING EQUITY

(SEE SOURCE 1)

African American students in certified Linked Learning pathways earned 15.2 more credits than similar peers in traditional high school programs.

On average, **Latino students in certified pathways were less likely to drop out and more likely to graduate, and accumulated more credits** – equivalent to more than two courses – compared to similar peers in traditional high school programs.



Among **African Americans** who enrolled in a postsecondary institution, certified pathway students were **12.4 percentage points more likely to enroll in a four year college** than their peers in traditional high school programs.

English language learners in certified Linked Learning pathways completed one more college prep requirements than similar peers in traditional high school programs.

English language learners in certified Linked Learning pathways earned more credits – equivalent to more than two courses – compared to their peers in traditional high school program.

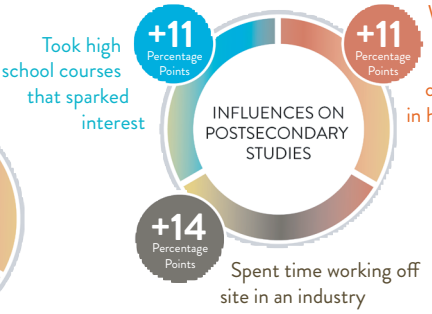
COLLEGE & CAREER READINESS

(SEE SOURCE 1)

Linked Learning students reported that their pathway experiences helped them develop skills needed for success after high school, including 21st Century skills, productive dispositions and behaviors, and professionalism.



Linked Learning students going to college rated high school influences as more important to their choice of postsecondary goals and plans than comparison students.



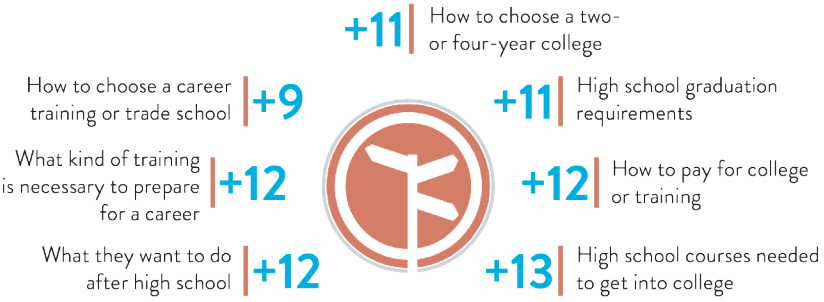
Linked Learning students who had jobs during the year, after high school graduation, were more likely than comparison students to have help from a working professional in finding a job and were more likely to have a job with good benefits.





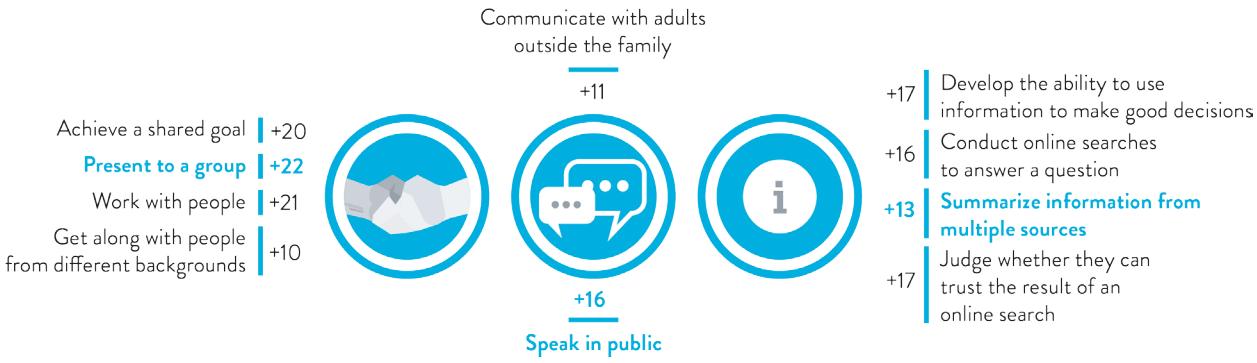
Linked Learning students reported more guidance from school staff regarding postsecondary goals compared to peers (percentage point difference)

(SEE SOURCE 1)



Linked Learning students were more likely than peers to report improved 21st Century skills

(SEE SOURCE 2)



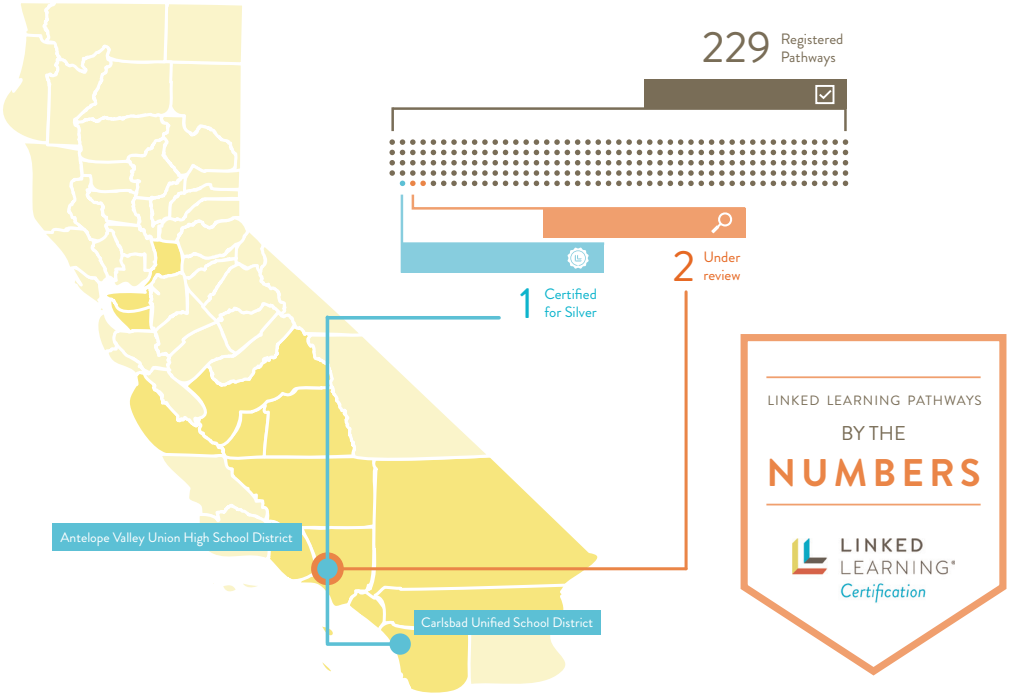
SOURCE 1: SRI INTERNATIONAL. (2016) TAKING STOCK OF THE CALIFORNIA LINKED LEARNING DISTRICT INITIATIVE. SEVENTH-YEAR EVALUATION REPORT.
SOURCE 2: SRI INTERNATIONAL. (2014) TAKING STOCK OF THE CALIFORNIA LINKED LEARNING DISTRICT INITATIVE. FIFTH-YEAR EVALUATION REPORT.

LINKED LEARNING CERTIFICATION

Since the launch of the Linked Learning Certification in January 2017, over 200 pathways in the United States, Canada, and India have registered, with one pathway reaching certified silver status.

45 districts

24 counties

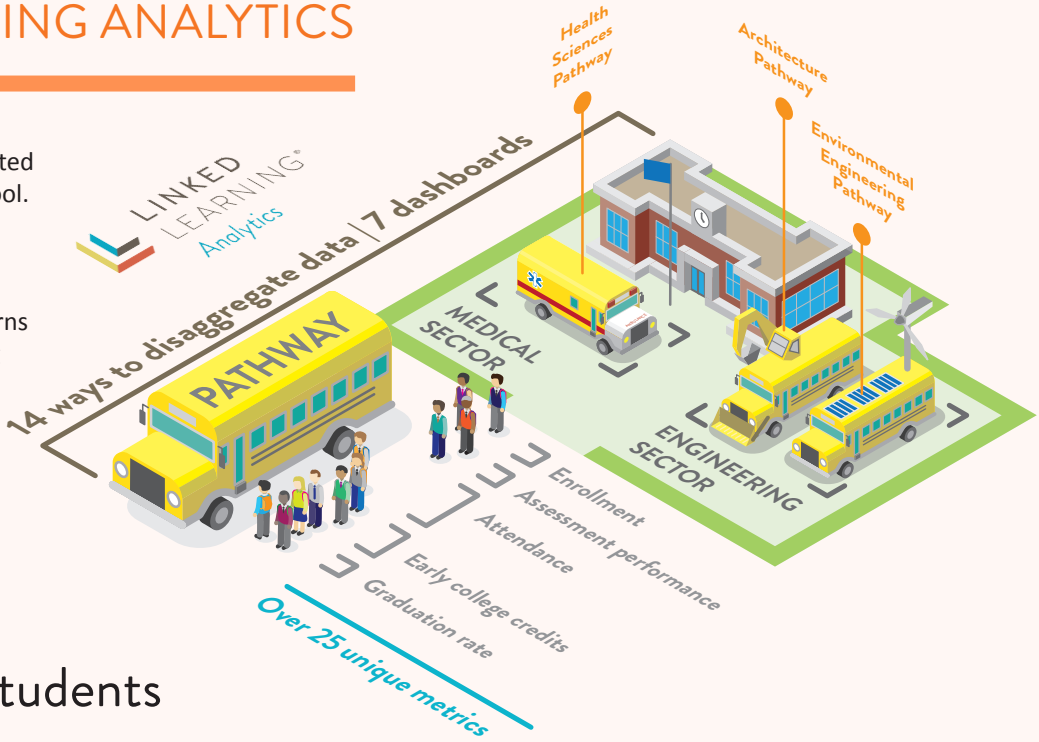


LINKED LEARNING ANALYTICS

In April 2017, the Alliance debuted the Linked Learning Analytics tool. Analytics tells a comprehensive story about students, detailing college and career readiness indicators and transitions patterns to postsecondary while offering performance dashboards and predictive analytics. Analytics paves the way for actionable student data.

12 participating school districts

75,000 students



LAUNCHPATH

Since its inception, LaunchPath has disproven the myth that work-based learning is not scalable by successfully matching 2,000 internships. The LaunchPath team credits the growth to the creation of the intermediary profile. The intermediary user helps to connect employers and students and can co-manage work-based learning experiences for employer partners. Currently, Chambers of Commerce, Workforce Investment Boards, and non-profits have been the leading intermediaries in LaunchPath regions. Other new features include the addition of the New World of Work's 21st-century skills badges and LaunchPath customizations which reflect local branding and can be tailored to specific partnership networks. Our implementation sites include cities in California (San Diego, Sacramento, West Sacramento, and Sonoma), Oregon (Portland and East Cascade), and Washington (Seattle).

LaunchPath is a joint project of the Foundation for California Community Colleges, and the Linked Learning Alliance, made possible through funding by JPMorgan Chase Global Philanthropy and sustained through a series of public and private support.

To learn more visit: www.launchpath.com

2017 LINKED LEARNING SCHOLARSHIP WINNERS

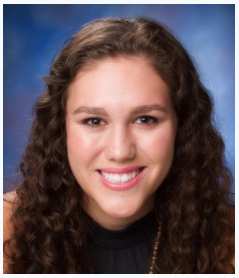
The Alliance awarded scholarships to five outstanding pathway students in 2017. The students were required to submit letters of recommendation from a teacher and a work-based learning experience supervisor. The scholarship is open to all senior year students from pathways that have achieved candidate level or above in the Linked Learning Certification.



ALONDRA DELGADO attended Don Antonio Lugo High School and participated in the Lugo Engineering and Design Academy (LEAD) in Chino, CA. Delgado completed an internship at the Maintenance & Operations division at Chino Valley Unified School District. She attends California State Polytechnic University, Pomona and would like to pursue a major in architecture.



JESSALYN OAKLEY attended Harmony Magnet Academy and participated in the Academy of Engineering in Porterville, CA. Oakley completed an internship with the City of Porterville Parks and Leisure Summer Nights. She attends NewSchool of Architecture and Design and would like to pursue a major in architecture.



SHAYE RAMIREZ attended Harmony Magnet Academy and participate in the Academy of Engineering in Porterville, CA. Ramirez completed an internship with the City of Porterville Parks and Leisure Summer Nights. She attends University of California, Santa Barbara and would like to pursue a major in pediatric surgery.



PAOLA HERNANDEZ attended Pasadena High School and participated in the Law and Public Service Academy in Pasadena, CA. Hernandez completed an internship with the Pasadena Police Department. She attends California State University, Los Angeles and would like to pursue a major in criminal justice.



AMANDA VUE attended Health Professions High School in Sacramento, CA. She completed an internship with the LGBT Support Services Program for the Sacramento City Unified School District. She attends University of California, Davis and would like to pursue a major in biological sciences.

LINKED LEARNING COURSE LIST

In April 2017, the Linked Learning Alliance was awarded "Program Status" by the University of California Office of the President (UCOP), allowing for the establishment of a Linked Learning Course list. Program Status allows a program or organization to submit courses directly to UC for approval of a standardized curriculum that is taught in several high schools.

As a result, more students will be able to simultaneously complete an a-g and CTE sequence, confirming skill proficiency and 4-year college eligibility.

Signature elements of Linked Learning courses include: Rigor, Relevance, Authentic Assessment, Interdisciplinary Learning, Integrated Work-Based Learning, Student Agency, Preparation for College and Career Transitions, and Equity and Access.

The two approved Linked Learning courses are:

1. Cybersecurity (UC/CSU: 'g'); CTE Sector: Information and Communications Technology – Information Support & Service).

2. Manufacturing & Prototyping (UC/CSU: 'g'); CTE Sector: Manufacturing and Product Development – Machining & Forming Technologies.

As the course list expands, more pathways will be supported in implementing an integrated program of study. The Linked Learning Alliance will continue to obtain input from Linked Learning districts to inform future course developments.

SECOND ANNUAL WHITE HOUSE SUMMIT

The Obama Administration convened the White House's second annual summit on Next Generation High Schools on September 12, 2016. The focus of this meeting was to highlight the progress states and districts are making in transforming secondary schools, and to share evidence-based strategies for high school improvement. The White House featured Linked Learning at the Summit. Bernard McCune, Oakland Unified Deputy Chief for Post-Secondary Readiness, was one of the main speakers in the opening plenary session to highlight how the Oakland Unified School District is implementing Linked Learning as a strategy for improving high school. Jobs for the Future and the Alliance for Excellent Education provided convening support and coordination for the White House.

STRATEGIC COMMUNICATIONS

Over the last year, our strategic communications efforts has enhanced how we interact with the Linked Learning field, and more people are using social media to engage with Linked Learning than ever before.

The total *'likes'* on our **Linked Learning Facebook** page has doubled and our post reach continues to increase.

Our **Instagram (@linkedlearning)** account is growing in its followers and continues to share dynamic visuals from site visits and other highlights from the field.

Engagement and the number of impressions through **Twitter (@linked_learning)** continues to grow along with our followers.

Visits to **LinkedLearning.org** between July 1, 2016 and June 30, 2017: 99,204 visits.

LINKED LEARNING CONVENTION 2017

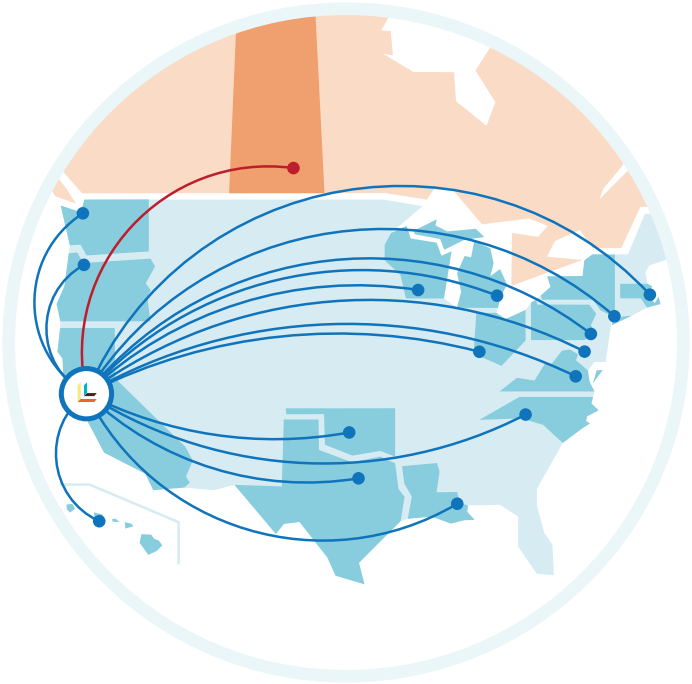
With the 3rd annual Linked Learning Convention the Linked Learning field continues to grow. There were more opportunities for leaders in the Linked Learning field to learn and collaborate together. This year's convention included new avenues for research, exploration and interaction.

877
ATTENDEES

From 16 states and 1 province

18,058
WEBSITE VISITS

(Oct. 2016 - Jan. 2017)



783
PEOPLE REACHED

Average per week

23,000
IMPRESSIONS

Over a span of three days

WHAT WAS NEW IN 2017

Exhibit Hall
Included a Linked Learning "Swag Store" and a Linked Learning Certification and Analytics Lounge.

Job-alike time
Participants met with others who have similar jobs as them.

Work-based learning for LL Students
25 interns were hired as convention staff. They also had informational interviews with professionals.

Lunch with LL Students
Delegates met with students to see what it's like to be a Linked Learning Student.

Research roundtable
Leading practitioners were able to engage in discussing research questions from the field.

LL course discussions
A half-day pre-session was dedicated to discussing Linked Learning course content and teaching methods.

Policy strand added

Maker space
A space was dedicated to encourage hands-on learning.

LINKED LEARNING® ALLIANCE

MAJOR MILESTONES

This timeline summarizes key milestones that have significantly advanced the Linked Learning field as a result of the Linked Learning Alliance's coordination and leadership over the past 10 years.

2006 - James Irvine Foundation assembled coalition to reimagine high school education

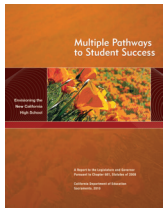
2006 - ConnectEd established to support high quality linked learning practice

2009 - Linked Learning District Initative launched

Linked Learning Alliance Leadership Council established

Christopher Cabaldon named Alliance executive

Capitol Impact hired to provide management services



Multiple Pathways to Student Success released by California Department of Education

2010

2011

Linked Learning Career Practicum approved

SB 1070 chartered, creating first continuous pathway funding source

Linked Learning definition added to California education code

2012

California Linked Learning Pilot Program established

College and Career

2013 - Board of Education approves CCI as part of the education system

$500 allocated fo California C Pathways T (CCPT

2013

Linked Learning Convening establ as an annual even

Five Regional Enga conducted across

Field identity logo launched

2,000 ..... Number of students in Link as measured by Certifica

$900M
awarded to 265 grantees for career and technical education

Readiness Indicator (CCI)

2016 - First iteration of California's CCI introduced

79
pathways awarded for grants between 2014 and 2015

AB 288 became law, creating capacity to increase dual enrollment opportunities

AB 2063 reduced obstacles in work-based learning experiences

Recognized at White House's Next-Generation High Schools summit



LLA obtains program status from UC Office of the President

2017

LINKED LEARNING® *Certification*

Linked Learning Certification launched

271 Pathways Registered*



3 Silver Cerified Pathways approved*



LINKED LEARNING® *Analytics*

Linked Learning Analytics launched, serving 11 districts in California

2016

Linked Learning Scholarship established

2015

LINKED LEARNING ALLIANCE

Non-profit status and governance established
- Board of Directors
- Councils
- Panels

Linked Learning Convention established as an annual event

LAUNCHPATH™

2015 - LaunchPath piloted

2016 - Developed first custom instance for San Diego COE

2017 - Expanded instance network to four more locations, brokering 2,000 internship matches

2014

Linked Learning Champion Awards established

ed Learning pathways ..... 85,000 .....
tion and Analytics

*These figures reflect Certification data as of September 2017

2018 LINKED LEARNING CONVENTION

ANAHEIM, CA
FEB. 12-14

SCALING STRATEGIES FOR SUCCESS

#LLCON2018 #LINKEDLEARNING

DON'T MISS OUT

on this unique opportunity for networking, strategic, and professional learning for peers. The convention brings together more than 900 leaders in K-12 and postsecondary education, business, work force, research, policy and nonprofit for thoughtful discussion and learning aimed at ensuring all students are well prepared for college, career, and life. Attendees will be able to hear from dynamic speakers, participate in interactive breakout sessions, learn through experiential site visits, and interact with Linked Learning students.

2018 Linked Learning Convention will focus on:

CONNECTING THE REAL WORLD AND THE CLASSROOM
INTEGRATED LEARNING

ALL EYES ON EQUITY
COLLEGE AND CAREER FOR ALL

LEADING BY EXAMPLE
STRENGTHENING THE FOUNDATION OF LEADERSHIP IN LINKED LEARNING

ALL IN
BUILDING SUCCESSFUL REGIONAL AND CROSS-SECTOR PARTNERSHIPS

ENSURING SUSTAINABILITY
SCALING INFRASTRUCTURE THROUGH LOCAL, STATE, AND FEDERAL POLICY

PROOF POINTS
ANALYTICS, DATA, AND RESEARCH THAT ADVANCE LINKED LEARNING

THE FUTURE IS NOW
KEEPING PACE WITH THE CHANGING WORLD OF WORK

THE CRITICAL EDUCATOR WORKFORCE
TEACHER PATHWAYS AND ADVANCING PREPARATION OF CTE TEACHERS

For more information:

linkedlearning.org/convention-2018

info@linkedlearning.org

916-248-4848

Co-hosts

ADVANCE CTE
State Leaders Connecting Learning to Work

CSU The California State University

California Community Colleges
Chancellor's Office

Pathways to Prosperity

Foundation for California Community Colleges

California Workforce Development Board

Sponsors

JPMorgan Chase & Co.

CSU The California State University

Sutter Health Plus
Your Health Plan