

# Crosswalking industry-recognized credentials as the starting point for systemwide stackable credentials

SHEEO – August 10, 2022



# Introductions



**Stacy Townsley, Ph.D.**  
Vice President, Adult  
Strategy and Statewide  
Partnerships  
**Ivy Tech Community  
College**



**Michael Voss, M.A.Ed**  
Dean of Instruction  
Applied Sciences & Technology, Business,  
CIS, and Justice Studies  
**Mesa Community College**  
*Maricopa Community College System*



**Wilson Finch**  
Vice President, Initiatives  
**CAEL**

# Agenda

- What are crosswalks?
- Value of crosswalks
- Examples from the field
- Questions

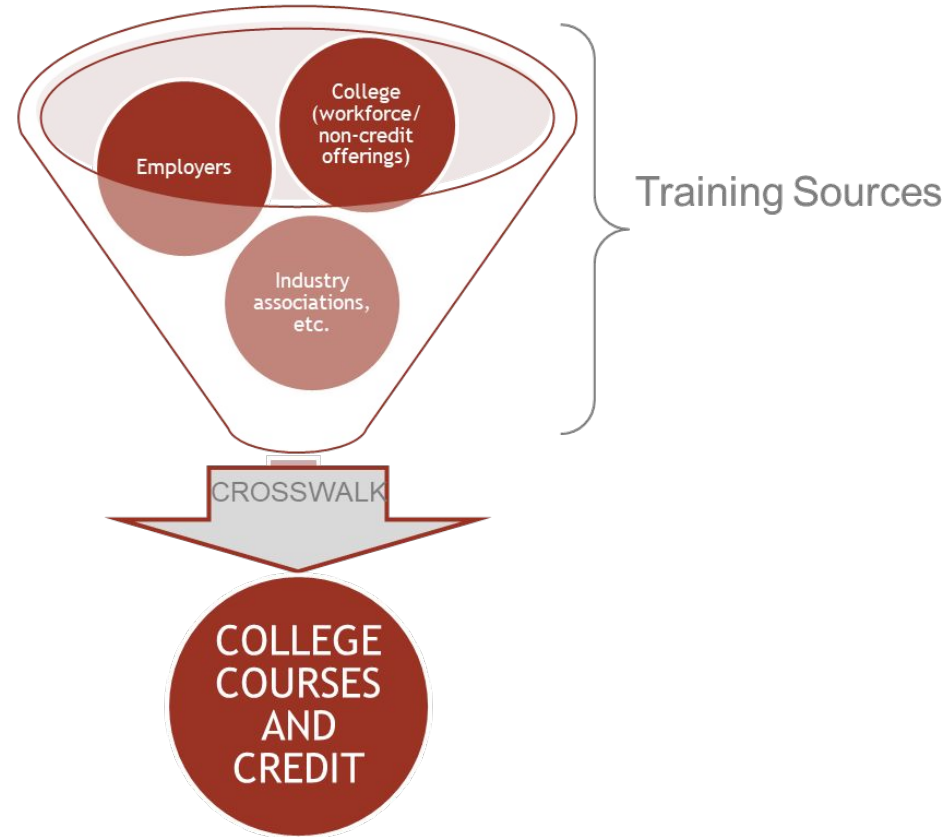
# Industry-to-Credit Crosswalks



A crosswalk is a roadmap created by subject matter experts that **aligns** certification, industry trainings, or other high-level learning with for-credit academic learning or classes at an institution.

Goal is to establish a process that allows students to **gain credit** for successfully completing **industry standard certifications** or other **validated** and **high-level industry training(s)**.

# Crosswalk Concepts



# Crosswalks – Viable College Options

- Institution to Institution
- National Standardized Exams
- **Industry Standards or Certifications**
- Industry Training Programs

# Why States and Systems Utilize Articulation Crosswalks

- Workforce system benefits
  - Adding value to EPTLs
  - Pathways for clients
- Employers
  - Reduced costs of tuition assistance programs for employees
  - Added value for employer-provided trainings
  - Pathways for internal promotion
  - Closer alignment of job competencies with college curriculum
  - Tangible partnerships with local institutions
- Higher education system benefits
  - Enrollment pathways
  - Reduced cost of attendance and time to degree
- Multi-system benefits
  - Opportunity to practice cooperation
  - Cross-sector understanding
  - Strengthened relationships



# Crosswalks in Context

- Grant funded capacity building and sustainability
- Consortium/system efforts – shared capacity
- Partnerships and Pipelines
  - Higher Education ↔ Business
  - Higher Education ↔ Workforce
- Common courses across institutions



# Examples from the Field



# Ivy Tech Community College and Credit for Prior Learning

Stacy Townsley, Ph.D.  
Vice President Adult Strategy and  
Statewide Partnerships



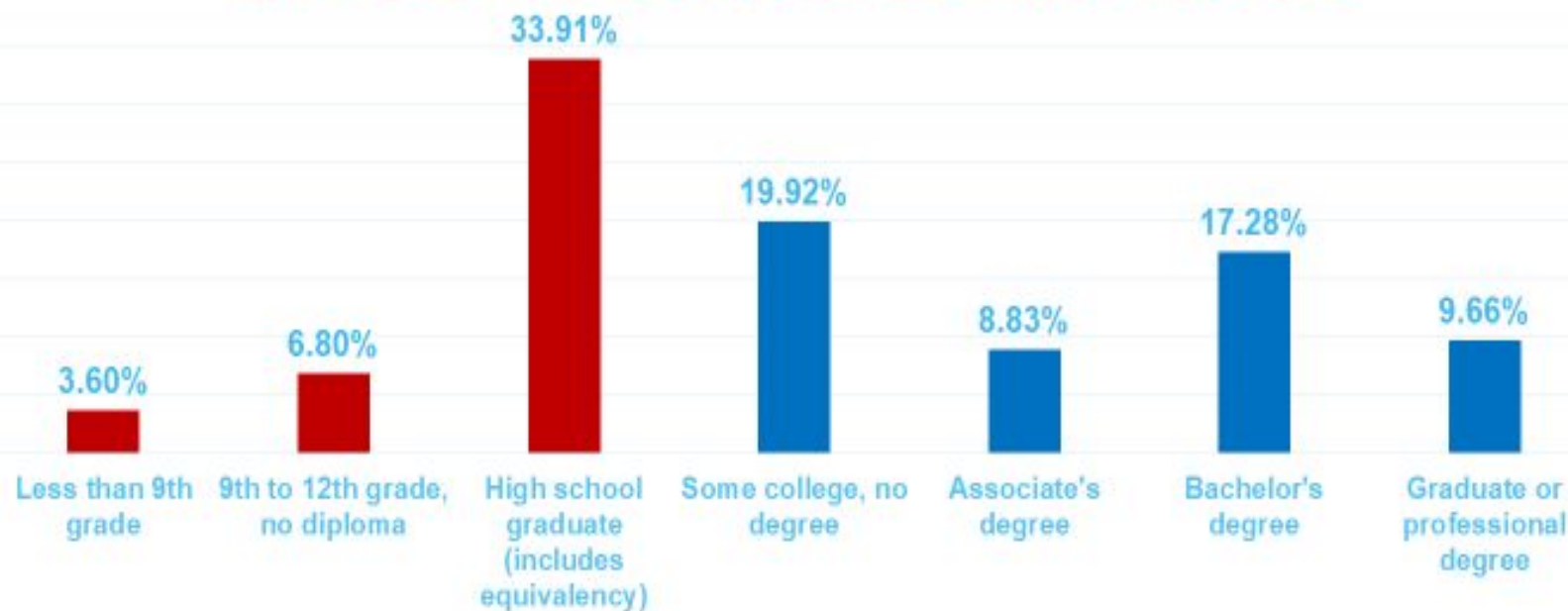
# Ivy Tech Community College



- Largest public postsecondary institution in Indiana – and largest singly-accredited statewide community college system in the country
- Accredited by the Higher Learning Commission of the North Central Association of College and Schools
- Serves over 160,000 students annually
- 19 campuses - more than 40 sites across the state



## All Hoosiers: 25 years & over in 2019



2,415,525

Source: American Community Survey



# Recognition of Industry Certifications



Most sub-associate credentials (certificates and technical certificates) include embedded industry certifications

- Industry certification preparation also provided through noncredit training courses
- State funding available for many of the credit & noncredit offerings

College developed extensive training and certification crosswalk (<http://www.ivytech.edu/pla>)

- 45+ programs, 450+ industry certifications/licensures





# CPL Refresh



Ivy Tech has robust crosswalks (national model) but much more can be done to make credit for prior learning (CPL) an integrated part of the learner experience and expedite credential completion timelines

**With CPL as strategic focus, in recent months Ivy Tech has:**

- ✓ Created statewide CPL coordinator community of practice
- ✓ Revised CPL-related policies and processes to facilitate CPL screening and awarding prior to learner enrollment
- ✓ Partnered with CAEL, ACE to develop tools and training
  - *Credit Predictor Pro* scheduled to launch this fall
- ✓ Developed model for CPL transfer
  - Purdue Global-Ivy Tech agreement announced February 2022



# CPL Expansion



- Ivy Tech awarded CARES Act funding from Governor's Workforce Cabinet to further expand/standardize CPL opportunities for adult learners
- Worked with CAEL to develop more expansive package of assessments by sector, starting with School of Business
  - Initial focus on developing *occupational crosswalks* as a way to help guide individuals seeking next steps based on skill sets and prior experience
- Goal is to combine this and other expansion work with overall CPL process improvement to significantly scale use of CPL



# Occupational Crosswalks

(Examples for School of Business)



# OCCUPATIONAL CROSSWALK OPPORTUNITIES



## BUSINESS SECTOR

## SUPPLY CHAIN CT

**Truck/Tank/Ship Loader  
Laborer/Warehouse Worker**



**Supply Chain  
Logistics Manager**

**JOB GROWTH (2016-2026)**  
**-1.67%**

**JOB GROWTH (2020-2028)**  
**9.59%**

**AVERAGE WAGE**  
**\$39,300**

**AVERAGE WAGE**  
**\$84,660**

**EDUCATION**  
**HS Diploma/Equivalent**

**EDUCATION**  
**Associate's Degree  
Supply Chain CT**

**LOCATION**  
**Online**



## Supply Chain Skills Profile

[ Transferrable Skills ]

[ IVY TECH Skills You Will Achieve ]

### ESSENTIAL (SOFT) SKILLS

- |                         |  |                       |
|-------------------------|--|-----------------------|
| ✓ Attention to Detail   | Advertising services                   | ❑ Leadership          |
| ✓ Information Gathering | ❑ Research State Insurance regulations | ❑ Organization        |
| ✓ Critical Thinking     | ❑ Decision Making                      | ❑ Creativity          |
| ✓ Resource Allocation   | ❑ Problem-solving                      | ❑ Teamwork            |
| ✓ Work Ethic            | ❑ Integrity                            | ❑ Conflict Management |
| ✓ Following Directions  | ❑ Oral/Written Communications          |                       |
| ✓ Professionalism       |  |                       |
| ❑ Access Media          |  |                       |

### OCCUPATIONAL SKILLS

- |   |  |  |
|---|--|--|
| ✓ Monitor transportation or shipping ops              | ❑ Ensure compliance with policies or regulations | ❑ Maintain parts or equipment inventory and logs |
| ✓ Estimate Project materials/labor                    | ❑ Monitor and ensure safety                      | ❑ Develop Ops budget                             |
| ✓ Employ weighing and measuring devices for transport | ❑ Repair and maintenance enforcement             | ❑ Manage Inventory or supplies                   |
| ❑ Monitor Processes, materials or surroundings        | ❑ Inventory items and resources                  | ❑ Determine chemical properties of material      |
| ❑ Monitor project risk and mitigation                 | ❑ Supervisor Workers Hiring and terminations     | ❑ Purchase materials and equipment               |
|   | ❑ Solve workplace problems                       |  |

# OCCUPATIONAL CROSSWALK OPPORTUNITIES



## BUSINESS SECTOR

## MSFT OFFICE SPECIALIST CT

### Office Administration Data Entry Keyers

JOB GROWTH (2016-2026)  
**-18.71%**

AVERAGE WAGE  
\$27,360

EDUCATION  
HS Diploma/Equivalent



### MSFT Office Specialist Medical Secretary

JOB GROWTH (2016-2026)  
**23.18%**

AVERAGE WAGE  
\$50,830

EDUCATION  
MICROSOFT OFFICE SPECIALIST  
CT

LOCATION  
*Online*  
*Indianapolis*



### MSFT Office Specialist Skills Profile

[ Transferrable Skills ] [ IVY TECH Skills You Will Achieve ]

#### ESSENTIAL (SOFT) SKILLS

- |                                  |                         |                    |
|----------------------------------|-------------------------|--------------------|
| ✓ Oral and Written Communication | ✓ Organization          | ☐ Professionalism  |
| ✓ Resource Allocation            | ✓ Information Gathering | ☐ Customer Service |
| ✓ Following Directions           | ✓ Work Ethic            | ☐ Time Management  |
| ✓ Attention to Details           | ✓ Critical Thinking     |                    |
| ✓ Integrity                      | ✓ Tech and Tool Usage   |                    |
|                                  | ✓ Decision-making       |                    |

#### OCCUPATIONAL SKILLS

- |                                       |                                   |                                   |
|---------------------------------------|-----------------------------------|-----------------------------------|
| ✓ Process medical records             | ☐ Business correspondence         | ☐ Collect, deposit, payments/fees |
| ✓ Retrieve files or charts            | ☐ Receive, sort, deliver mail     | ☐ Inventory medical supplies      |
| ✓ Maintain records                    | ☐ Write/maintain admin procedures | ☐ Maintain org funding            |
| ✓ Process medical billing information | ☐ Document medical prognosis      |                                   |
| ✓ Record medical history              | ☐ Order materials and equipment   |                                   |
| ☐ Dictate correspondence              | ☐ Maintain inventory              |                                   |
| ☐ Prepare correspondences, financial  |                                   |                                   |



# CPL Refresh - Learning



- ❑ Crosswalks are a valuable tool, but need to ensure intentional CPL screening and conversations throughout learner journey
- ❑ Next-level occupational crosswalks might entail rethinking of curriculum, e.g., greater modularization to help “package” next steps for learners
- ❑ Ongoing educational outreach to various internal and external stakeholders critical component of culture shift toward greater intentionality

# Crosswalking Industry Recognized Credentials Mesa Community College

Michael Voss



## Wildly Important Goal (WIG)

*Accelerate early student momentum* through the creation of Prior Learning Assessment (PLA) opportunities for *all applicable industry recognized credentials* related to Career & Technical Education (CTE) programs at MCC.





# MCC journey to scale up PLA

## Credit for Industry Credentials

MCC offers PLA for students with existing industry certifications, licenses, and approved corporate training.

With approved PLA, students receive credits at **no cost** for industry recognized credentials or a flat **\$40 administrative fee** for corporate training.

In order to access and complete a PLA form, you must [be an MCC student](#) and have an MEID.

We are always working to expand PLA opportunities to include more programs.

Prior Learning Assessment Forms for Industry Credentials/Training	Credits Available	Applicable Degrees	Program(s)
ASE Certifications	4 - 42	<ul style="list-style-type: none"> <li>Automotive Service (AAS)</li> <li>Caterpillar Technician Training (AAS)</li> </ul>	Automotive Service
Beauty Industry State Licenses	12 - 32	<ul style="list-style-type: none"> <li>Beauty and Wellness (AAS)</li> </ul>	Beauty and Wellness
Empire Cat Training \$40 Fee Required*	3 - 23	<ul style="list-style-type: none"> <li>Organizational Management (AAS)</li> </ul>	Business and Organizational Management
EMS Licensure/Certification	12.5 - 41	<ul style="list-style-type: none"> <li>Fire Science (AAS)</li> <li>Paramedicine (AAS)</li> </ul>	<ul style="list-style-type: none"> <li>EMT</li> <li>Fire Science</li> <li>Paramedicine</li> </ul>
Firefighter Certifications	3 - 18	<ul style="list-style-type: none"> <li>Fire Science (AAS)</li> <li>Fire Science Management (AAS)</li> </ul>	Fire Science
Lead   ROLFS Global Institute \$40 Fee Required*	3	<ul style="list-style-type: none"> <li>Beauty and Wellness (AAS)</li> </ul>	Beauty & Wellness
McKissock Learning Training \$40 Fee Required*	1 - 2	<ul style="list-style-type: none"> <li>Licensed Real Estate Appraiser (AAS)</li> <li>Organizational Management (AAS)</li> </ul>	Real Estate and Real Estate Appraisal
OSHA 30 Certification	3	<ul style="list-style-type: none"> <li>Construction Technology (AAS)</li> <li>Construction Management (AAS)</li> <li>Building Inspection (CCL)</li> <li>Construction Trades (CCL)</li> </ul>	Construction Trades
Real Estate State Licenses	6.5	<ul style="list-style-type: none"> <li>Licensed Real Estate Appraiser (AAS)</li> <li>Organizational Management (AAS)</li> <li>Associate in Business, General Requirements</li> </ul>	Real Estate and Real Estate Appraisal
VMware Certified Professional Data Center Virtualization	3	<ul style="list-style-type: none"> <li>Network and Systems Administration (AAS)</li> <li>VMware Network Administrator (CCL)</li> </ul>	Networking and Security
Welding Certifications	3 - 38	<ul style="list-style-type: none"> <li>Welding (AAS)</li> </ul>	Welding



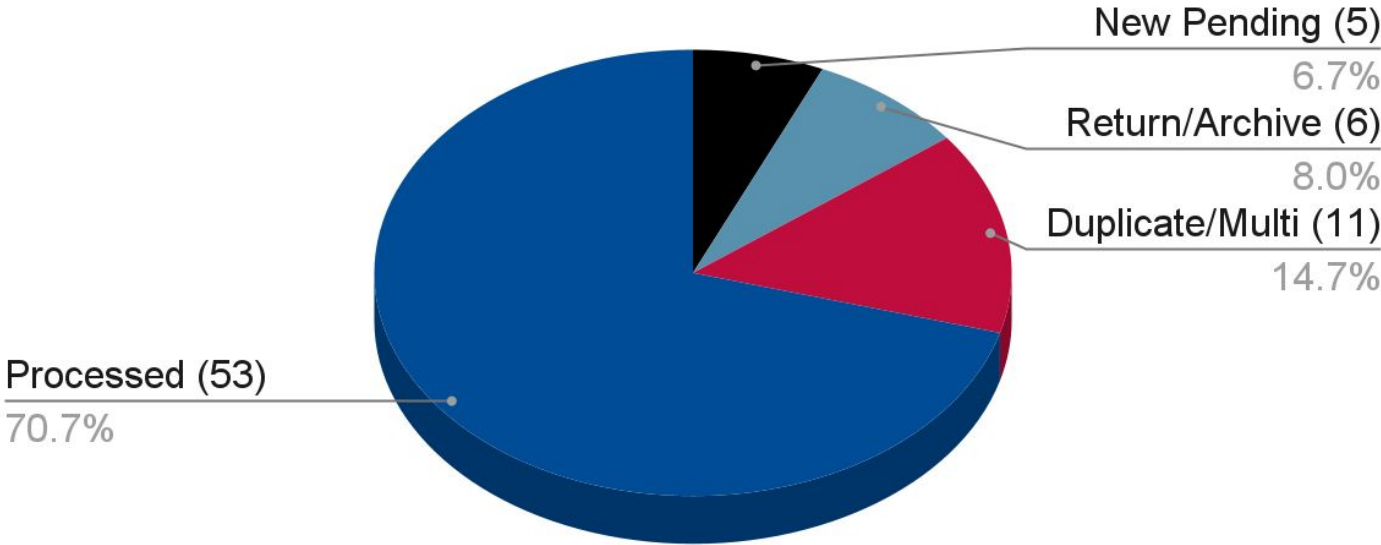
# PLA Milestones @ MCC



August 2020	<b>1st dynamic form PLA developed</b> <i>(Arizona Cosmetology license)</i>
September 2020	<b>1st credit equivalency created in TES</b> <i>(Arizona Cosmetology license)</i>
October 2020	<b>1st student PLA request received and processed</b> <i>(Arizona Cosmetology license)</i>
November 2020 - April 2021	<b>8 additional PLA pathways created, 6 published</b> <i>(includes two corporate partnerships)</i>
July 2021	<b>2 additional PLA pathways published (Automotive &amp; Paramedic)</b> <i>(a result of catalog policy changes)</i>
June 2022	<b>Hired Administrative Assistant for Special Projects</b> <i>(Resourced dedicated personnel)</i>
August 2022	<b>11 live pathways</b> <i>(PLA pathways should triple this fall)</i>



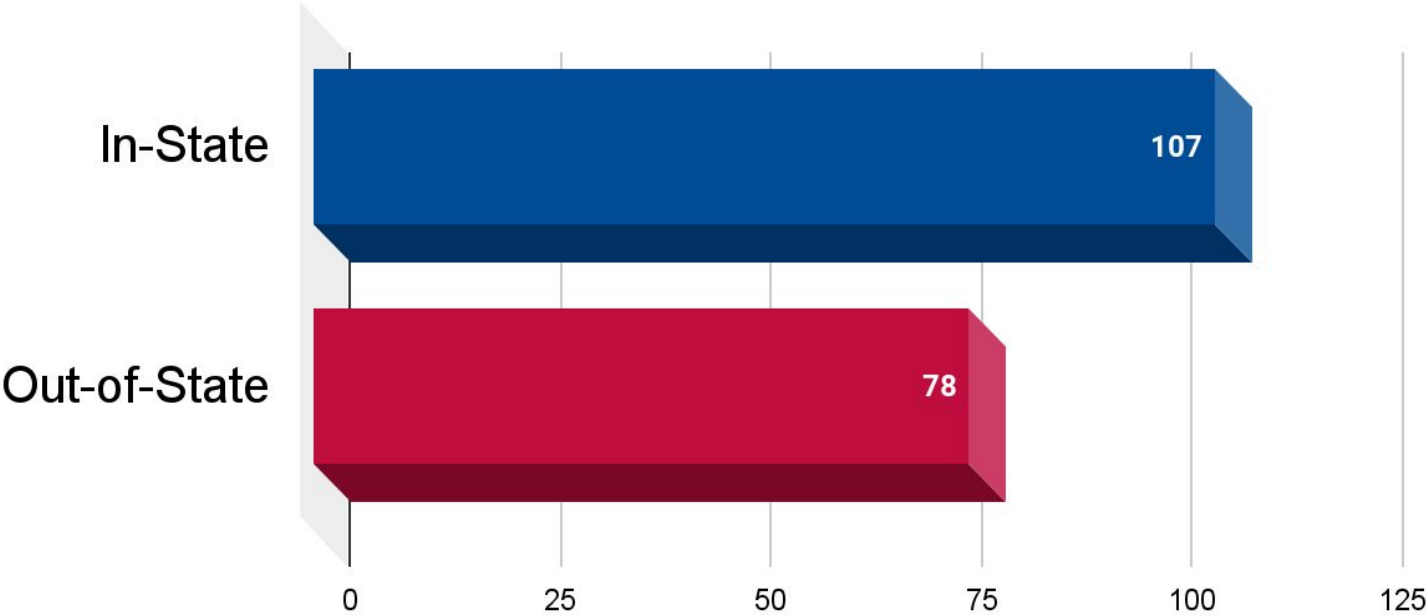
First Year PLA @ MCC  
(75 Requests)





# MCC journey to scale up PLA

All Time PLAs @ MCC  
November 2020 - August 2022  
(185 Processed)



*\*Numbers are estimated*

# Total Student Benefit @ MCC



Estimated total in-state and out-of-state \$624,905 in tuition cost savings



In-state students

- Averaged 17 PLA credits
- Tuition cost savings of \$1,448 per student





Out-of-state students

- Averaged 25 PLA credits
- Tuition cost savings of \$6,025 per student
- 22 different states served



# Current Action Items @ MCC

 **PLA Process Revision 2.0:** changes to job aids and forms to better align the workflow for local Admissions and Records personnel (transcript entry), District management of TES, and transparency to end users (students and other institutions who view MCC transcripts).

 **Expand Available PLA forms:** triple the number available by December 2022 and complete all crosswalks by the end of Spring 2023.

- Determine the best approach for multiple Computer Information Systems (CIS) related certifications (Apple, Adobe, Cisco, CompTIA, Microsoft, etc)
- Adding CNA, CPR, LPN, OSHA 10, Enrolled Agent, etc.

# Next Steps to Scale @ MCC

## Marketing PLA



Create PLA marketing landing pages for specific populations, such as high school Career Technical Education Districts (CTED).



Utilize press releases to share new PLA opportunities as they become available.



Communicate with boards of industry recognized credentials to share new PLA opportunities with their active directory in the State of Arizona.

## PLA Impact Reporting



Track ROI metrics (student headcount, credits awarded, tuition saved, additional credits earned, enrollment intensity, additional awards/degrees earned).



# Tools to Measure PLA Success @ MCC

[PLA Development Tracking Sheet](#) to track progress towards the goal.

[Transfer Evaluation System \(TES\)](#) to verify industry recognized credential crosswalks are active for MCC students.

[PLA Impact Tracking Sheet](#) to quantify the number of students awarded industry recognized PLA credit and the total number of credits awarded.

[Institutional Effectiveness](#) collaboration to track ROI metrics.



## PLA Pro Tip #1

### Governing Board Policy Changes

July 2020: **Fee schedule changed** from full tuition cost to no cost for industry recognized credential PLA credit.

July 2021: **Graduation policy updated** to define minimum earned credits to establish residency respective to PLA credit for CTE programs.



## PLA Pro Tip #2

### Process Details Matter

**Use forms automation** to notify of key stakeholders to review and process PLA requests.

**Ensure transcript entry is accurate** and will make sense to the student and other institutions. *Know your character limitations!*

**Develop a regular review process** to ensure courses associated with equivalency remain current.

**Invest in people to maintain and scale** processing PLA requests, audit transcript entry, generate reports on ROI.

**Dedicate a lead person to maintain PLA data** formatting, auditing forms, and communicating with business partners and internal teams.



## PLA Pro Tip #3

### Important Questions

**Who will champion the PLA process** (form automation, crosswalk archive, transcript entry, web presence, marketing, reporting, etc)? Determine automated form workflow and access.

**Should you utilize the Transfer Evaluation System (TES)** or similar crosswalk archive to house PLA articulations? Determine naming conventions.

**Implications to university transfer**...will other institutions accept a “P” or “CR” grade? How will the transcript entry be viewed by other institutions?

**What is the workforce benefit** offering PLA credit towards a certificate or degree? How can employers engage with the process to promote career advancement?





# Questions from the Audience

# Thank you

Recognizing that adult learners are the backbone of the U.S. economy, CAEL helps forge a clear, viable connection between education and career success, providing solutions that promote sustainable and equitable economic growth. CAEL opens doors to opportunity in collaboration with workforce and economic developers, postsecondary educators, and employers, industry groups, foundations, and other mission-aligned organizations. By engaging with these stakeholders, we foster a culture of innovative, lifelong learning that helps individuals and their communities thrive. Established in 1974, CAEL, a Strada Education Network affiliate, is a nonprofit 501(c)(3) membership organization.

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