



EDUCATING THE WORKFORCE OF THE FUTURE

HOW OREGON WORKS

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Oregon's future workforce and the state economy will be shaped by its commitment to education. The legal needs of Oregon educational institutions are diverse. As trusted advisors to public and private educational institutions, Stoel Rives attorneys are committed to helping our clients see that goals and challenges are met with strategic counsel to ensure legal compliance in a mission-driven context, including

achieving recruitment and retention benchmarks for students, faculty and staff; practicing good governance; protecting research and IP assets; raising and managing donor funds; and advising on complex finance and capital projects. We have a multi-disciplinary team of attorneys who offer education clients a full-range of legal services. This team-based approach combines industry knowledge and experience derived from decades of representing the state's public and private educational institutions. Our legal insights and creative problem-solving help our education clients mitigate risk and succeed in today's competitive environment. We applaud the *Portland Business Journal's* in-depth focus on the importance of educating and training our workforce of the future.



CLIFF ALLEN, PH.D.
 DEAN AND
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 THE SCHOOL OF
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 PORTLAND STATE
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At Portland State University, we're constantly evolving to equip students with the knowledge and skills that make them valuable members of tomorrow's workforce. We uncover the challenges and opportunities that businesses face by going directly to the source, thanks to our partnerships with local business leaders representing a wide range of industries. We draw upon these insights to tailor our course content so that PSU graduates enter the workplace knowing the latest industry trends and market opportunities.

We see a high demand for employees who can assess and capitalize on "big data." In response to this growing momentum, PSU's undergraduate and graduate business curriculum is infused with technology and analytics. We also created certificates in Business Intelligence and Analytics, HR Analytics and Business Blockchain. These credentials give students mastery of today's tools and technologies while at the same time building a solid basis of analytical skills that will serve them well into their careers.

Our industry relationships give PSU business students an enormous educational advantage and reward you with an expertly trained workforce prepared to help usher your company into the future.



MARK MITSUI
 PRESIDENT
 PORTLAND
 COMMUNITY
 COLLEGE

The close of 2019 brings with it the chance to reflect on opportunities, challenges and successes from the past year. However, this issue of How Oregon Works plants a seed for what lays ahead — that of educating and training the workforce of the future.

I just returned from Madrid, where I participated in the Conference of the Parties 25, dedicated to the next round of United Nations climate discussions. I was there as part of the We Are Still In movement, and as I listened to the global concerns, predictions and strategizing related to climate change action, I was both disillusioned and inspired. Our world is on the precipice of disturbing environmental shifts that will alter the globe as we know it. What is motivating, however, is the key role that higher education plays in finding a solution.

Community colleges, specifically, provide training so that students can jump on career opportunities in green fields, like renewable energy systems and solar voltaic manufacturing technology. These disciplines offer jobs with career advancement potential, that pay well and heal the planet.

And we need this now, more than ever—positions that lead to better futures for our students and their families, and that help to create a better future for our world.

Here's to 2020 and the potential that awaits!



BARB TIMPER
 YOUTH SERVICES
 MANAGER
 WORKSYSTEMS

American public policy largely centers on the belief that a good job is the surest path to economic security. Given that young people will soon drive our economy and that youth employment has positive implications for future life outcomes, ensuring that young people have access to work experiences is a priority. Though the youth employment rate has remained stable since 2010, it is very low relative to historical standards. The youth labor force participation rate was 55.5 percent in July 2018, down from a high of 69.1 percent in 1979. Persistently low rates of youth employment are troublesome for both in-school and out-of-school youth because youth employment affects a variety of long-term outcomes. Young people who do not have stable jobs by their early twenties are at greater risk of joblessness and permanently lower earnings, suggesting that early work experience has a longer-term effect on socioeconomic mobility. Worksystems investments, targeted at young people in our region who have been left out of the economic boom in our region, are intended to provide a bridge for young people to career track jobs by providing paid work experience, industry training, career coaching and support.

(For more information about youth programing at Worksystems, contact Barb Timper, Youth Services Manager.)



LAWYERS WHO KNOW OREGON CLIENTS WHO KNOW SUCCESS

Stoel Rives' multi-disciplinary legal team offers our clients deep industry knowledge, innovative strategies, and a strong commitment to helping them thrive in today's complex legal and business environment.



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GUEST COLUMN

START BUILDING TOMORROW'S WORKFORCE NOW

STRONG TRAINING AND SUPPORT PROGRAMS WILL HELP EMPLOYERS FILL THE GAPS IN THEIR WORKFORCE

The future workforce is now. Targeted outreach, wrap-around support and multiple entry points: Those are the key components in solving the shortage of workers, prepare for an increasingly technology-based future and engage the full potential of today's and tomorrow's workforce.

In October of 2019, I had the honor of being a part of a group of state leaders at the National Governors Association forum Future Workforce Now: Reimagining Workforce Policies in the Age of Disruption. As a member of the Workforce and Talent Development Board (WTDB) of the State of Oregon and as the CEO of Dress for Success Oregon (DFS), a nonprofit focused on the needs of women who have fallen out of or who are underwater in the workforce, there was much to ponder.

Future Workforce Now explored "in-depth the technological disruptions and global forces that are shaping the future of work, workers and workplaces" and "what these changes will mean for education, training, and state policy."



Shari Dunn is CEO of Dress for Success Oregon and executive committee member of the Oregon Workforce and Talent Development Board.

The forum presented three topline pathways to success:

- ▶ Build inclusive systems and infrastructure to support lifelong learning.
- ▶ Develop an agile tech-ready workforce that stays ahead of the curve.
- ▶ Support individual engagement in lifelong learning and high-quality employment.

Under each pathway, there were detailed steps to explore. The three that I want to dig deeper into are promoting innovative teaching and learning models for career and life skills development, engaging employers in demand-driven training, and

improving equity in access through targeted outreach and wrap-around supports.

Those three action items under those three pathways are crucial to providing a framework for employers to meet their workforce needs. They provide a roadmap on how to seek out overlooked parts of the workforce. Specifically, employers must look at alternative ways to both train and support employees who are coming in at multiple entry points across generations and educational levels. The K-12 pipeline connecting to work through apprenticeships, certificates and badges, the community college career pathways, the four-year college institutions, and the retraining of the existing workforce through innovative programs all require employers to find creative ways to open up new entry points and provide wrap-around support for success.

We have an existing population of people who need access and support, and we can help fill the gaps that were identified by the 2018 Oregon Talent Assessment Prepared by ECO Northwest for the WTDB. Two of those

gaps are, No. 1, that half of employers report a shortage of occupational skills required for specific occupations and No. 2, that certain populations remain outside the labor force late in this economic expansion and warrant targeted outreach. A few of the groups that are being underutilized and under-supported are people of color, low-income folks, and according to a recent Women in the Workplace 2019 report by McKinsey & Co., women in general are stuck in entry-level jobs. Also, as half the population, which takes on the majority of responsibility for child care, the lack of affordable child care means that women are NOT able to fully participate in the workforce, thus contributing to the worker shortage.

So, what does it look like to provide that support and access, and why should companies care? One example is supporting "fast lane" projects like the one DFSO has undertaken with Treehouse, to find, train and support "nontraditional" women in technology (NTWT-lower-income, women of color and older women). Or like the new partnership DFSO has forged with Warner Pacific University to connect

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Wrap-around services for workforce support

We need to ensure that our future workforce will have reasonable access to the resources needed for success: affordable housing, education, employment training, health care, child- and elder-care, public transportation, and recreational spaces. Co-location and the collaborative delivery of services is emerging as a way to make access happen. Public and private institutions and private firms are exploring co-location in partnership with other populations that include employers, employees, administrators, students, taxpayers, and other stakeholders.

In cities where work and living space command premiums, companies and charitable foundations are stepping in with offers of land and lines of credit for the creation of low- and middle-income housing, or the creation of funds that provide entry level financing and down payment help to first-time homebuyers. Odense, Denmark is testing the "coexistence village" designed for all ages and stages of life, and includes private homes, rental properties, schools, and community housing. Its novel design hosts elderly people with dementia alongside working-age families in order to foster a sense of community and avoid systems that isolate the elderly.

Shared spaces are increasingly being designed into office, residential, and whole urban developments with the aim of building a sense of community in order to bridge distances and cultures. Inclusion builds emotional, financial, and physical securi-



Saskia de Boer,
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ty—and is becoming a key goal of investors. In Manchester, England, Goldman Sachs has partnered with Wellcome Trust, a health research charity, to create iQ Student Accommodation, which builds affordable and community housing for emerging professionals, students, and their families.

Here in Portland, 3toPhD®, a program that Stoel Rives is proud to have been a part of, is helping 800 Faubion pre-K through 8th grade students fulfill their potential within a groundbreaking facility that also houses Concordia's College of Education. Concordia students gain hands-on experience in their field with the support of onsite dental, physical, and mental health services for Faubion's and Concordia's students, families, faculty, and staff, supported by additional 3toPhD® partners Kaiser Permanente and Trillium Family Services. It's a "wrap-around" model that serves and integrates an entire community—one that can be replicated anywhere in

the nation and beyond.

In service-based economies like the U.S., the future of work will likely continue to evolve around "proximity services" including the jobs of teachers, coaches, builders, lawyers, health care professionals, chefs, and the like. These are careers in which skill, dependability, and craftsmanship matter. Engineering better and providing more wrap-around community solutions means that our workforce of the future will spend less time and money on housing and transportation, and more on education, family, training, recreation, and health. These are the elements that have been shown to result in populations that are more productive, creative, energetic, and responsible—our ideal workforce of the future.

At Stoel Rives, the attorneys in our full-service law firm assist clients with the development of a wide variety of public-private partnerships, including co-location projects. For more information please visit www.stoel.com.

Saskia de Boer and Penny Serrurier are attorneys who advise nonprofit organizations in all aspects of governance, compliance, and tax-related matters including complex collaborations and public-private partnerships. Content contributed by Alexa Kim, Editing Specialist at Stoel Rives and Board Member, Hillsboro Farmers' Markets.