


**COASTAL COUNTIES  
WORKFORCE, INC.**

*Your partner in business development  
and economic prosperity...*



**2014**

 **ANNUAL REPORT**



# 2014

## CCWI STAFF & BOARD MEMBERS



### Board of Directors

President, Commissioner Charles Crosby III, Sagadahoc County  
 Vice President, Commissioner Sallie Chandler, York County  
 Secretary/Treasurer, Commissioner Betty Johnson, Waldo County  
 Commissioner Rick Parent, Knox County  
 Commissioner Steve Gorden, Cumberland County  
 Commissioner Mary Trescot, Lincoln County  
 Lydia Sy, Chair, Coastal Counties Workforce Board  
 Denise Griffin SPHR SCP, Vice Chair, Coastal Counties Workforce Board  
 Michelle Love SPHR CEBS, Chair, Youth Standing Committee  
 Bob Schmidt, Past Chair, Coastal Counties Workforce Board

### Coastal Counties Workforce Board

Jennifer Andrews, Fisher Engineering  
 Christa Baade, CEI  
 Mary Ellen Barnes, Lincoln County Regional Planning Commission  
 Joni Boissonneault, Portland Housing Authority  
 Craig Burgess, Marden's Surplus and Salvage  
 Julie Chase, Southern Maine Community College  
 Deborah Chipperfield, Pratt & Whitney  
 Tammy Combs, Front Street Shipyard  
 Charles Crosby III, WalMart  
 Carolyn Farkas-Noe, Southern Midcoast Maine Chamber  
 Samantha Fenderson, MDOL Bureau of Rehabilitation Services,  
 Division for the Blind and Visually Impaired  
 Kelly Flagg, CCB, Inc.  
 Denise Griffin SPHR SCP, The First, N.A.  
 Brian Hodges, Altria  
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Michelle Love SPHR CEBS, Camden National Bank  
 Yvonne McAllister, Southern Maine Health Care  
 Jennifer McKenna, Local 716 Maine Plumbers & Pipefitters  
 Jill Moody, Job Corps  
 Kelly Osborn, Goodwill Industries of Northern  
 New England  
 Leon Ouimet, MDOL Bureau of Employment Services  
 Trisha Richardson, New Horizons Learning Solutions  
 Peter Russell, Industrial Roofing Companies  
 Bob Schmidt, L.L. Bean, Inc.  
 Erika Stone, Pen Bay Healthcare  
 Lydia Sy, Manpower  
 Christopher Trider, IBEW Local 1253  
 Neal Williamson, Hodgdon Yachts  
 Linda Winton, Bonny Eagle Adult Education  
 Michelle Wyman, General Dynamics Bath Iron Works

### Staff to Board

Michael Bourret, Executive Director  
 Antoinette Mancusi, Deputy Director  
 Donald Marino, Program Manager  
 Sarah O'Connell, Program Manager  
 Kristen Perkins, Executive Assistant

## 2013 REVENUE & EXPENSE REPORT

CCWI Audited Financial Statement Year Ending June 30, 2014

### REVENUES

Federal Funds	\$3,543,971
Other Funds	\$9,706
<b>Total Revenues</b>	<b>\$3,553,677</b>

### EXPENSES

#### CCWI Expenses

Payroll	\$375,899
Communication	\$10,642
Conferences & Meetings	\$19,304
Office Expenses	\$32,735
Supplies	\$9,044
Miscellaneous	\$12,610
Professional Services	\$42,392
<b>Total CCWI Expenses</b>	<b>\$502,626</b>

#### Program & Training Expenses

Subcontractor	\$3,050,145
<b>Total Expenses</b>	<b>\$3,552,771</b>
Change in Net Assets	\$906

According to an independent auditor's report, CCWI complied in all material respects with compliance requirements on each of the federal programs operated for the year reviewed (2014). (See [www.coastalcounties.org](http://www.coastalcounties.org) for more information.)



# LETTER FROM

**Michael Bourret**  
*Executive Director, CCWI*

For several years now, those of us in workforce development have been eagerly awaiting the reauthorization of our establishing act, the Workforce Investment Act (known as WIA). On July 22, 2014, it happened when President Barack Obama signed the Workforce Innovation and Opportunity Act (WIOA) into law.

WIOA is designed to help job seekers access employment, education, training and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy. There is much work ahead as required partners will now need to come into compliance with the new Act. States and locals have come together in different workgroups, and CCWI has been busy supporting these endeavors as well as addressing its own day-to-day operations.

Our two H-1B discretionary grants continue to provide businesses with significant opportunities to obtain skilled workers and, conversely, to equip workers with the knowledge they need to be competitive in the job market and raise their standard of living.

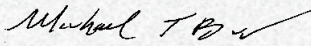
On a related note, Coastal Counties Workforce, Inc. recently contracted with the Council for Adult and Experiential Learning (CAEL) based out of Chicago to analyze and help isolate regional industry sectors that would be well suited for the establishment

of a career pathway model in our region, ultimately supporting workers transitioning from education into and through the workforce. This work is timely as we launch WIOA.

Going forward, it is very clear that models of workforce development that were effective in past periods of high unemployment will likely not be as effective in the new economy. The consequences for continuing business as usual are profound. Maine's workforce and educational systems must work with business to create ever more nimble approaches to better prepare the workforce of today and tomorrow based on the dynamic and changing needs of our economy.

In June 2015, CCWI will begin convening our partners under WIOA, as there is plenty to do to implement the new legislation, and we are well aware that our success is contingent on both our and our partners' full commitment.

Sincerely,



Michael Bourret  
Executive Director



*Coastal Counties Workforce, Inc. Staff (from left to right): Donald Marino, Program Manager; Sarah O'Connell, Program Manager; Antoinette Mancusi, Deputy Director; Kristen Perkins, Executive Assistant; Michael Bourret, Executive Director*





*Workforce development is essential to growing the Maine economy, and Coastal Counties Workforce, Inc. plays an important role in getting workers the skills they need. The labor needs of Maine businesses are constantly changing, and CCWI helps workers develop the skills to meet those labor needs.*

Congresswoman Chellie Pingree  
1st District of Maine

# COASTAL COUNTIES REGIONAL WORKFORCE PLANNING

## Vision

To meet the changing workplace needs of business and job seekers by creating economic opportunities through developing workforce skills in demand. CCWI supports the regional economy by advancing a range of workforce training services that meet current business needs.

## Mission

To accomplish our vision of creating economic opportunities, CCWI is committed to the effective use of resources to improve workforce skills throughout the region. Existing resources are leveraged and enhanced through strategic partnerships with organizations of similar vision, thereby raising the economic capacity of our regional community, its businesses and citizenry.

## Workforce Board Goals

1. Identify workforce skill needs by obtaining key data on both micro and macro levels.
2. Strengthen workforce participation by promoting viable career and training pathways that align with business skill needs.
3. As new WIOA legislation is implemented, the Board will develop workforce policies and further fine tune the definition of program success.



*Representatives from Coastal Counties Workforce, Inc. (CCWI) and Coastal Counties Workforce Board (CCWB) attend the National Association of Workforce Boards (NAWB) Conference March 28-31, 2015, Washington, DC (from left to right): Charles Crosby, III (President, CCWI Board of Directors); Denise Griffin, SPHR, SCP (CCWB Vice Chair); Lydia Sy (CCWB Chair); Michelle Love, SPHR, CEBS (CCWB Youth Standing Committee Chair); Michael Bourret (CCWI Executive Director)*





# WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)

President Barack Obama signed the **Workforce Innovation and Opportunity Act (WIOA)** into law on July 22, 2014. WIOA is designed to help job seekers access employment, education, training and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy.

WIOA takes effect on July 1, 2015, superseding the Workforce Investment Act of 1998 and amending the Adult Education and Family Literacy Act, the Wagner-Peyser Act, and the Rehabilitation Act of 1973. The U.S. Department of Labor (DOL) will issue further guidance on the timeframes for implementation of these changes and proposed regulations reflecting the changes in WIOA soon after enactment.

WIOA improves connections to employment and training opportunities that lead to economic prosperity for workers and their families. It strengthens existing workforce development and adult education programs in four ways that can benefit adults and youth with barriers to economic success. The law:

- I. Increases the focus on serving the most vulnerable workers**
  - low-income adults and youth who have limited skills, lack work experience and face other barriers to economic success;
- II. Expands education and training options** to help participants access good jobs and advance in their careers;
- III. Helps disadvantaged and unemployed adults and youth earn while they learn** through support services and effective employment-based activities; and
- IV. Aligns planning and accountability policies across core programs** to support more unified approaches to serving low-income, low-skilled individuals.



*President Barack Obama signs the Workforce Innovation and Opportunity Act (WIOA) into law on July 22, 2014.*

*Every job seeker should have all the tools they need to take their career into their own hands, and we're going to help make sure they can do that. And, we're going to keep investing in new strategies and innovations that help keep pace with a rapidly-changing economy... we will keep making sure that Americans have the chance to build their careers throughout a lifetime of hard work.*

President Barack Obama  
United States President

Public Comments on WIOA Rules Due	June 15, 2015
WIOA is Implemented	July 1, 2015
State & Local Plans Due	March 3, 2016
State & Local Plans in Place	July 1, 2016
Common Performance Implemented	July 1, 2016





*Southern Maine Community College's collaboration with Coastal Counties Workforce, Inc. helps increase educational and employment opportunities for businesses and individuals. CCWI supports the college in finding ways to continually invest in programs and services that meet employer workforce demands. CCWI is a valued partner in helping us enhance economic development in southern Maine.*

Ronald G. Cantor, Ph.D.  
President, Southern Maine  
Community College

## WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA) (CONTINUED)

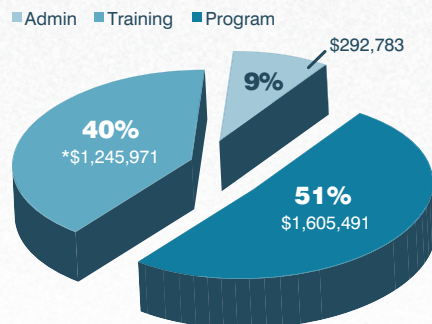
These positive policy developments create an opportunity for leaders and advocates in states and local communities to rethink, reshape and expand workforce systems, policies and practices that are grounded in research and experience to improve the education and employability of low-income people. To bring these opportunities to fruition, policymakers, advocates and practitioners must seize the opportunities available through WIOA; the changes won't happen automatically. WIOA both establishes new activities and requirements and codifies federal guidance and regulations that already exist.

Taken together, these changes create an opportunity to leverage systemic change across the currently disconnected education and training systems. WIOA better enables states and local communities to seed and propel cross-systems approaches to tackle unemployment, low literacy and low educational attainment among disconnected youth and low-skilled, low-income adults and parents.

CCWI staff have been reviewing governing documents and agency policies and procedures to make certain that such are WIOA compliant. To date, the membership of the Local Workforce Development Board has been modified, the Youth Council has been changed to a Youth Standing Committee and the Chief Local Elected Officials Governance Agreement has been updated. It is expected that CCWI By-Laws and a number of Memoranda of Understanding with various One-Stop partners and certain policies will need to be updated as well.

The Workforce System in Maine is comprehensive and, as such, numerous meetings and discussions with system partners, which are currently underway, will need to continue for the foreseeable future in order to fully come into WIOA compliance.

### Local Area 4 WIA FYE 2014 Expenditures



\*Includes \$180,783 of non-WIA training dollars



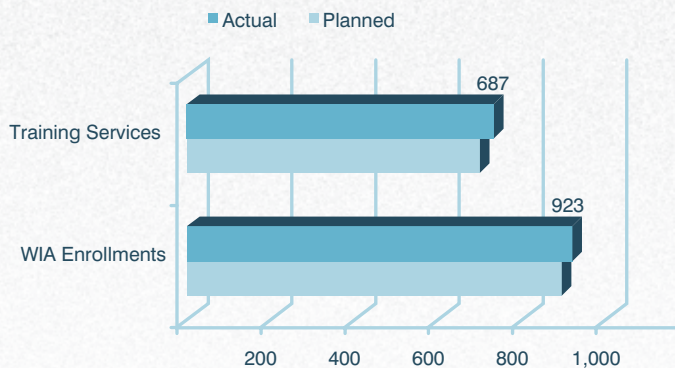


# WORKFORCE INVESTMENT ACT SERVICES (WIA)

Since 2000, Coastal Counties Workforce, Inc. (CCWI) has administered the federal Workforce Investment Act (WIA), which Congress passed to consolidate, coordinate and improve employment, training, literacy and vocational rehabilitation programs in the U.S. CCWI is one of four Local Workforce Investment Boards in the state, with its region consisting of the six coastal counties of Waldo, Knox, Lincoln, Sagadahoc, Cumberland and York. CCWI's region is geographically large and diverse. Our Local Area is also the most populous, with approximately half of Maine's residents and business community located within our borders. CCWI, working with its primary service provider, Goodwill Workforce Solutions, supports the regional economy by advancing a range of workforce training programs to meet the changing needs of local businesses and job seekers.

In Program Year 2013–2014 (July 1, 2013 – June 30, 2014), the region's CareerCenters and Workforce Solutions Centers saw more than 55,493 customer visits. Individuals receiving WIA-funded employment and training services over that period of time totaled 896. The average entered employment rate across the three WIA formula programs was 83%, and all WIA National Performance Measures were met or exceeded.

## WIA FYE 2014 Enrollments



*The Midcoast Regional Innovation Initiative is an exciting partnership designed to strengthen the supply chain capabilities of Maine manufacturers. Maine MEP is pleased to collaborate with CCWI on this initiative as we expand the level of workforce training to ensure that Maine workers have the skills required by employers in dynamic technology-driven sectors.*

Muriel Mosher, President  
Maine Manufacturing Extension  
Partnership (MEP)





*We were very fortunate to work with Coastal Counties Workforce, Inc. and Goodwill Industries – Workforce Solutions this past year. We received financial assistance from them in the form of reimbursements for our on-the-job and classroom training costs. As engineers and geologists, we use math and science every day, so our training needs correspond to the STEM program and our continuous certification & recertification requirements also correspond with the OJT program. They have helped us meet our employment needs and keep our training costs down. We look forward to a continued relationship with Coastal Counties Workforce and Goodwill Workforce Solutions.*

R.W. Gillespie & Associates, Inc.  
CCWI Employer of the Year

## WIA ADULT & DISLOCATED WORKER SERVICES

The Adult Program provides employment and training services to eligible individuals ages 18 and older who require assistance and skills upgrading in order to secure meaningful employment, with priority given to those who are low income. The Dislocated Worker program provides WIA services to eligible individuals who have been terminated or laid off or who have received a notice of termination or layoff from employment, who are eligible for or have exhausted unemployment insurance, or who are displaced homemakers.

Program Year 2013–2014, although busy, saw a decline in participants, which could be attributed to an increase in job opportunities and fewer layoffs in the region. This is also consistent with a national trend downward in the labor participation rate which is a reflection of shifting demographics. Despite these gains, many of those who have been long-term unemployed have chosen to disengage in job-seeking activities. Our service provider's focus, therefore, shifted to more program outreach efforts and developing ways in which to reengage this population.

Although this continues to be a challenge, training and employment benefits continue to be realized by WIA participants and CCWI is meeting all enrollment targets.

**CASE STUDY:** After two years of unsuccessful job searching, a young woman visited a Workforce Solutions Center. She found that employers would not hire her because of her criminal background. Working with a specialist, she discovered that she had strong organizational skills and an interest in the medical field which led to realizing a career as a medical assistant. Labor Market Information supported this training goal and she was enrolled in Certified Medical Administrative Assistant training. During this time, she worked with WIA staff to apply for a criminal pardon with the State of Maine; the pardon was granted. In order to develop confidence, she continued to work on her interviewing skills and continued to receive support from staff during her job search. She finally received an offer at a doctor's office, which she accepted. She attributes her success to the WIA program that carried her into her new career. She has said that the experience changed her life and granted her the support and opportunities she needed when she had nowhere else to turn.





# JOB DRIVEN NATIONAL EMERGENCY GRANT (JD NEG)

The intention of a National Emergency Grant is to expand capacity on the service provider level in order to address immediate and tragic economic events or massive job losses. During Program Year 2014, CCWI was awarded \$943,435 in funding through Maine’s Bureau of Employment Services via the U.S. Department of Labor for dislocated workers, with a focus on those who are long-term unemployed. This project runs between October 2014 and September 2016 and will support training and reemployment efforts for 108 participants. Many of those who are long-term unemployed have disengaged from job-seeking activities and, therefore, can be difficult to service. While engaging this population can be arduous, CCWI has committed to working with its partners to employ techniques to enlist participants from this population and address stigmas in hiring.

## WIA YOUTH SERVICES

Youth Services provides employment and training opportunities to youth between the ages of 14 and 21 who have barriers to employment, with a focus on youth who are out of school and disengaged. In Program Year 2013–2014, the program served 282 youth throughout the region; 217 were out of school and 65 were in school. Despite life and work challenges that some of the youth face, they also experience great successes through their program enrollment.

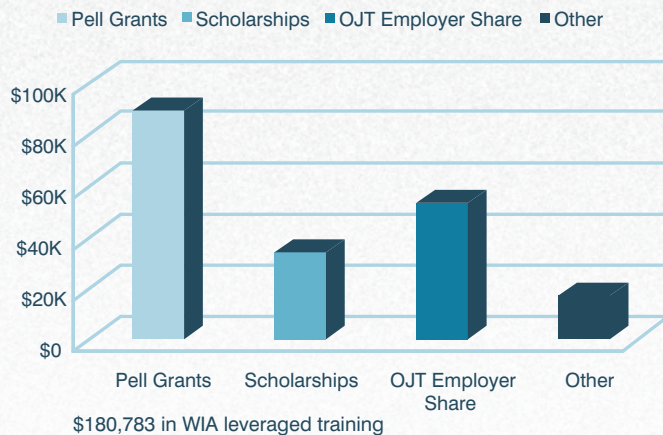


*This program has helped me learn job skills and understand what employers are looking for in a good employee. I did not know all this information when I first started the program.*

Tangie Ripley  
Workforce Investment Act (WIA)  
Youth Participant of the Year

### WIA Leveraged Training

July 2013 - June 2014



**CASE STUDY:** During the summer of 2013, a young man was referred to the Belfast Workforce Solutions Center for job search assistance. He had expressed an interest in welding but lacked relevant training, had a limited work history and had been charged with a felony. The man was enrolled in WIA Youth Services upon which he entered a work experience as a laborer; this allowed him the opportunity to observe welders in the field. Due to his successful work experience, he was hired full time by the same company and later received a promotion to an entry-level welder position, with a pay increase and benefits.





*The Make It in America Program has been incredibly helpful to the Maine Composites Alliance, many of our member companies, and in our partnership with SMCC's Composites Program. We have had great interns that have turned into great successes.*

Steve Von Vogt, Executive Director  
Maine Composites Alliance

## MIDCOAST TECHNOLOGY OCCUPATIONS THROUGH PATHWAY STRATEGIES (TOPS)

In October 2011, CCWI was awarded a four-year, \$5-million H-1B Technical Skills Training grant by the U.S. Department of Labor's Employment and Training Administration (DOLETA). This grant, funded by employer-paid H-1B visa fees, is designed to encourage Maine's midcoast employers to hire Maine residents with science, technology, engineering and math (STEM)-related skills and experience. The intention of these grants on the national level is to upgrade the skills of the labor pool in the United States in order to reduce the reliance on foreign workers in high-tech/high-skill occupations through the H-1B visa program.

Called the Midcoast Technology Occupations through Pathway Strategies (TOPS), the public-private partnership provides a combination of On-the-Job (OJT) and classroom training to a target of 370 participants. (Of note, a grant modification was approved by USDOL in October 2014 augmenting the number of enrollments from the original 300 to 370.) The project is assisting employers with hiring and training workers along a career pathway for a broad range of mid- and higher-level, STEM-related occupations. Key partners on this initiative include Goodwill Industries of Northern New England, the Midcoast Regional Redevelopment Authority (MRRRA), Southern Maine Community College (SMCC) and the Maine Centers for Women, Work & Community (WWC).

As of December 31, 2014, TOPS had provided 229 participants with OJT in nearly 47 different companies including Mölnlycke Healthcare, Archer Machine, Ocean Renewables, Unified Technologies, Walsh Engineering Associates, Inc., Tempus Jet Centers, Oxford Networks, Maine Tool and Machine, Maine Medical Center, C.C.B., Inc. and Farming Fungi. Over \$1.25 million dollars, including employer-paid OJT wages, were leveraged through TOPS as of that date.

Targeted Industry Sectors:

- **Manufacturing** (which includes Advanced Manufacturing, Composites and Aerospace)
- **Finance and Insurance**
- **Professional, Scientific and Technical Services** (which includes Computer Sciences [IT] and Scientific Research & Development Services)





**MIDCOAST TECHNOLOGY OCCUPATIONS THROUGH  
PATHWAYS STRATEGIES (TOPS) PERFORMANCE  
OUTCOMES**

**11/14/2011 – 3/31/2015**

Measure	Outcome to Date	Grant Goal	% to Goal
Total number of participants beginning education/training activities	229	370	62%
Total number of participants completing education/training activities	202	270	75%
Total number of participants who complete education/training activities that receive a degree or other type of credential	62	60	103%
Total number of participants who complete education/training activities and who enter unsubsidized employment	182	270	67%



*Coastal Counties Workforce is a vital link to workforce training opportunities in Maine's fastest growing technology sector – alternative energy – and E2Tech and its member companies are pleased to be one of their economic and business development partners.*

Jeff Marks, Executive Director  
E2Tech – Environmental & Energy  
Technology Council of Maine





*I believe that one of the best ways to learn is to perform the skills that were taught and continue to practice and improve those skills. The internship has allowed me to utilize the skills that I have gained at academia and build upon it. Through the internship, I developed a lot more confidence when going in for interviews because I have had experience working in a biotechnology lab. The internship also gave me more confidence at my job because I was exposed to the work flow and what is expected under the current cGMP.*

Trinh Nguyen  
 Make It in America (MIIA)  
 Participant of the Year

## MAKE IT IN AMERICA (MIIA)

The Make It in America Grant (MIIA), a United States Department of Labor-funded program of the Employment and Training Administration (DOLETA), is a tri-agency grant which was developed collaboratively with Maine Manufacturing Extension Partnership (MEP), Midcoast Regional Redevelopment Authority (MRRA) and Coastal Counties Workforce, Inc. (CCWI). CCWI was awarded \$1,300,000 in September of 2013 to oversee this 3-year grant and to assure Washington that the objectives of the grant would be met.

Known as a DOLETA H-1B Jobs Accelerator, MIIA serves to reduce the reliance on foreign workers through the skill development and training offered to Maine participants. Grant objectives of the Integrated Unemployed Worker Training (IUWT) include identifying and enrolling 80 unemployed or underemployed Maine residents with at least a HS diploma or GED and related education or employment experience in one of the four targeted industry sectors:

- **Aviation/Aerospace**
- **Biotechnology**
- **Renewable Energy**
- **Advanced Materials and Composites**

### MIDCOAST REGIONAL INNOVATION INITIATIVE MAKE IT IN AMERICA - INTEGRATED UNEMPLOYED WORKER TRAINING PERFORMANCE OUTCOMES 10/1/2013 – 3/31/2015

Measure	Outcome to Date	Grant Goal	% to Goal
Total number of participants beginning education/training activities	30	80	38%
Total number of participants completing education/training activities	4	80	5%
Total number of participants who complete education/training activities that receive a degree or other type of credential	2	72	3%
Total number of participants who complete education/training activities and who enter unsubsidized employment	3	72	4%





These qualified individuals are being enrolled in a cohort-based academy where they are receiving employment and education support based on the needs of the individual. Maine companies in these industry sectors will be identified as placement locations for paid internships. Participants will partake in these internships to upgrade their experience and skill development, with the goal of receiving industry-recognized credentials and becoming employed full time in non-entry level positions.

Through the Targeted Incumbent Worker Training (TIWT) aspect of MIIA, funding is provided for valuable training experiences for workers currently employed in companies in these industry sectors. The goal of this grant is to provide 150 incumbent workers in numerous regional companies with training, thereby adding to the quality and skill development of Maine’s workforce.

Coastal Counties Workforce has been instrumental in fostering valuable partnerships with many of Maine’s major industry associations and organizations. Through these relationships, CCWI has been able to reach large numbers of their member companies throughout the region. Among those are E2Tech, Maine Composites Alliance, Maine Ocean and Wind Industry Initiative and Manufacturers Association of Maine, with membership numbers in the hundreds. The services offered through the MIIA grant have also benefitted several startup companies who have moved into the exciting new technology accelerator known as Tech Place that recently opened at Brunswick Landing.



*The Midcoast Regional Redevelopment Authority is thrilled to have CCWI as a partner in our redevelopment efforts, including our TechPlace technology accelerator/incubator project at Brunswick Landing. CCWI is invaluable in preparing a skilled workforce for this region.*

Steve Levesque, Executive Director  
Midcoast Regional Redevelopment  
Authority (MRRRA)

MIDCOAST REGIONAL INNOVATION INITIATIVE MAKE IT IN AMERICA - TARGETED INCUMBENT WORKER TRAINING PERFORMANCE OUTCOMES 10/1/2014 – 3/31/2015			
Measure	Outcome to Date	Grant Goal	% to Goal
Total number of participants beginning education/training activities	10	150	7%
Total number of participants completing education/training activities	6	150	4%
Total number of participants who complete education/training activities that receive a degree or other type of credential	6	150	4%





## Review of Major Industry Cluster Trends

### Areas of Particular Interest:

- *Agribusiness & Food*
- *Transportation & Logistics*
- *Industrial Machinery*
- *Healthcare*

## DEVELOPMENT OF CAREER PATHWAYS

Given the current economic climate and impending rollout of the Workforce Innovation and Opportunity Act (WIOA) that focuses us on career pathways work, there has never been a more important time to strategically align workforce development programs with industry and sector needs. CCWI is working with the Council for Adult and Experiential Learning (CAEL) to do just that.

During this one-year project, CAEL will assist CCWI in identifying key industries in the region by analyzing labor market data and gathering on-the-ground intelligence from local partners. From this industry analysis, several career pathways will be articulated and deployed.

Target industries will be identified based on factors including size, projected growth and replacement jobs, degree of regional specialization, accessibility of occupations, the job multiplier effect and regional economic development interest or efforts. CAEL will then identify job families and related occupations within the target industries and define requisite skills, education or training requirements and inventory-related programming in the region. CAEL will facilitate ongoing stakeholder discussions to further prioritize particular occupations. Through these processes, CCWI will build capacity to address skills and workforce development needs across our target sectors throughout the region.

### About CAEL

The Council for Adult and Experiential Learning (CAEL) links learning and work. CAEL works at all levels within the higher education, public and private sectors to make it easier for people to get the education and training they need to attain meaningful, secure employment. With a membership of over 600 colleges, universities, corporations, labor unions, associations and individuals, CAEL is headquartered in Chicago and also maintains offices in Denver and Philadelphia.

**More information is available at [www.cael.org](http://www.cael.org).**

