

ICCB Pre-Conference: Scaling Apprenticeship

Part 1 - Sharing a Vision



July 14, 2026

Education Design Lab

ICCB Pre-Conference: Scaling Apprenticeship

Sharing a Vision

SESSION FLOW

01	Welcome + Introductions	
02	Context Setting	15 min
03	Headlines from the Future	10 min
04	Pre-Mortem	15 min
05	Gallery Walk	20 min
06	Break	40 min
07	Roundtable Discussions	15 min
08	Group Discussion	20 min
09	College Team Action Planning	25 min
		30 min

Table Activity: Context Setting

Reflect on where you can influence this work and identify practical next steps for moving ideas into action.

Where is my sphere of influence connected to this work?

- What role does apprenticeship currently play at your institution?
- What is one opportunity and one challenge you are experiencing today as you think about the prospects for growing apprenticeship at your institution?

Share-Out from your Table

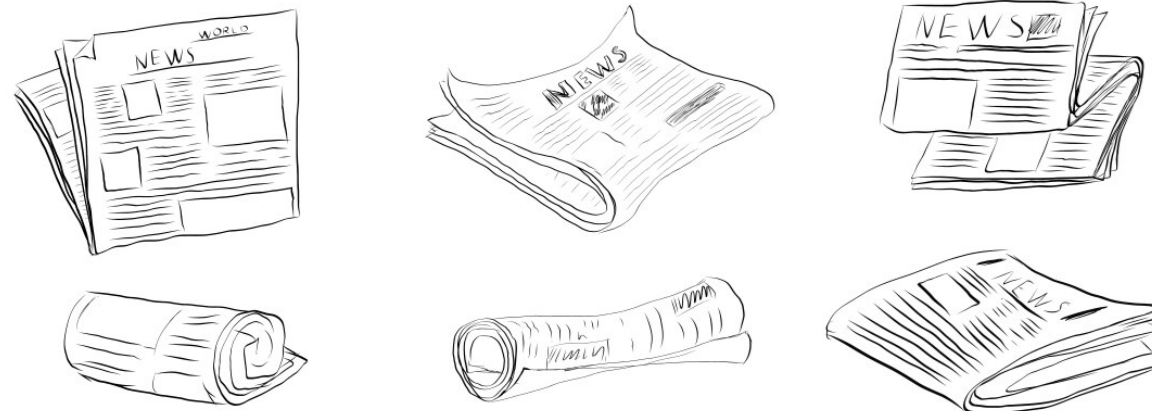
- 1 promising idea
- 1 actionable next step



Headlines of the Future

Imagine it's the year 2031 - Your college's apprenticeship expansion effort has been a resounding success. After some initial challenge, your solution is having a huge impact on the world in ways you'd never even imagined. What does the world look like? How has your project evolved? What is it famous for? Who is getting credit?

What's the headline? What did you achieve, who benefited, and why did it matter?



Pre-Mortem

Imagine Failure

Three years later...Apprenticeship growth stalled..

Why did it fail?

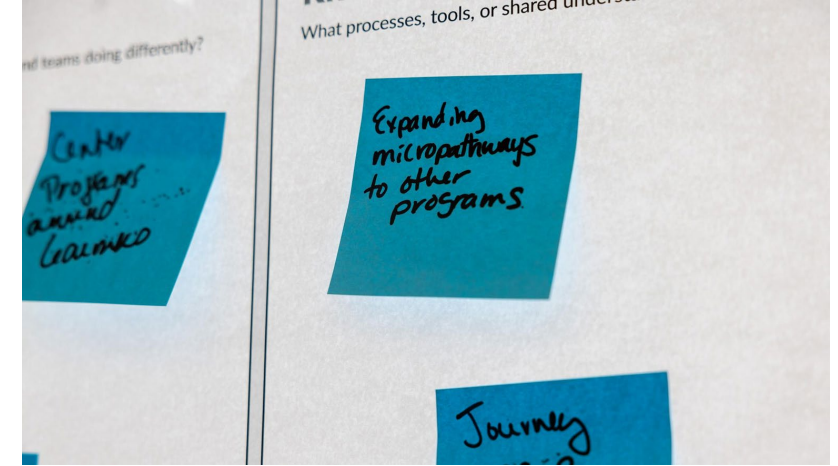
What risks could prevent success?

•What do you feel is your greatest challenge to success?

Share-Out from your Table

- 1 challenge
- 1 actionable next step to mitigate





Readiness Assessment Gallery Walk



Readiness Assessment Gallery Walk (3:05 PM | 40 min)

Participants rotate through 5 stations:

1. Strategy & Governance
2. Pathways & Academic Design
3. Student Success
4. Employer Partnerships
5. Operations, Data & Finance

At each station:

- Review readiness criteria
- Think about the current status of your institution
- Discuss strengths and gaps

Five Buckets of Apprenticeship Preparedness

Visit each poster, discuss the questions, and leave your reflections on sticky notes.

1

**Institutional Strategy
& Governance**

Who owns apprenticeship?

2

**Pathway Architecture
& Academic Redesign**

*How clear are
apprenticeship pathways?*

3

**Student-Apprentice
Success Model**

*How are apprentices
supported as both students
and workers?*

4

**Employer Ecosystem
& Partnership
Development**

*How consistent is the
employer experience?*

5

**Operating Model,
Data, Finance &
Continuous
Improvement**

*Which systems support
growth today?*

1

PREPAREDNESS BUCKET 1 OF 5



APPRENTICESHIPS
FOR AMERICA

Institutional Strategy & Governance

Ideal state: *The institution has the leadership structures, alignment, and resource commitments needed to move apprenticeship from an isolated initiative to an institutional strategy.*

WHAT GOOD LOOKS LIKE

- Shift apprenticeship from grant-funded or personality-driven activity to an institutional strategy
- Name an executive sponsor, cross-functional owners, decision rights, and budget commitments
- Align apprenticeship with the strategic plan, Guided Pathways, and the regional workforce mission
- Establish shared ownership across academic affairs, student services, workforce, and administration



DISCUSS AT THIS POSTER

- Who owns apprenticeship?
- How are decisions made?
- Is apprenticeship embedded in institutional strategy?



YOUR TAKE

*Add a sticky: one strength,
one gap, one next step.*

2

PREPAREDNESS BUCKET 2 OF 5



APPRENTICESHIPS
FOR AMERICA

Pathway Architecture & Academic Redesign

Ideal state: *The institution has designed clear, accessible apprenticeship pathways that connect work-based learning with academic credentials and advancement opportunities.*

WHAT GOOD LOOKS LIKE

- Map on-ramps, related technical instruction, on-the-job learning, credit, and advancement milestones
- Build stackable maps for working adults with cohort schedules and clear progression
- Integrate industry credentials, prior learning assessment, and documented workplace competencies
- Support learners moving from entry-level skills to credentials, degrees, and career advancement



DISCUSS AT THIS POSTER

- How clear are apprenticeship pathways?
- Where do learners encounter friction?
- How is workplace learning recognized?



YOUR TAKE

*Add a sticky: one strength,
one gap, one next step.*



Student-Apprentice Success Model

Ideal state: *The institution provides a comprehensive support model that recognizes apprentices as both students and workers and supports persistence, completion, and advancement.*

WHAT GOOD LOOKS LIKE

- Scale advising, coaching, tutoring, and case management for apprentices as students and workers
- Track attendance, academic progress, skill attainment, early alerts, and completion
- Embed equity, affordability, wraparound support, and employer communication from the start
- Develop proactive supports tailored to the needs of working adult learners



DISCUSS AT THIS POSTER

- How are apprentices supported as both students and workers?
- What barriers impact persistence and completion?
- What supports are missing?



YOUR TAKE

*Add a sticky: one strength,
one gap, one next step.*

4

PREPAREDNESS BUCKET 4 OF 5



APPRENTICESHIPS
FOR AMERICA

Employer Ecosystem & Partnership Development

Ideal state: *The institution builds sustainable employer partnerships that support apprenticeship growth, quality, and alignment with workforce needs.*

WHAT GOOD LOOKS LIKE

- Move from one-off relationships to a managed portfolio, sector strategy, or intermediary model
- Standardize employer recruitment, onboarding, agreements, mentor training, and communication
- Organize intermediary functions: program development, engagement, monitoring, account management
- Create systems for ongoing employer feedback and partnership improvement



DISCUSS AT THIS POSTER

- How consistent is the employer experience?
- How are employers engaged beyond program participation?
- What would strengthen employer retention?



YOUR TAKE

*Add a sticky: one strength,
one gap, one next step.*

5

PREPAREDNESS BUCKET 5 OF 5

Operating Model, Data, Finance & Continuous Improvement

Ideal state: *The institution develops the infrastructure, resources, and improvement systems needed to sustain and scale apprenticeship beyond pilots and grants.*

WHAT GOOD LOOKS LIKE

- Define staffing, technology, business processes, and a funding model beyond pilots and grants
- Build dashboards for compliance, quality, apprentice progress, employer feedback, and outcomes
- Apply the Guided Pathways lesson: scaling requires whole-college redesign, not one-off fixes
- Use data and continuous improvement to refine programs, allocate resources, and improve outcomes



DISCUSS AT THIS POSTER

- Which systems support growth today?
- Which systems would become bottlenecks at scale?
- How is success measured?



YOUR TAKE

*Add a sticky: one strength,
one gap, one next step.*

Individual Sticky-Note Round

For your organization, complete at least one green, yellow, and red sticky at each station.

Write one action per sticky.

STICKY NOTE COLOR KEY

GREEN

Things you're doing now:
Active practices or programs
already in place.

YELLOW

Things you could do but aren't
yet: Opportunities within
reach.

RED

Pain points or missing pieces:
Gaps, breakdowns, or unclear
ownership.



Five Buckets Table Discussion



Talk It Through, Then Capture Your Top 3s

30 MIN



Current State

- What is working well today?
- What progress has your institution made?



Challenges

- What barriers are preventing further growth?
- Where do responsibilities or processes break down?



Lessons Learned

- What has your institution learned through experience?
- What advice would you offer another college?



Opportunities

- What one change could have a meaningful impact?
- What should institutions prioritize in the next 12-24 months?



YOUR TABLE'S OUTPUT

- **Top 3 challenges**
- **Top 3 lessons learned**
- **Top 3 recommendations for colleges strengthening apprenticeship**

***Recorder:** capture key themes as you go. Each table gives a brief report-out at the end.*

Dive Deeper: Priority Area Table Discussions

30 MIN

Go deeper on the priority areas from the Gallery Walk, learn from peer institutions, and surface practical actions that strengthen apprenticeship systems.

HOW IT WORKS

- 1 Choose your table**
Self-select into the priority area most relevant to your institution or role.
- 2 Discuss**
Work through the prompts: current state, challenges, lessons learned, opportunities.
- 3 Capture**
Your recorder notes the top 3 challenges, top 3 lessons, and top 3 recommendations.
- 4 Report out**
Each table shares a brief summary of key themes with the full room.

PICK YOUR TABLE

- 1 Institutional Strategy & Governance**
- 2 Pathway Architecture & Academic Redesign**
- 3 Student-Apprentice Success Model**
- 4 Employer Ecosystem & Partnership Development**
- 5 Operating Model, Data, Finance & Continuous Improvement**



Group Discussion





Making Scaling Work



Making Scaling Work

Talk about the Scale itself.

- 1) What is useful about the scale framework?
- 2) What didn't seem to work as well?
- 3) How do you think your school would react to a self-assessment exercise like this? How might it help move the school forward in its apprenticeship journey? What worries might you have?

FRAMING QUESTIONS

- How many people would rate themselves as ready on a majority of criteria?
- Why are these significant/emerging challenges?
- Who is the room is actively work on these challenges? Ask for volunteers to discuss this work in the following section.



College Team Action Plan



Next Steps for Apprenticeship Growth

15 MIN

Return to your college team. Turn today's insights into one immediate, actionable next step for your institution. Focus on feasibility, not scale.

TALK THROUGH AS A TEAM

- What stood out most for our institution today?
- Where are we most ready to act?
- What barrier, if addressed, would unlock the most progress?
- Who needs to be involved to move this forward?
- What is a realistic first step we can take within 30-60 days?



LEAVE WITH FIVE ONES

1

1 priority focus area

1

1 concrete next step *something you can start in 30-60 days*

1

1 owner *or lead role*

1

1 stakeholder group *to engage next*

1

1 anticipated barrier *to address early*

Capture your plan on the worksheet at your table.



Wrap up

