2018

CHARLOTTE-MECKLENBURG COLLEGE AND CAREER READINESS ECOSYSTEM

The John M. Belk Endowment's vision is a stronger North Carolina where all residents have access to and complete postsecondary educational pathways that help them realize their career goals aligned with North Carolina's workforce needs. The funding areas are access, completion, and workforce relevance.

Foundation For The Carolinas serves a 13-county region providing grantmaking support to individual, nonprofit and corporate fundholders. The Foundation is also home to the Robinson Center for Civic Leadership, which works to convene the community to collectively address critical problems and issues affecting the region.

The UNC Charlotte Urban Institute is a nonpartisan, applied research and community outreach center at UNC Charlotte. Founded in 1969, it provides services including technical assistance and training in operations and data management; public opinion surveys; and research and analysis around economic, environmental, and social issues affecting the Charlotte region.

ROI Impact Consulting provides research, organization development, facilitation, strategy development, evaluation, and governance consulting to the public and nonprofit sectors in the Charlotte region.

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Key Terms

Service Categories

Programs were categorized by the types of services offered. The list below provides brief definitions of the categories used.

2-year degree
Two-year undergraduate academic degree programs (e.g., Associate's Degree)

4-year degree
Four-year undergraduate academic degree programs (e.g., Bachelor of Arts Degree)

Academic Enrichment
Broadly defined activities that support children's positive development and academic success

Advanced Preparation
Services or programs that allow students to enroll in postsecondary coursework while still enrolled in high school, including dual enrollment, advanced placement and international baccalaureate classes, and career & technical education pathways

Career Pathways Awareness
Services that help students become aware of available careers and strategies to attain them

Certification / Credentialing
Certificates or credentials that are awarded upon completion of a relatively brief course of study

College Pathway Awareness
Programs that help students become aware of ways to access and attend college

Dropout Prevention
Services that help students remain enrolled in and graduate from high school and college

Employment Support
Services that help people find and keep a job such as assistance with a job search, resume preparation, interview skills, entrepreneurship, and financial literacy

High School Equivalency
Programs such as GED, HiSET, and Adult High School Diploma by which individuals can earn their high school diploma or equivalent

Literacy
Academic help specifically focused on improving children's English reading and/or writing abilities

Remediation
Programs that help with course or credit recovery and/or remedial instruction (e.g., fundamentals of math and reading)

SAT / ACT Prep
Preparation classes for college admissions tests (SAT or ACT)

Social and Emotional Learning
Programs that help students develop the knowledge, attitudes, and skills necessary to understand and manage emotions, set and achieve positive goals, feel and show empathy for others, establish and maintain positive relationships, and make responsible decisions

STEM
Academic enrichment/support programs that specifically focus on Science, Technology, Engineering, and/or Mathematics

Support Services
Services to support students' academic success and overall well-being

Tutoring or Mentoring
Tutoring or mentoring services to support students' academic and life success

Transition Programs
Programs to help students transition from various life stages (e.g., high school to college; community college to four-year college; incarceration to mainstream society)

Work-Based Learning
Learning experiences such as job shadowing, internships, co-ops, and apprenticeships that occur under the supervision of a trained or certified professional in the field

Populations Served

Programs were also categorized by the populations they serve. The list below provides brief definitions of the categories used

Elementary School Students
Current elementary school students (grades K-5)

Middle School Students
Current middle school students (grades 6-8)

High School Students
Current high school students (grades 9-12)

Underprepared HS Graduates
For the purposes of this report, individuals who graduated from high school but are not yet college- or career-ready

Higher Education Enrollees
Students who have graduated high school and enrolled in postsecondary degree programs

Nontraditional
Adult learners who have completed high school and are returning for training and education, sometimes after having completed some college and/or military service. This category also includes adults who must retrain for reemployment.

Justice-System Involved
Youth or adults who have been/are currently court-involved, incarcerated, or formerly incarcerated

High School Dropouts
Adults who have not yet completed high school or the equivalent

Foster Care Youth
Youth who are currently in foster care, are transitioning out of foster care, or who were in foster care

Immigrant Populations
Individuals who immigrated from another country or children whose parents emigrated from another country.

Individuals with Disabilities
Individuals with cognitive, intellectual, developmental, physical, sensory, and/or emotional disabilities

Unemployed or Underemployed
Individuals who are currently unemployed or those who are employed, but below their desired level of hours or appropriate compensation, based on their skills, education, and experience

Veterans
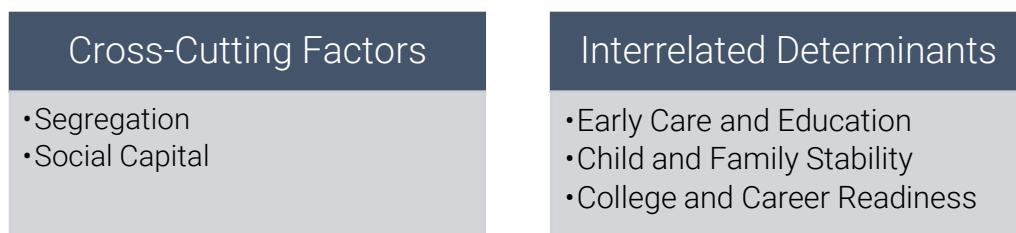Individuals who served in the military

Introduction

Overview

Charlotte-Mecklenburg enjoys many of the assets and attributes of a growing and thriving region, including a robust economy and a quality of life that has attracted a steady influx of newcomers for over two decades. With an economy that continues to diversify, an urban school system that is nationally recognized as one of the strongest, and emerging cultural and entrepreneurial sectors, the Charlotte region would appear to have a solid foundation on which to provide a sustainable standard of living for its residents.

While the promises of opportunity and prosperity have become a reality for some, there exists a growing divide between those for whom the prospects of upward mobility are real, and those for whom the odds are distinctly lower. A 2014 study published by Harvard University and University of California-Berkeley revealed that only 4.4 percent of children born into the lowest 20 percent of national income distribution who reside within the Charlotte-Mecklenburg "commuting zone" will move to the top 20 percent.[1] Charlotte ranked fiftieth among the 50 largest cities and ninety-ninth out of the 100 largest commuting zones on this economic mobility measure.

In response, an Opportunity Task Force was formed to study the issue locally. After two years of learning, the Charlotte-Mecklenburg Leading on Opportunity report was released in spring of 2017. The report identified two cross-cutting factors and three interrelated determinants that are believed to have the greatest influence on an individual's opportunity trajectory.

Cross-Cutting Factors	Interrelated Determinants
•Segregation •Social Capital	•Early Care and Education •Child and Family Stability •College and Career Readiness

To better understand the state of college and career readiness in Charlotte-Mecklenburg, the Foundation For The Carolinas and the John M. Belk Endowment co-sponsored an effort to comprehensively document the programs and resources into a Postsecondary Ecosystem in 2015. In 2017, the UNC Charlotte Urban Institute (the Institute) worked to update the ecosystem, transitioning it to the College and Career Readiness Ecosystem for consistency and clarity.

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[1] Chetty, R. et al. 'Where Is The Land Of Opportunity? The Geography Of Intergenerational Mobility In The United States'. The Quarterly Journal of Economics 129.4 (2014): 1553-1623. Web

Methodology

In 2015, ROI Impact Consulting completed 60 interviews across public, private, nonprofit, and philanthropic sectors. The majority of the information gathered in this report comes from the work that came out of those interviews as well as existing online resources (see Appendix A), other relevant community initiatives (see Appendix B), and the websites of included organizations and programs. The Institute supplemented ROI Impact Consulting's interviews with additional meetings and email exchanges with major players in the college and career readiness space (see Appendix C).

It is important to note that this document may not be inclusive of everything in our community that contributes to the College and Career Readiness of our children, youth, and adults. To the best of our ability, we included organizations that had direct impact on this space. There are many programs, within the educational support realm in particular, that prepare our students and residents for college and careers indirectly. The glossary that precedes the introduction defines the kinds of programs, initiatives, and services that were included in the ecosystem and, hopefully, provides clarity into the system. In addition, other institutions and opportunities relevant to college and career readiness, such as for-profit postsecondary institutions, church initiatives, and charter schools are expanded upon in the final section of the report, but are not included in the main ecosystem.

College and Career Readiness Ecosystem

Overview

The College and Career Readiness Ecosystem documents the services provided in Charlotte-Mecklenburg and the populations served. There are three categories of services: Educational Support/ Postsecondary Preparation, Career Readiness, and Postsecondary Offerings, and two categories of target populations: Education-Level and Special Populations, included in the ecosystem.

Services

Services provided were organized under three main categories, as seen in Figure 1 below. These categories emerged through an iterative process of grouping the services that organizations and programs provide until a logical system occurred. The three services of advanced preparation, support services, and transition programs fall under both educational support and postsecondary offerings as some of these services fit better with educational support and preparation and some fit better under postsecondary offerings, depending on the program specifics.

Organizations and programs tended to serve youth and adults at a specific education-level (e.g. middle school or community college) and/or special populations (e.g. youth in foster care or individuals with disabilities). While there were several more special populations served by individual organizations, Table 2 shows the populations served by numerous different organizations and therefore, included in the ecosystem.

Table 1. Populations Served

Education Level	Special Populations
Elementary School Students	Justice-System Involved
Middle School Students	High School Dropouts
High School Students	Foster Care Youth
Underprepared HS Graduates	Immigrant Populations
Higher Education Enrollees	Individuals with Disabilities
Nontraditional	Unemployed or Underemployed

While there are many linear components to this ecosystem (i.e. elementary school to middle school and career awareness to job skills training), overlap, cyclical relationships, and gaps exist. The ecosystem image on the following page encapsulates these many categories of service provision.
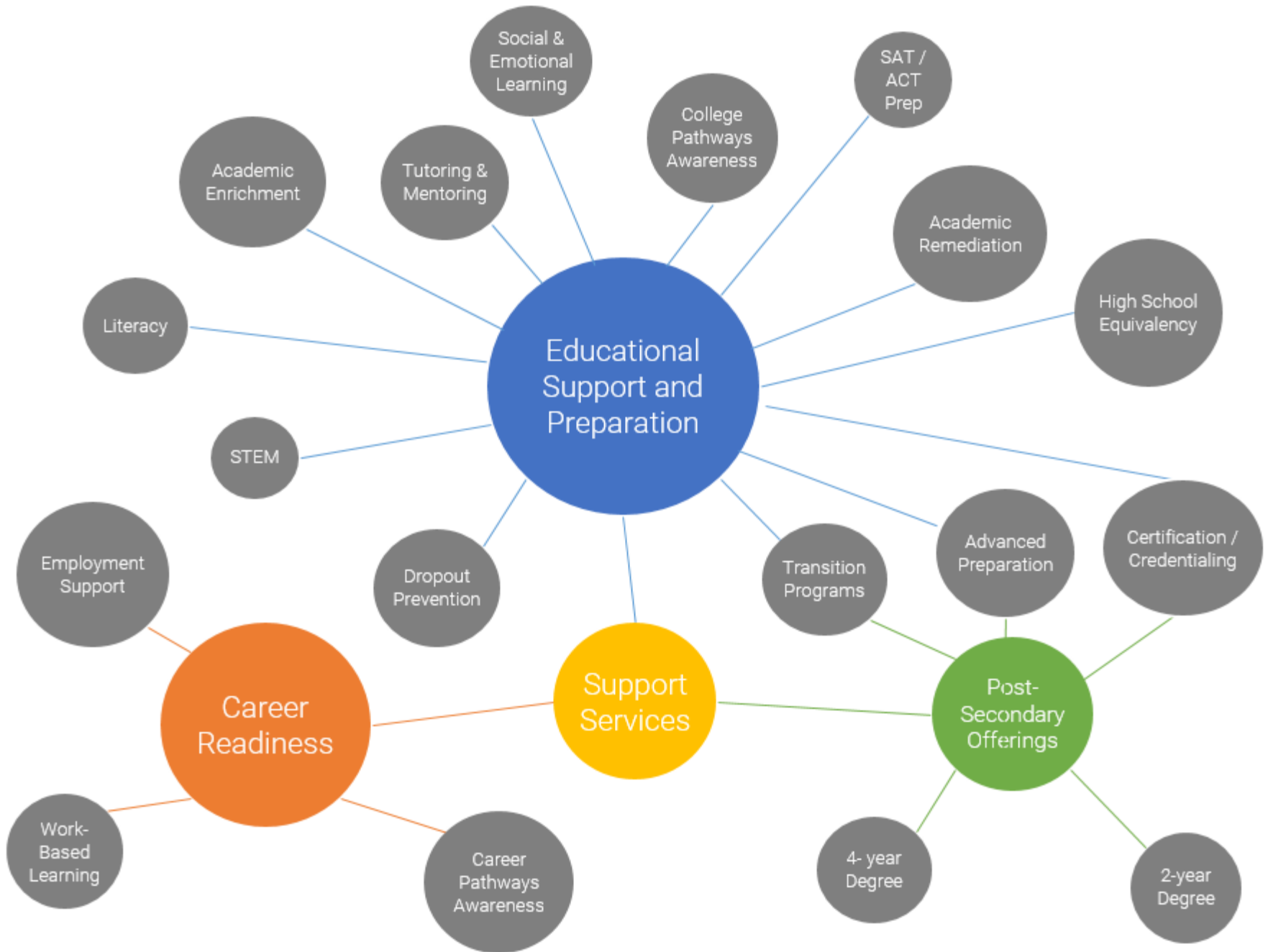
Figure 1. College and Career Readiness Ecosystem

Ninety-one organizations were identified to be included in the ecosystem, over half of which provide services across categories. For example, as seen in Figure 2 below, of the 83 educational support/post-secondary preparation organizations, 36 also provide career readiness services, 15 provide both career readiness and post-secondary offerings, while 31 only provide educational support/post-secondary preparation.
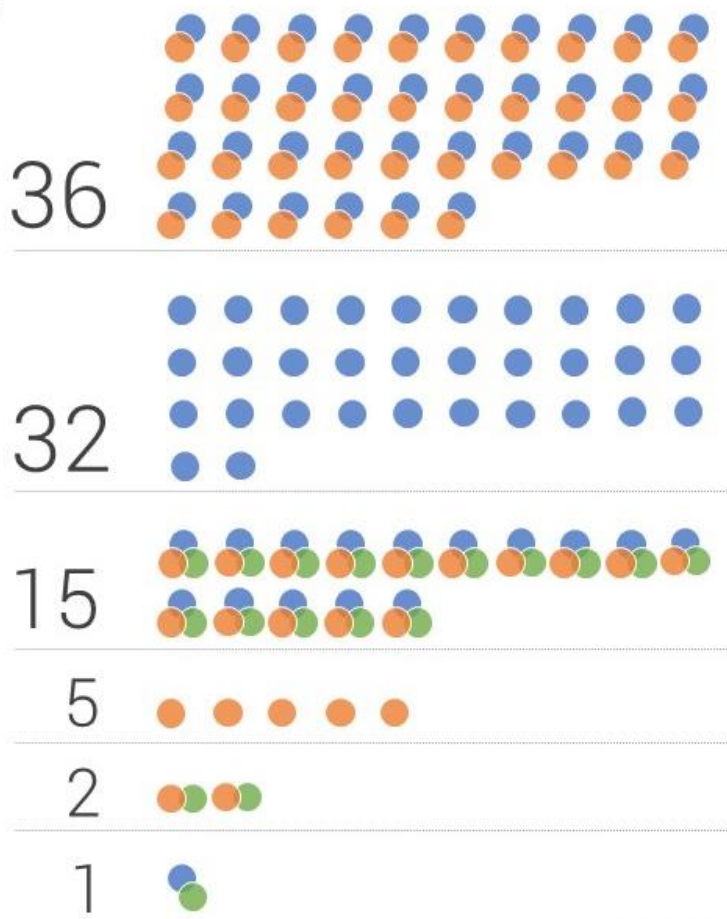
Figure 2. Ecosystem Organization Overlap

Before delving into the different services, Figure 3 illustrates which services are offered for numerous populations of interest. The dots represent the number of programs that currently offer that service for that population. The bigger, dark dots indicate that there are 10 or more programs, and the smaller, light dots indicate that there are fewer than 10 programs. If there is no dot, that means there are currently no programs providing that service for that population. These service provisions and gaps will be explored further in each of the three category sections.
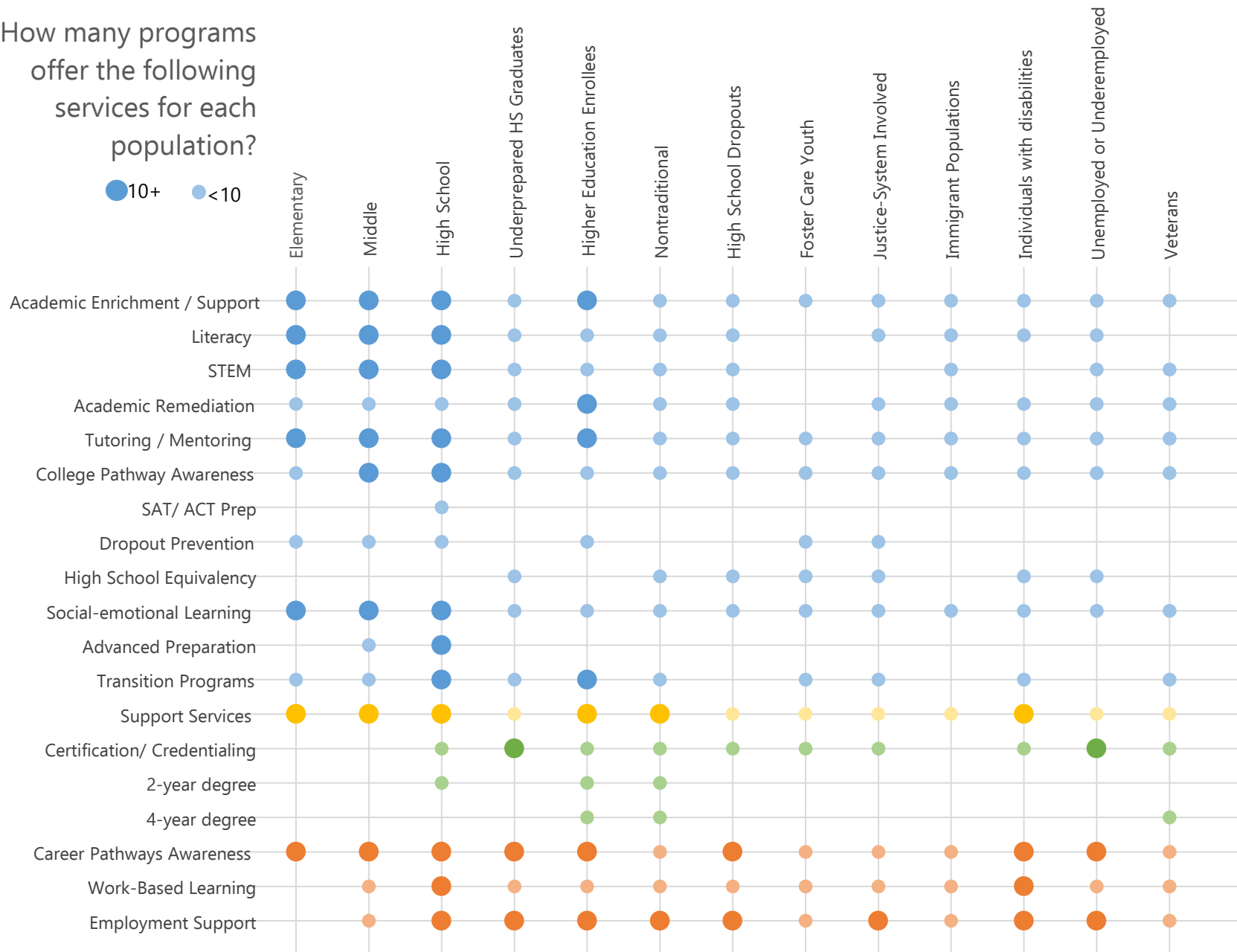
Figure 3. Service provision by population

Educational Support and Preparation

There is a heavy presence of college and career readiness programs, services, and initiatives in the K-12 space. Most are designed to close the academic achievement gap, prevent dropout, or expose students to college and careers.

Over 80 organizations were identified that provide educational support and help prepare future postsecondary students. While the majority of educational support and postsecondary preparation programs serve K-12 students, it is important to note that there are a number that provide services to adults and to special populations. For example, colleges and universities provide educational support to their students and there are programs to prepare veterans and students going back to school later in life.

Services

- Academic Enrichment
- Literacy
- STEM
- Academic Remediation
- SAT/ACT Prep
- Dropout Prevention
- High School Equivalency
- Social-Emotional Learning
- College Pathway Awareness
- Tutoring/Mentoring
- Advanced Preparation
- Support Services
- Transition Programs

The educational support and preparation category is the largest of the three categories, both in the number of programs and services that fall under it, and in the number of service types under which these programs fall.

Two of the service types, advanced preparation and transition programs, have some programs that are applicable to both educational support and preparation, and postsecondary offerings, but will be covered in this section.

By the Numbers

176 Public Schools in Charlotte-Mecklenburg Schools (CMS)

27 Charter Schools and **83** Independent Schools in Mecklenburg

93 Identified Non-Profit or Governmental Organizations Providing Services

Primarily serving the **200,000+** youth aged 5-19 in Mecklenburg County

Programs by service category and population

The provision of services is fairly well distributed among populations for educational support and preparation (Figure 4). The two services that cover the fewest populations are for logical reasons: SAT/ACT prep is needed most in high school and dual enrollment between high school and college (community or four-year). However, some absences might indicate gaps in services. For example, with the increase in the immigrant population in Charlotte-Mecklenburg, more services might be needed to serve the unique needs of this population.
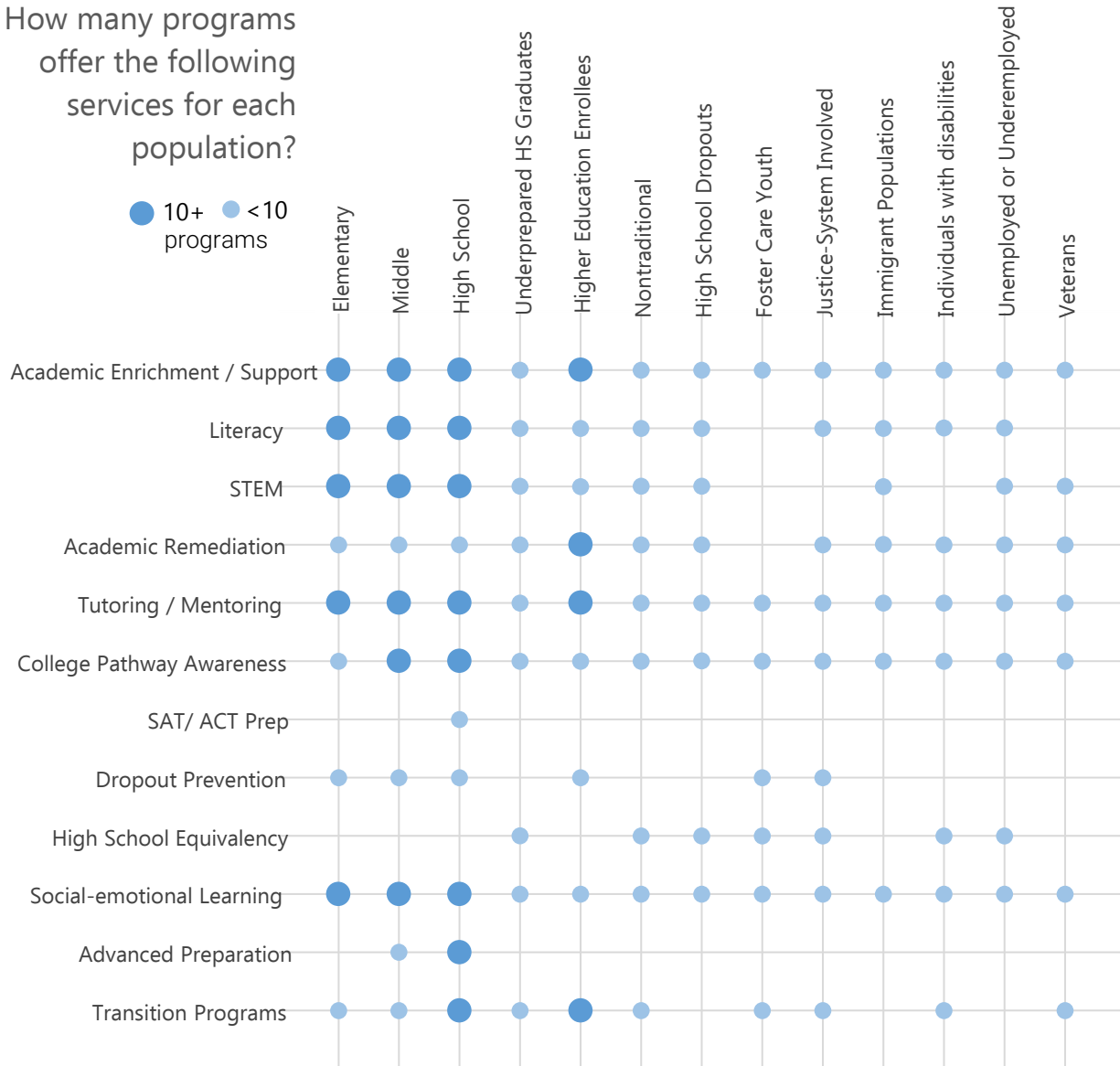

Figure 4. Educational Support and Preparation Services by Population

Figure Reading: HS equivalency programs are targeted to nontraditional students, high school dropouts, etc. but, rightfully so, not elementary school students. Meanwhile, there are over 10 programs for tutoring/mentoring for elementary students.

Service Provider Highlights

Charlotte-Mecklenburg Schools

Charlotte-Mecklenburg Schools serves 147,000 students across 176 schools. The vision of CMS is to provide "all students with the best education available anywhere, preparing every child to lead a rich and productive life." College and career readiness is integral to the CMS vision.

In addition to the daily work of educating students, the following are just a few of the college and career readiness initiatives and programs offered to CMS students.

- After-School Enrichment
- Magnet Schools
- Career & Technical Education Programs
- Dual Enrollment Programs
- Early College
- Credit Recovery
- E-Learning
- School Counseling

Communities In Schools

Communities In Schools (CIS) was founded in New York City in the 1960s and opened in Charlotte in 1985. It is the nation's leading dropout prevention organization.

CIS' mission is to "surround students with a community of support, empowering them to stay in school and achieve in life," by assisting students to succeed in school and continue onto post-secondary education or training. Youth are then prepared to find employment, lead productive lives, and contribute to their community.

CIS takes a holistic approach by addressing the physical, emotional, and academic needs of children and their families. They offer a comprehensive list of services to kindergarten through 12th grade students, including a Newcomer Services program for immigrant students. CIS places coordinators in schools they serve to work with students and their immediate networks to enhance their success.

CIS Approach
5 basic resources needed to succeed:
A one on one relationship with a caring adult.
A safe place to learn and grow.
A healthy start for a healthy future.
A marketable skill to use upon graduation.
A chance to give back to peers and community.

CIS currently serves more than 6,500 students annually across 44 Charlotte-Mecklenburg Schools. CIS and CMS work together to identify the schools in need of additional resources and include factors such as school feeder patterns, high ESL populations, and lack of community partners.

Academic Enrichment

Over 60 organizations provide academic enrichment for students ranging from early childhood to adulthood. Many of the programs take holistic approaches, providing students with tutoring in multiple subjects, hands-on projects, and field trips, and exposing them to the arts, technology, or team sports. Below are just a handful of the programs that provide numerous types of academic enrichment for students (Table 3). Others, such as those that focus on literacy or STEM (science, technology, engineering and math), are expanded upon in their own sections.

Table 3. Academic Enrichment Organizations and Programs

Organization Program	In-School Tutoring/ Teaching	After-School Enrichment	Summer Camp	Other Supports
Above and Beyond Students		●		●
Ada Jenkins		●	●	●
Behailu Academy		●	●	●
Charlotte-Mecklenburg Schools	●			
Communities In Schools	●			●
First Baptist Church - West		●	●	●
Greater Enrichment Program		●	●	●
Junior Achievement	●	●	●	
ourBridge	●	●	●	●
Police Activities League		●	●	●
YMCA of Greater Charlotte Y-Achievers		●	●	●
Youth Development Initiative		●		●
YWCA Central Carolinas		●	●	●

Most of the organizations offer services both after-school and during the summer. They all also offer some type of other support. Other supports include mentorship, workshops, scholarships, camps, and even meals.

PROGRAM SPOTLIGHT: ADVANCEMENT VIA INDIVIDUAL DETERMINATION (AVID)

AVID is an in-school academic support program that prepares students for high school graduation, college enrollment, and college success. AVID targets students in grades 6-12 who are in the academic "middle range." Students in AVID are enrolled in their school's most rigorous courses and the AVID elective course, in which they learn organizational and study skills, engage in critical thinking, receive tutoring from teachers and peers, and participate in enrichment and motivational activities.

Literacy

In Charlotte, there are a number of initiatives and agencies focused on improving the literacy of children. The reason being, third-grade reading proficiency is associated with both high school graduation and college matriculation. According to the National Assessment of Educational Progress, only 40% of Charlotte third graders were reading on grade-level in 2014. **Read Charlotte** was established in 2015 with the goal of improving proficiency to 80% by 2025. According to their website, in 2016, 49.6% of third graders scored on grade-level. Read Charlotte does not serve students directly but works on a systems-level to bring about change.

At least 19 organizations serve literacy needs of children and youth in Charlotte. There are seven programs whose primary purpose is to improve literacy, listed in Table 4.

Why it matters…
Low-income children typically lose 2-3 months in reading over the summer. Summer Learning Loss accounts for two-thirds of the achievement gap in reading by 9th grade.

-National Summer Learning Association

Table 4. Literacy Focused Organizations and Programs

Organization Program	In-School Tutoring/ Teaching	After-School Enrichment	Summer Camp	Resources
Augustine Literacy Project	■			
Freedom Schools Partners			■	
International House Rising Readers			■	
Learning Help Centers of Charlotte		■	■	
Promising Pages Magic Book Parties	■			■
Reading Partners	■			
YMCA of Greater Charlotte Y-Readers		■	■	

The programs with the primary purpose of serving literacy needs are all K-12 facing organizations. Four of the programs specifically serve low-income students (**Freedom School Partners, Learning Help Centers of Charlotte, Promising Pages,** and **YMCA of Greater Charlotte**). The other three organizations serve specific demographics of students: **Augustine Literacy Project** serves students far below grade-level, **Reading Partners** serves students just below grade-level, and the **Rising Readers** program at International House serves English Language Learning students. Many of the students within these demographics are also low-income.

There are two other initiatives of note. Though not an in-person program, **Charlotte-Mecklenburg Library** has a Summer Break initiative that allows students to track their reading progress online and earn prizes. **Charlotte-Mecklenburg Schools** also has summer school for students not yet on grade-level in reading. Rising 2nd and 3rd grade students who struggle with literacy are eligible for the Elementary Extended Learning Summer Reading Camp. Third grade students who did not pass the EOG retest or successfully complete the reading portfolio assessment are eligible for the Elementary Rising 4th Grade Read to Achieve Summer Camp.

STEM (Science, Technology, Engineering, and Math)

As with literacy, numerous organizations and initiatives incorporate STEM activities into their programming. Thirty organizations were identified as having some type of STEM component, and at least fourteen organizations/programs are primarily focused on STEM (see Table 5). The majority of these organizations provide after-school enrichment and/or summer camp opportunities. Only one organization (**Heart Math Tutoring**) provides instruction broadly during the school day. **Project Scientist** is piloting a middle school girls coding class in a charter school. At least four organizations, **Digi-Bridge, E2D, iDTech Camps,** and **McClintock Partners In Education**, provide technology or access to internet in order to bridge the digital divide.

Table 5. STEM Focused Organizations and Programs

Organization Program	In-School Tutoring/ Teaching	After-School Enrichment	Summer Camp	Resources
Above and Beyond Students		■		
Bethlehem Center of Charlotte		■		
CPCC STEM Summer Experience			■	
Digi-Bridge		■		■
Discovery Place			■	
Drive Coding Program			■	
E2D				■
Engineering For Kids		■	■	
Heart Math Tutoring	■			
iDTech Camps			■	■
Kids-N-Technology		■	■	
McClintock Partners In Education		■	■	■
Niñas en Tecnología's		■		
Project Scientist	■	■	■	

In addition to these programs, **Charlotte-Mecklenburg Schools** has numerous STEM and STEAM (science, technology, engineering, arts, and math) magnet programs.

Charlotte-Mecklenburg Schools STEM magnets

Some STEM magnet programs in **CMS** are the following:
- Health Sciences & Medical Careers
- Computer Science Immersion
- Automotive Technologies
- Construction Technologies
- 3D Design and Precision Manufacturing
- Horticulture

There are 8 elementary, 4 middle, and 4 high school STEM magnet schools in CMS.

Academic Remediation

Tutoring and enrichment services, both generally and within literacy and STEM, play a dual role of academic remediation. Within the K-12 space, Charlotte-Mecklenburg Schools has numerous programs and initiatives to help students who are behind, including tutoring and credit-recovery.

The Postsecondary Offerings section further expands on the services available to older students struggling academically. Central Piedmont Community College offers the most services and courses specific to remediating students, specifically those who are not yet ready for postsecondary work after leaving high school or earning a GED / High School Equivalency. At the area colleges and universities, services are also available for students who are struggling.

PROGRAM SPOTLIGHT: 49ER REBOUND

49er Rebound is a program to assist students who are on academic probation at the end of their first semester of enrollment at **UNC Charlotte**. New freshmen and new transfers from all colleges participate in 49er Rebound. Students receive specific information from their colleges about program options, expectations, and enrollment. Students who complete 49er Rebound have significant grade point average improvements and return to good academic standing at higher rates than those who do not complete the program.

Tutoring/ Mentoring

A number of tutoring programs have already been discussed within the academic enrichment, literacy, and STEM sections above. Many of these programs also integrate mentoring services. Table 6 presents ten additional organizations that provide tutoring and mentoring services as a primary organization or program mission.

Table 6. Tutoring/Mentoring Focused Organizations and Programs

Organization Program	Tutoring	Mentoring	Other Enrichment	Financial & Other Resources
Anthony Foxx Scholars Program		■	■	■
Big Brothers Big Sisters		■		
Bruce Irons Camp Fund		■	■	■
Excellence Without Excuse		■		
Faith, Hope & Love Mentoring	■		■	
Kappa Foundation of Charlotte		■	■	
Positive Youth Transformation	■	■	■	
Right Moves for Youth	■	■	■	
UNC Charlotte Building Better Brothers		■		■
Urban League Project Ready Mentor 4		■		■
UrbanPromise Charlotte	■	■	■	■

While only one university program is listed above, each of the universities have both formal and informal mentoring opportunities.

Mentoring programs vary in a few key ways, a few of which are apparent in the table above:
- Some are intertwined in larger enrichment programs (**Kappa Foundation of Charlotte**),
- Others are focused almost entirely on mentoring (**Big Brothers Big Sisters**),
- Some are for one specific population such as low-income students (**Bruce Irons Camp Fund**) or African-American male high school or college students (**Anthony Foxx Scholars Program**).
Some are faith-based (**Faith, Hope & Love Mentoring** and **UrbanPromise**).

PROGRAM SPOTLIGHT: ANTHONY FOXX SCHOLARS PROGRAM

The **Anthony Foxx Scholars Program** is a partnership between Central Piedmont Community College (CPCC) and West Charlotte High School and is designed to help African American males overcome financial obstacles and receive the assistance needed to earn their degree. Every African American male who graduates from West Charlotte High School and enrolls at Central Piedmont Community College receives a $2,000 scholarship and the following support services: enrollment specialist, early advising program, financial aid workshops, visitation day, and a summer bridge program. These students also have the opportunity to be a part of the **MAN UP Male Mentoring Program**, which provides comprehensive activities that promote personal development, academic improvement, and social and educational advancement.

College Pathway Awareness

The program spotlight above on the **Anthony Foxx Scholars Program** illustrates the extent to which the different types of services for college and career readiness are intertwined, as the program could be a spotlight in this section as well. While there are several organizations, programs, and initiatives that are directly focused on raising college pathway awareness, nearly all organizations touched upon so far integrate college visits or college mind-sets into their work and outreach.

The following are four of the organizations/programs that focus specifically on college pathway awareness.

- **College Advising Corps** encourages any type of post-secondary program (certificate, two-year degree, four-year college or university, etc.) that helps students towards a career that matches their skill-set and interests. The program is housed at Davidson College.

- **Latin Americans Working for Achievement** provides services to children and families who speak English as a second language to help children excel at school and prepare for college and future opportunities. Their high school series helps prepare high school students for

graduation and higher education enrollment through workshops around topics such as college readiness, college application process, and scholarship opportunities.

- **Police Activities League Youth Organization** conducts college tours in an effort to inspire, educate, and connect youth (grades 9th-12th) with post-secondary learning opportunities and options. The program conducts college tour visits within and outside North Carolina.

- **Wake Forest University** holds a nine-month college preparatory program, College LAUNCH for Leadership, for college bound students with financial need.

SAT/ ACT Prep

While there are numerous entities that are solely focused on SAT and ACT prep, many of these are for-profit tutoring facilities or private tutors. As of fall 2017, the website Wyzant had 691 tutors listed as available in Charlotte, and it is one of more than twenty places to find a tutor resulting from a simple Google search.

Though the space is dominated by the private sector, many non-profits provide test prep to the students they serve such as the **Police Activities League** which conducts an intensive eight week SAT-ACT Prep session for High School youth grades 9th – 12th and **Charlotte Area Health Education Center** which provides preparation for students interested in healthcare careers. **Communities In Schools** also has the Talent Search program that assists students in completing high school and enrolling in postsecondary education programs. One of the services provided is SAT and ACT preparation.

Many CMS high schools also offer SAT and ACT prep either during the day or after-school.

Dropout Prevention

Organizations that serve school-aged youth work on numerous initiatives that prevent students from dropping out such as academic remediation and enrichment, tutoring, mentoring, and helping students be aware of college and career options. Three organizations, in particular, work primarily to help students graduate from high school.

- **Communities In Schools** has a school-based coordinator that provides students a caring adult relationship throughout the school year. "Safety net" services are tailored for elementary, middle, and high schools.

- **Project New Heights** utilizes evidence-based dropout prevention strategies, which strengthen the collaboration between school and community, engage families in the academic experience, and involve students in their academic planning.

- **Right Moves for Youth** helps students in middle and high school understand the importance of graduating and the impact a high school diploma can have on their lives. Counselors work with students to help them learn and practice new skills, give and receive peer support, develop positive relationships with adult mentors, and find new meaning in succeeding in school and graduating.

Universities also have remediation services available to help prevent college dropout. These services will be expanded upon further in the Postsecondary Offerings section that follows.

PROGRAM SPOTLIGHT: COMMUNITIES IN SCHOOLS HIGH SCHOOL SERVICES

Below are just a few of the services and supports **Communities In Schools** provides high school students.
- Comprehensive case management & dropout prevention for 100 students.
- Connecting families to community resources for basic needs and services.
- Monitoring of students' behavior/attendance/academic progress.
- Organizing job & career shadowing.
- College access and career readiness opportunities (college tours, financial aid/scholarship information, SAT/ACT prep, career fairs, internship opportunities)
- Opportunities for social development, cultural enrichment, experiential learning, and

High School Equivalency

High School Equivalency programs allow individuals who dropped out to earn their high school diploma or equivalent. Three types of programs exist. The first two are preparation courses for the *General Educational Development (GED) test* and *High School Equivalency Test (HiSET)*. Both tests result in a high school equivalency diploma from the North Carolina Community College Board. There are differences in the topics covered, cost, and format.

Why it matters…
According to the Census, five percent of adults in Mecklenburg County lacked a high school diploma in 2016.

The *Adult High School* program, on the other hand, offers the opportunity to earn a high school diploma from **Charlotte-Mecklenburg Schools**. An advisor works with students to determine what classes are needed to earn the diploma. Students must be over the age of 16 and not enrolled in a public or private school. **Central Piedmont Community College** (CPCC) offers programs for all three at no costs to students.

Many other nonprofits offer GED prep classes or partner with colleges and universities, such as CPCC, to provide the service to their clients. For example, **Q Foundation**, **Charlotte Area Fund** and **Urban League of Central Carolinas** offer GED preparation courses as do some homeless shelters. These programs work to improve participants' reading and writing (i.e., literacy), as well as math skills so that they are prepared to take the GED or HiSET.

Finally, online programs, some of which are free, also exist to prepare students for the GED and HiSET. Much like SAT and ACT prep programs, there are countless paid tutors available as well.

Social-Emotional Learning

Social and emotional learning (SEL) skills allow children and adults to understand and manage emotions, set and achieve positive goals, feel and show empathy for others, establish and maintain positive relationships, and make responsible decisions. These skills are integrated into many services around college and career readiness, but only one organization in Mecklenburg County was identified as having SEL as their primary focus.

PROGRAM SPOTLIGHT: WINGS FOR KIDS

Wings for Kids is an education nonprofit focused on teaching social and emotional skills to low-income kids in K-6th in an after school setting. Curriculum includes art, music, and sports; homework sessions with adult assistance; community service; and skill development.

Advanced Preparation

Advanced preparation includes several types of college and career readiness supports. The first three are heavily focused on what goes on inside secondary schools, while the dual enrollment programs are partnerships with post-secondary.

Advanced Placement, International Baccalaureate, and Career and Technical Education
Advanced Placement
Charlotte-Mecklenburg Schools (CMS), in addition to local charter and private schools, provides students who are prepared and willing to accept the challenge of a rigorous academic curriculum the opportunity to enroll in Advanced Placement (AP) courses. Students at CMS can take AP courses in areas such as: arts, sciences, mathematics, language, music, and geography. Students that earn qualifying advanced placement scores can earn college credit.

International Baccalaureate
Some CMS schools participate in the International Baccalaureate (IB) program, which offers an education for students from ages 3 to 19, comprising of four program that focus on teaching students to "think critically and independently, and how to inquire with care and logic."

- **Primary Years Program (IBPYP).** Inquiry-based curriculum in which students learn through transdisciplinary units of study during grades kindergarten through 5. The program works to prepare students to become "active, caring, lifelong learners who demonstrate respect for themselves and others, and have the capacity to participate in the world around them." The program is offered, or in the process of being offered, in 6 elementary schools in CMS.

- **Middle Years Program (IBMYP).** Spans grades 6 through 10, split between middle school and high schools in Charlotte-Mecklenburg Schools. The program is currently offered at 10 schools in CMS.

- **Diploma Program (IBDP).** Offers 11th and 12th grade students college-preparatory and college-level courses with the goal of fostering a well-rounded education which meets entrance requirements for colleges throughout the world. The IBDP program is currently offered at 5 high schools.

- **Career-related Program (IBCP).** CP students undertake a minimum of two IB Diploma Program courses, a core consisting of four components and a career-related study. Students in the program are required to complete at least 50 hours of service learning, and a reflective project focused on ethical considerations in their career field. Currently, East Mecklenburg High School is a candidate for becoming a Career-related program.

Career and Technical Education

Some Charlotte-Mecklenburg Schools provide Career and Technical Education (CTE) to students, which include classes that integrate academic and technical skill development in order to help prepare students for higher-level courses in college, or prepare them for work. CTE classes are offered in various fields including: advanced manufacturing, architecture, health science, automotive, marketing, and public safety. Through CTE, students are able to:

- Discover careers and develop skills through hands-on courses
- Jump start early careers through sequenced career pathway courses
- Build career relevant certifications and early credit towards postsecondary degrees
- Connect with future Charlotte employers through job shadows and internships

Dual Enrollment Programs

Dual enrollment programs allow students to enroll in postsecondary coursework while still enrolled in high school. There are six primary dual enrollment programs in Mecklenburg County. Three are partnerships specifically between CMS and area institutions and the other three are open to any high school student.

Charlotte-Mecklenburg Schools and UNC Charlotte partnership

Charlotte Early Engineering College High School (CEEC) is a CMS Cooperative Innovative High School in partnership with UNC Charlotte. Rising 9th and 10th grade students are eligible to apply for admission. Students enrolled in the CEEC take courses required for high school graduation while taking UNC Charlotte college courses leading to two years of college transfer credit. All UNC Charlotte college courses are provided at no charge.

Charlotte Teacher Early College (CTEC) is a 5 year program for Charlotte-Mecklenburg students interested in a career in education. Students participating in the program will graduate with a high school diploma, a Certificate of Advanced Standing in Education, and a minimum of 60 hours in

course credits which are transferrable to any public institution in North Carolina. The program is free for all participating CMS students.

Charlotte-Mecklenburg Schools and CPCC partnership

Middle College High Schools (MCHS) are a CMS Cooperative Innovative High School located on the Cato, Levine, Merancas, and Harper campuses of CPCC. Eligible rising juniors may apply. MCHS serve high school students in grades 11, 12, and 13. Students enrolled in a MCHS will take courses required for high school graduation while taking college courses toward a post-secondary certificate, college transfer, associate's degree, and/or industry certification. All CPCC college courses are provided at no charge to MCHS students.

Beyond MCHS, CPCC offers two additional tuition-free options for high school students to earn college credit through the Career and College Promise Program (CCP). These options include:

- *Career & Technical Education Pathways* which offers over <u>fifty</u> pathways for earning college credits toward a job credential, certificate, or diploma in a technical career.
- *College Transfer Pathways* which offers <u>three</u> pathways designed to meet general educational requirements for four-year college degrees.

Johnson & Wales University (JWU)

The Early Enrollment Program gives high school seniors an opportunity to enroll full time in college courses at JWU during their senior year of high school. The Early Enrollment Program was designed to help students investigate the variety of college and career options available to them. Through this program, students earn college credits while completing high school graduation requirements.

Transition Programs

Major life transitions come with a myriad of challenges, which is why many programs and resources are available to help navigate these challenges. The three with the most pertinence to the college and career readiness ecosystem are the transition from high school to college, high school to career, and community college to four-year college.[2]

High school to college

Each area college and university has at least one program to help with the transition from high school (see Table 7 for some of these programs).

Table 7. High School to College Transition Programs

Organization Program	Mentoring	Advising	Remediation / Tutoring	Workshops/ Activities
Communities In Schools Summer Bridge Program				✓
CPCC Communities in College*	✓			✓
Davidson College First Scholars	✓	✓	✓	
JWU Jumpstart Group		✓	✓	
JCSU Golden Bull Academy		✓		✓
Queens Thrive Institute	✓	✓	✓	✓
UNC Charlotte University Transition Opportunities Program		✓	✓	✓

* Communities in College is a student organization for former Communities In Schools participants.

High school to career

- **North Carolina Vocational Rehabilitation Services** assists individuals with disabilities to prepare for, locate or maintain employment compatible with their interests, skills, and potential.
- The **Project SEARCH High School Transition Program** provides real-life work experience combined with training in employability and independent living skills to help youth with significant disabilities make successful transitions from school to productive adult lives.

Community college to four year college

UNC Charlotte and **CPCC** offer the Passport Program as a distinctive transfer program for academically qualified freshman. Students begin their college career at CPCC where they receive targeted academic advising, student support services, and student life opportunities on both campuses to ensure a seamless and successful transition to UNC Charlotte.

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[2] Transitions from childhood to adulthood as well as from incarceration to mainstream society are also critical but are covered in the support services section that follows.

Support Services

Earlier sections indicated which programs provided resources or other supports beyond in-school tutoring, academic enrichment, and summer camps. These resources and supports included financial support, provision of books and technology, meals, transportation, etc. Nearly every organization provides some type of support to their clients that is outside of their specified purpose, though some of the aforementioned organizations focus on (or highlight) this more so than others, such as **Communities In Schools**.

Five other programs of note focus on providing supports that build life skills and help students overcome obstacles standing in their way of college and career (Table 8).

Table 8. Support Services Focused Organization Services

Organization Program	Life Skills	Employment Readiness	Case Management	Referrals
Center 360	●			
Center for Community Transitions Lifeworks!	●	●	●	●
CPCC I-LEAD	●	●		●
Elon Homes & Schools for Children	●	●	●	
Foundation for Girls	●	●		

All education institutions (K-12 and postsecondary) also have support services for special populations ranging from students experiencing homelessness to veterans.

Finally, it is important to note the role **Mecklenburg County** and the **City of Charlotte** play in providing critical social services. Programs such as *Work First Family Assistance* provide short-term training to help parents become employed and move toward self-sufficiency. Other support services indirectly influence college and career by meeting the basic needs necessary for Charlotteans to be successful in their postsecondary experience and/or career. For example, the *Food and Nutrition Services Program* provides assistance to households with limited income purchase food, many of whom attend CPCC. The **City of Charlotte** provides vital services such as water, firefighting, trash, and recycling.

PROGRAM SPOTLIGHT: FOUNDATION FOR GIRLS

Foundation for Girls provides girls in special schools, shelters, safe homes, and crisis centers hands-on experience with technology, finance, self-confidence, and leadership. Additionally, the program assists the girls in developing skills to be self-reliant and pursue careers in the male dominated fields of technology and finance.

Postsecondary Offerings

The K-12 education system plays a major role in preparing Charlotteans for college and careers. After K-12, however, the system becomes more fragmented and based on readiness as opposed to age/grade-level. Services exist that support those who are either not ready for college or a career or have barriers to entry; community college offers Associate's degrees as well as a pathway to four-year colleges; and, several universities offer Bachelor's degrees as well as graduate degrees and other certifications.

Services

Advanced Preparation

Support Services

Transition Programs

Certification/Credentialing

2-Year Degree

4-Year Degree

There are six major colleges and universities in Mecklenburg County, each of which is expanded upon in the pages that follow. Table 9 summarizes the populations for which each institution advertises special services.

Table 9. Special Populations Served by Support Services by Institution

	CPCC	Davidson	JCSU	JWU	Queens	UNCC
Low-income students	✓	✓	✓			✓
Minority students	Males	✓				Males
First generation	✓	✓	✓			
Students with disabilities	✓	✓	✓	✓	✓	✓
Struggling students	✓		Math	Math		Academic probation
Transfer students	✓	✓				✓
Athletes		✓				✓
Veterans	✓					✓
Non-traditional	✓	✓	✓			✓
Former undergrads		✓				✓
Undeclared		✓	✓			
Other groups	✓	International students	In special programs			Incoming freshmen

By the Numbers

Central Piedmont Community College serves over 55,000

5 colleges and universities serve over 30,000

4 other non-profits offer certifications

Programs by service category and population

Though the dot graph (Figure 5) for populations served by post-secondary offerings is sparser than the figure for educational support and preparation, the majority of the gaps are logical. Elementary and middle school students are not eligible for certifications or postsecondary degrees.

Some gaps, however, are notable. For example, there are no certification programs that focus on immigrant populations. Though these populations could still be served through a broader category like high school students, tailored programming may be appropriate.

How many programs offer the following services for each population?
● 10+   ● <10
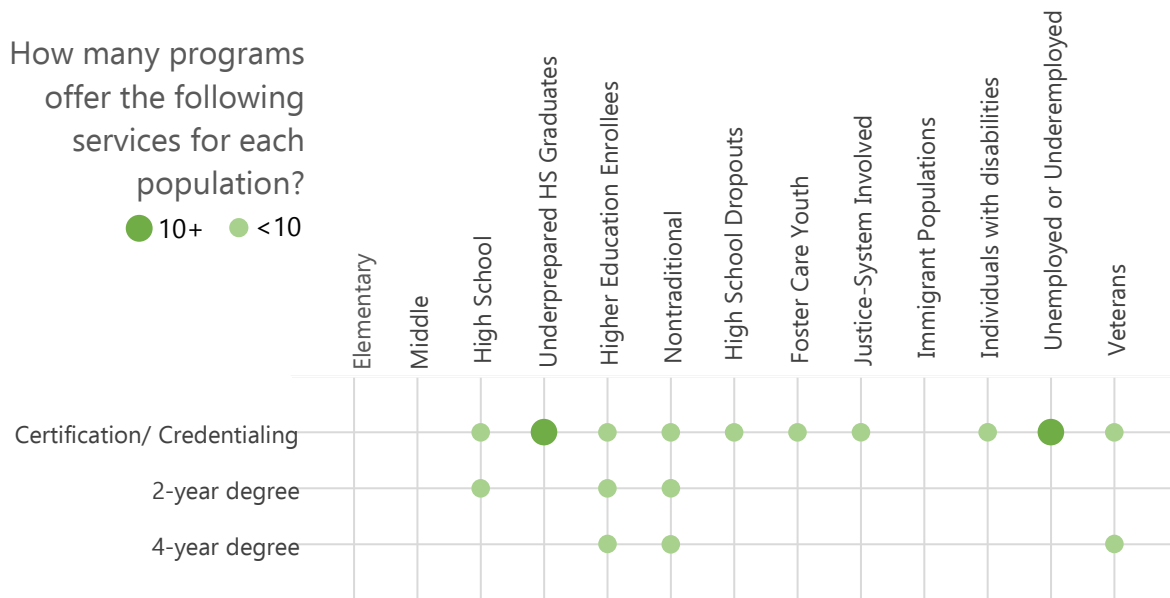
Figure 5. Postsecondary Offerings Services by Population

Postsecondary Institutions

Table 10 provides some quick facts about the postsecondary institutions in Mecklenburg County. **CPCC** serves over 50,000 students though many of these students are adult learners who may be taking a course or two for personal enjoyment (e.g. a retiree taking an art or cooking course). **UNC Charlotte** is by far the largest of the 4-year degree institutions, more than 14 times the size of the others. **Johnson & Wales University** is relatively new to the community, opening its' uptown campus in 2002. **Davidson College**, on the other hand, has been around since 1837.

Table 10. Mecklenburg Postsecondary Degree Program Quick Facts

	Central Piedmont Community College	Queens University	Johnson C. Smith University	Johnson & Wales University	UNC Charlotte	Davidson College
Total Enrollment, 2016	56,924	1,641	1,438	2,101	28,721	1,950
Average 4-year completion	N/A	46%	38%	39%	29%	90%
Founding Year	1963	1857	1867	2002	1946	1837
Residential students	N/A	100%	74%	62%	23%	93%
Nontraditional students	33%	56%	40%	24%	50%	8%

Note. National graduation rates for a 4-year degree within 4 years after start is 35.5% for public institutions, 53.5% for nonprofit institutions, and 18.7% for for-profit institutions[3]

Other Public Institutions in North Carolina[4]

Though there are six postsecondary institutions located within Mecklenburg County, it is important to note that many other public institutions outside Mecklenburg County are available to Mecklenburg County residents. **UNC Charlotte** is just one of 16 public undergraduate institutions in the UNC system (Table 11). In all, 17,833 undergraduate students in the 16 institutions come from Mecklenburg County. The largest number by far attend UNC Charlotte.

According to the University of North Carolina 2016 profile for Mecklenburg, 72% of Mecklenburg County high school graduates applied and were accepted to at least one of these 16 institutions.

The following pages provide a brief description of each postsecondary institution and some of the relevant programs they offer.

Table 11. Enrollment of Mecklenburg County Residents at North Carolina Public Universities

UNC Charlotte	**8,460**
UNC Chapel Hill	2,276
NC State	1,813
Appalachian State	1,632
East Carolina	1,451
UNC Greensboro	1,231
UNC Wilmington	935
NC A&T	915
Winston-Salem State	657
Western Carolina	571
NC Central	537
UNC Asheville	246
Fayetteville State	194
UNC Pembroke	173
School of the Arts	46
Elizabeth City State	43

[3] National Center for Education Statistics, 2010 Starting Cohort: https://nces.ed.gov/programs/digest/d17/tables/dt17_326.10.asp
[4] University of North Carolina, 2016 Mecklenburg County Profile: http://www.northcarolina.edu/apps/counties/pdf_docs/mecklenburg.pdf

CENTRAL PIEDMONT COMMUNITY COLLEGE

Central Piedmont Community College (CPCC), founded in 1963, has a mission to create environments that generate positive, nurturing, and learning-focused experiences for students. CPCC is one of the largest community colleges in North Carolina with 6 campuses in Mecklenburg County serving 56,924 students in 2016. CPCC offers a wide variety of two-year Associate's degrees focusing in diverse areas, such as behavioral, social, and physical science, hospitality, applied technology, English, humanities, transportation, arts, business, nursing, and journalism.

Some of the college and career readiness programs this institution offers include the following:

- **Accelerated Career Training** helps low-income adults move toward family-sustaining employment through training and credentials.
- **Pathways to Careers** offers students the opportunity to work toward completion of their high school equivalency diploma while receiving occupational and work readiness training.
- **Student Support Services** offer a variety of student services to enrolled students.
- **NextGen** offers free education, job training, and employment opportunities for youth ages 16-24.

DAVIDSON

Davidson College, founded in 1837, has a primary purpose of assisting students to develop humane instincts and disciplined and creative minds for lives of leadership and service. Davidson College is a private, liberal arts college in Davidson, North Carolina. Davidson is the oldest college in Mecklenburg County and one of the smallest with 1,950 students. Davidson offers 26 majors and 17 interdisciplinary minors, including gender and sexuality studies, Greek, dance, and biology. The school aids all domestic students on a need blind basis and meets 100 percent of all students financial needs.

Some of the college and career readiness programs this institution offers include the following:

- **First Scholars** assists first generation college students and their families adjust to college through peer mentoring.
- **July Experience** is a pre-college summer program for rising juniors and seniors, where they can learn/participate in the college admission process, get to know Davidson College, and prepare for college.
- **STRIDE** offers peer mentoring to first year students of color with their adjustment to college.

Johnson & Wales University, founded in 1914 as a business school (Charlotte campus added in 2002), has a mission to provide exceptional education that inspires professional success and lifelong personal and intellectual growth. The total enrollment in 2016 was 2,101. JWU offers two-year Associate's degrees in Culinary Arts and Baking and Pastry Arts as well as Bachelor degrees.

Some of the college and career readiness programs this institution offers include the following:

- **Center for Academic Support** supports students in developing and maximizing their talents, directing their own learning, and acquiring behaviors and attitudes that employers value. Services include tutoring, workshops in stress management, time management, and test-taking strategies, and accommodations for students with disabilities.
- **Early Enrollment Program** gives high school seniors an opportunity to enroll full time in college courses at JWU and complete their high school graduation requirements at the same time. It is designed to help students investigate the variety of college and career options.

Johnson C. Smith University, founded in 1867, has a mission to provide an outstanding education for a diverse group of talented and highly motivated students from various ethnic, socioeconomic, and geographic backgrounds. Johnson C. Smith University is a private university that offers a liberal education in conjunction with concentrated study in specialized fields. Total enrollment for 2016 was 1,438 students.

Some of the college and career readiness programs this institution offers include the following:

- **Metropolitan College** offers undergraduate adult degree programs for adult/nontraditional students to advance their career opportunities.
- **Freshman Summer Scholars** offers classes to entering freshmen who want to start classes early and those who have not yet been accepted into JCSU but want to demonstrate capacity for college-level work.
- **Academic Center for Excellence (ACE)** provides advising for students who have not yet declared a major and students enrolled in Sit Lux and Biddle Freshman programs.
- **Career Services** prepares students for their careers through support with resumes and cover letters, employer and graduate school information sessions, professional development workshops, identification of internship and employment opportunities, and access to other resources.

Queens University, founded in 1857, has a mission to provide transformative educational experiences that nurture intellectual curiosity, promote global understanding, encourage ethical living, and prepare individuals for purposeful and fulfilling lives. There were 1,641 students enrolled in 2016. Queens University is a private institution that offers undergraduate and Master's degrees.

Some of the college and career readiness programs this institution offers include the following:
- **Academic Early Warning** is a 4-week warning systems that allows faculty to express concerns about students.
- **Center for Student Success** provides services to promote students' academic success, such as individual peer tutoring, small group tutoring sessions, and knowledge workshops.
- **Office of Student Disability Services** seeks to provide equal opportunity to students with disabilities to ensure equal access to higher education, programs, services, and benefits.

The **University of North Carolina at Charlotte (UNC Charlotte)**, founded in 1946, is North Carolina's urban research university. Its mission is to leverage its location in the state's largest city to offer internationally competitive programs of research and exemplary undergraduate, graduate and continuing education. UNC Charlotte has the largest enrollment of the other 4-year institutions at 28,721 students in 2016.

Some of the college and career readiness programs this institution offers include the following:
- **Continuing Education** offers programs to individuals and employers.
- **49er Finish** assists former undergraduate students with completing their degrees through personalized advising services.
- **49er Rebound** assists students on academic probation at the end of their first semester.
- **Office of Adult Student and Evening Services** (OASES) assists in recruiting, retaining, and graduating a diverse, adult student population.
- **BEST (Building Educational skills and Talents)/TRIO** BEST is a federal TRIO Student Support Services program, which provides services to individuals from disadvantaged background.
- **Building Better Brothers (B3)** designed to increase the retention and graduation rates of minority and underrepresented males.

Certification/ Credentialing

Certifications are awarded upon the successful completion of a relatively brief course of study. They indicate mastery of or competency in specific knowledge, skills, or processes measured against a set of accepted standards. Some of the postsecondary institutions offer certificates, including graduate-level certificates.

Three organizations focus on providing training and certification outside of high school:

Carolina's College of Health Sciences offers two-year associate of science degrees in applied science and general studies. These degrees prepare students for careers and/or further education in nursing, radiologic technology, surgical technology, anesthesiology technician, and medical laboratory science. Students who participate in certain certification programs are eligible to participate in the Associate's Degree Bridge program, in which they can earn an associate degree in their field by completing an additional 30 credits in general studies courses. Though it currently serves fewer than 450 students, the college is seeking accreditation to expand to a four-year program in fall 2018 to meet demand for nurses.

Goodwill Industries of Southern Piedmont offers a Construction Skills Training program taught by National Center for Construction Education and Research (NCCER) certified instructors in partnership with Central Piedmont Community College. All training is free of charge for Goodwill clients. Participants finish with three certifications: NCCER, OSHA 10: Occupational Safety and Health Administration, and Certified Forklift Operator License.

Urban League of Central Carolinas offers two training and credentialing programs. One is in *Broadband Fiber Optic* for entry-level or experienced individuals. The other program prepares students for entry into a new career in *HVAC/Refrigeration*.

Certifications and credentials are also available for high school students through Career and Technical Education Pathways. Examples of industries where students can earn certifications and credentials include: automotive, business management, culinary and hospitality, environmental sustainability, and public safety.

Career Readiness

There has been a philosophical shift in the school system, among service providers, and in the business community about the need to begin raising career awareness and readiness among students and their parents at earlier ages, as early as elementary school.

Services

Career Pathways Awareness

Work-Based Learning

Employment Support

There are also numerous services available for adults who are looking for steadier employment or opportunities to advance. As such, it is important that future workers be trained in fields that will be in demand. In a recent analysis, Chmura Economics projected the supply and demand of workers by occupation for the Charlotte metropolitan area and found that healthcare, business and finance, management, and computer occupations will have the largest gaps by 2027.

Table 12 shows all the occupations that are predicted to have an annual supply gap of at least 100 people.[5] Four of these industries have average wages that are above the Mecklenburg County median household income of $56,854.

Table 12. Projected Occupation Gaps by 2027 for Charlotte-Concord-Gastonia MSA

Occupation Type	Annual Supply Gap	Current Supply	Annual Demand	Average Wage
Healthcare Practitioners and Technical	785	61,007	2,849	$82,000
Business & Financial Operations	781	75,234	3,388	$78,300
Management	507	71,957	3,520	$126,000
Computer and Mathematical	474	43,165	1,743	$87,400
Construction and Extraction	363	55,770	2,284	$38,300
Healthcare Support	251	29,688	1,698	$27,900
Education, Training, and Library	186	58,117	2,156	$42,700
Community and Social Service	153	15,052	635	$47,400

In order to ensure that workers are prepared for in-demand jobs, they need to have certain skill-sets. Table 13 lists the top three skill sets needed for each in-demand industry. Many of these skill-sets can be applied in other industries as well.

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[5] 2017 Metropolitan and Nonmetropolitan Area Occupational Employment and Wage Estimates: https://www.bls.gov/oes/current/oes_16740.htm#00-0000

Table 13. Top Three Skill Sets in Each Industry, provided by Charlotte Works (2016)

Information Technology	Transportation	Manufacturing	Construction	Health Care	Hospitality
SQL	Microsoft Excel	Six Sigma	Project Management	Patient Care	Cleaning
Project Management	Customer Service	Lean Manufacturing	Scheduling	Health Promotion Programming	Customer Service
Oracle	Microsoft Office	Manufacturing Processes	Construction Management	Assessment Data	Scheduling

By the Numbers

360 interns through the Mayor Youth Employment Program in 2017

8,000 required hours for Apprenticeship 2000, which leads to AAS degree and certifications

1,819 career-ready Goodwill clients place into employment in 2016*

Job placement rate is 85% for adult Urban League programs

*In broader Southern Piedmont region, including Mecklenburg.

Programs by service category and population

While career path awareness begins at an early age, work-based learning is minimal until high school. The majority of employment support programs focus on high school students, graduates, and higher education enrollees.

Career pathway awareness is the most common type of career readiness service offered to K-12 students. The majority of these programs serve high school students. Although some span all grades, only a few focus on younger students alone. About 10 of these programs are aimed at the unemployed/underemployed and/or high school dropouts. Only a handful of programs target other special populations (Figure 6).
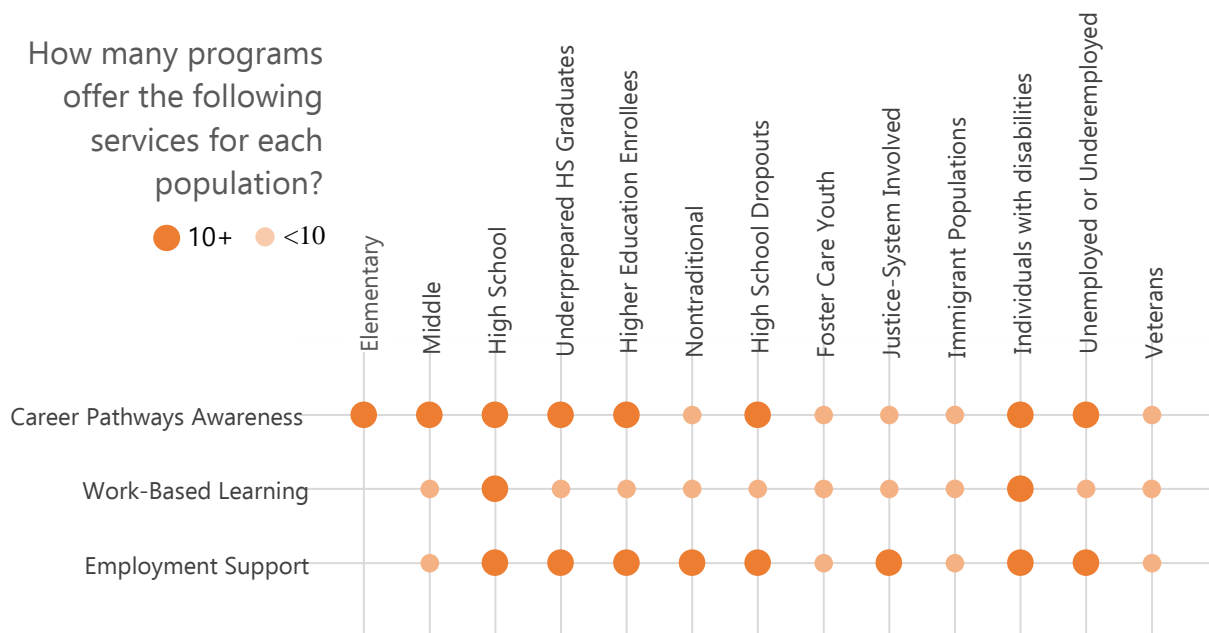

Figure 6. Career Readiness Services by Population

Service Provider Highlights

Goodwill Industries of the Southern Piedmont

Goodwill, founded in Boston in 1902, opened in Charlotte in 1965 as an independent Goodwill affiliate agency. Now, Goodwill Industries of the Southern Piedmont is a regional workforce development leader serving 18 counties in the Carolinas. Goodwill carries out its mission "changing lives through the power of work" through a number of programs for adults and youth who have barriers preventing them from otherwise obtaining a job, including the following:

- Career Development Services
- Career Leadership Academy for Youth
- Goodwill University
- Job Connection Centers
- Referral Services

MeckEd Career Pathways Program

Mecklenburg Citizens for Public Schools (MeckEd) is an independent, education focused non-profit with a mission to "ensure access to a quality public education that provides both the knowledge and the experiences necessary for all students to lead productive, successful lives." MeckEd's Career Pathways program launched in 2012 in partnership with Charlotte Works, to serve high need high school students in all CMS comprehensive Title 1 high schools. Currently the program operates in four high schools: Garinger, Independence, Vance, and Harding. The program plans to expand to West Charlotte High School in September 2018. The Career Pathways Program provides students with exposure to a variety of opportunities for post-secondary education and training.

Since 2012, the program has partnered with over 70 local and regional businesses. In result, 6,502 students have participated in site visits, job shadowing and round-table discussions; 2,534 students have visited college campuses; 534 students were placed in a paid internships or apprenticeships; and 1,450 students have received intensive navigational services.

Urban League of Central Carolinas

Urban League of Central Carolinas was founded in 1978 as the 116th affiliate of the national organization. Urban League works to "empower the community to attain financial stability and social justice in a global economy through education, training and placement." The organization provides services in Charlotte-Mecklenburg, Davidson, and Union Counties and offers a variety of programs for adults and youth related to life and career skills, certification and credentialing, and mentoring, including the following:

- City Startup Labs Entrepreneurs Academy
- Computer Technology and Career Readiness Course
- Fiber Optics / Broadband Curriculum
- GED program
- HVAC Training
- Life Skills Intervention
- Linking Youth to Technology Through Education Program
- Project Ready Mentor 4
- Urban Youth Empowerment Program

Career Pathways Awareness

Career Pathways Awareness encompasses a variety of activities intended to help people become aware of the wide range of available careers and how to attain them. This includes services like career exploration activities, career assessments, and career fairs, among others.

In most cases, career pathway awareness activities are integrated into organizations' other programming. For example, **Project Scientist** provides summer STEM programming to girls and is primarily categorized as a STEM program. However, they also expose girls to women in STEM careers so that girls can see themselves in those roles.

Why it matters…
According to Project Scientist, 78% of school-aged girls are interested in STEM, but women make up only 25% of STEM workforce.

About 50 organizations provide some form of career pathways awareness, through over 80 programs. Most of these programs offer career pathway awareness in addition to other services; only 8 programs consider career pathway awareness their primary focus (Table 14). All but three of the programs are geared toward high school students.

Table 14. Career Pathways Awareness Focused Organizations and Programs

Organization Program	Population-Focused	Career Type-Focused
Boy Scouts of America Exploring Program	14-20 yr. old boys & girls	
Bringing Together Extraordinary People #BInspired Shadowing Program	Low-income	
Charlotte Area Health Education Center HEROES Health career Education		Healthcare
Charlotte Area Health Education Center Teen Health Career Club		Healthcare
Charlotte-Mecklenburg Police Department High School Academy		Law Enforcement
Girl Scouts Engineers Are Cool! Junior Girl Scout Event	Elementary school girls	Engineering
MeckEd Career Pathways Program		
Urban League of Central Carolinas Project Ready Mentor 4		

PROGRAM SPOTLIGHT: EXPLORING

Boy Scouts Exploring program provides an opportunity for young men and women 14-20 years old to learn about careers. The goal of this program is to help students explore career options and determine which is most aligned for their future career goals. Through this program, participants gain hands-on, interactive experiences in a variety of career fields from local community and business leaders.

Work-Based Learning

Work-Based Learning includes experiences that are completed under the supervision of a trained or certified professional in the field, such as internships, apprenticeships, and job shadowing (also included under Career Pathways Awareness). It should be acknowledged that this inventory focused primarily on widely available opportunities and, as a general rule, did not consider individual internship opportunities or internship programs at individual companies/organizations.

More than 20 organizations provide work-based learning opportunities, through nearly 40 programs. The majority of these programs provide work-based learning opportunities in addition to other career readiness services. This overlap is logical and largely beneficial, as work-based learning often complements career pathways awareness and/or employment support services.

Six programs consider work-based learning as their primary focus, four are internship programs (Table 15). Nearly all programs that offer work-based learning experiences are designed for high school students, college students, and adults. A good number cater to individuals with disabilities, the unemployed/underemployed, and/or high school dropouts. Few focus on other special populations

Table 15. Work-Based Learning Focused Organizations and Programs

Organization Program	Job Shadow	Internship	Apprenticeship	Certification
Apprenticeship 2000			■	■
City of Charlotte Mayor's Youth Employment Program		■		
InReach Project Search		■		
Junior Achievement Job Shadow	■			
Promising Pages Team Read Ambassador Program		■		
Youth Development Initiative Youth Employment Services		■		

PROGRAM SPOTLIGHT: APPRENTICESHIP 2000

Apprenticeship 2000 offers technical and industrial apprenticeships for high school juniors and seniors and employment opportunities after graduation. Apprenticeship 2000 partners with various companies that train apprentices for trades such as CNC Machinist, Tool & Die Maker, Mechatronics, and Injection Molding Technician. The 8000-hour training program lasts four years; by the end of the program, apprentices earn an AAS degree in Mechatronics Engineering Technology from Central Piedmont Community College, a Journeyman's Card and Certificate by the State of North Carolina, and a Certificate from the US Department of Labor.

Employment Support

Employment support encapsulates a range of services that help people find and keep a job. This includes assistance with a job search, resume preparation and interview skills, but also development in skills like entrepreneurship and financial literacy.

Sixty programs offer services that fall under the umbrella of employment support services. Most of these programs offer these services in conjunction with other career readiness services like career pathways awareness or work-based learning.

About 20 programs consider these services their primary focus (Table 16). This includes career centers at all of the post-secondary educational institutions, which are designed for students attending that institution. The remainder consists of a handful of career centers and employment support programs, many of which focus on individuals with disabilities and those involved with the justice system.

Other than the university career centers, the majority of these programs are targeted at unemployed/underemployed adults, individuals with disabilities, and/or high school dropouts. Relatively few focus on justice-system involved, foster care, or immigrants. About one-third focus on high school students.

PROGRAM SPOTLIGHT: COMPUTER AND CAREER READINESS COURSE
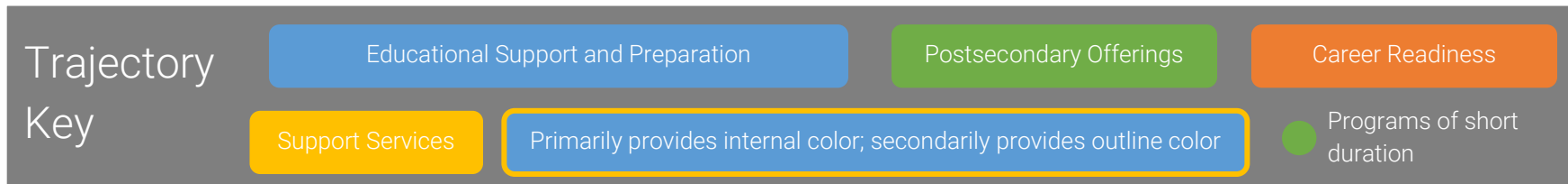
Urban League's Computer and Career Readiness Course is a free 6-week program featuring learning and professional development opportunities in Microsoft Office and international customer service. All ULCC participants receive financial literacy development, professional development coaching and mentoring, and job placement services including access to monthly career fairs.

Table 16. Programs that focus on employment support services

Organization Program	Career centers	Programs for specific populations	General programs
Central Piedmont Community College Working in America	■	Immigrants	■
Charlotte Works Career Centers	■		
Charlotte-Mecklenburg Library Job Help Centers	■		
City of Charlotte Youth Job Development		Youth	
Goodwill Goodwill University			■
Goodwill Job Connection centers	■		
Goodwill Referral Services			■
Goodwill Career Development Services			■
LIFESPAN Community Employment Services		Individuals with disabilities	
Mecklenburg County Dept. of Social Services Work First Employment Services		FNS recipients	
Nevins Employment Groups		Individuals with disabilities	
Nevins b(3) Supported Employment Service		Individuals with disabilities	
Q Foundation Inc. Employment Readiness & Entrepreneurship		Justice-system involved	
Q Foundation Inc. Employment Training and Placement Program		Justice-system involved	
UMAR Vocational Services		Individuals with disabilities	
Urban League of Central Carolinas City Startup Labs Entrepreneurs Academy			■
Urban League of Central Carolinas Urban Youth Empowerment Program		Youth	
Urban League of Central Carolinas Computer Technology & Career Readiness Course			■

Possible Trajectories

Among the hundreds of programs in this ecosystem, the number of ways individual students interact with programs in the ecosystem are near infinite. Some students participate in many programs throughout their entire life, while others may only participate once or not at all. Below are a few of the possible trajectories that a student living in Charlotte-Mecklenburg might experience.

Trajectory Key

| Educational Support and Preparation | Postsecondary Offerings | Career Readiness |

| Support Services | Primarily provides internal color; secondarily provides outline color | Programs of short duration |

Student A attended West Charlotte High School (Figure 7). He did not excel in school but was a solid C student. Due to his family's financial obstacles, he was unsure if he wanted to attend college or enter the work force directly after high school. His guidance counselor encouraged him to consider the Anthony Foxx Scholars program in which he could receive a scholarship of $2000 to attend CPCC. He decided to join the program and subsequently enrolled at CPCC. While at CPCC, he struggled to decide on a career path. A professor suggested he join the Career Leadership Academy for Youth through Goodwill of the Southern Piedmont. While attending the workshops, he worked on personal growth and career exploration, and realized that his passion lies in helping and giving back to his community. He transferred to Johnson C. Smith with the help of the Biddle Institute and earned a degree in social work.
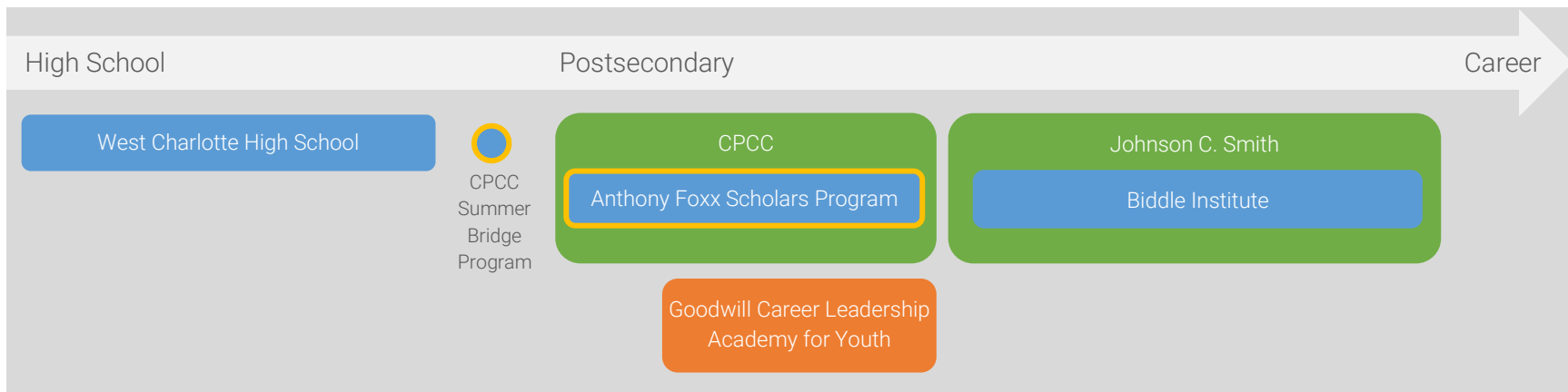
Figure 7. Student A's Trajectory

Student B was referred to Communities In Schools (CIS) by her teacher during the first grade (Figure 8). Noticing her aptitude for math, the CIS coordinator recommended her family apply for a Project Scientist scholarship to attend summer camp. Student B loved camp and attended for several years. She was also able to attend a few fun STEAM Saturdays with Digi-Bridge. When she got to 5th grade, she decided she wanted to go to a STEM magnet for middle school. Her CIS coordinator helped her family apply to McClintock Middle School, which was nearby. Once there, she started attending McPIE family nights and was able to compete in robotics. She also started Girl Scouts thanks to a neighbor who was a scout.

After McClintock, she attended the Engineering Academy at Phillip O. Berry, a magnet school on the west side of town. There she participated in sports, continued with Girl Scouts, and participated in the Police Activities League (PAL) College Tour program. Student B knew she wanted a career in STEM but was not sure what career exactly. Her CIS coordinator recommended she attend Central Piedmont Community College where she could earn an associate's degree, take care of general education requirements, and participate in Communities In College (CIC), the community college version of CIS. After attending the summer bridge program at CPCC, she participated in CIC and excelled in her classes. After two years, she earned her A.A. and transferred to UNC Charlotte. There, the Career Center helped her narrow her field of interest to data analytics and get her first internship.
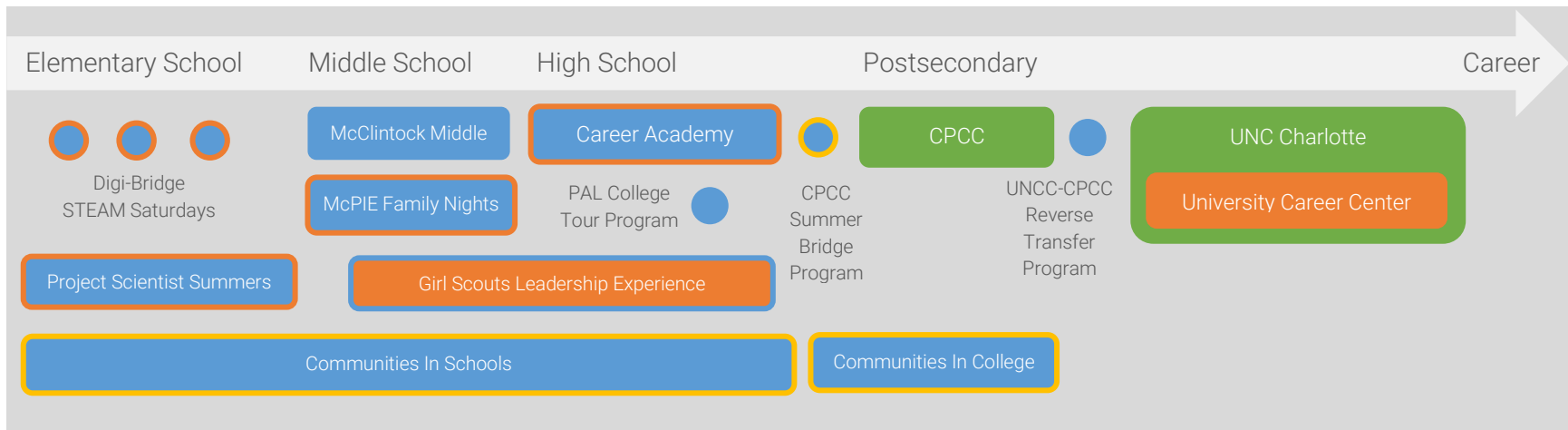

Figure 8. Student B's Trajectory

At the end of Student C's kindergarten year, she was behind in her reading skills (Figure 9). Her teacher suggested that her parents enroll her in the Freedom School Partners six-week summer program. She enjoyed the program and attended every summer through middle school. Her school also partnered with Augustine Literacy Program, who were able to tutor her during school and help her get on grade level in reading. She did not participate in any after-school activities, but starting in middle school would often go home and bake for her friends, neighbors, and family. During junior year, she learned about the Early Enrollment Program at Johnson and Wales University. She and her guidance counselor thought it was a great fit to learn about culinary and other career options, while earning college credit. She applied and was granted admission. She went on to earn a BS in Baking and Pastry Arts and get a job as a baker in a nice restaurant.

Elementary School	Middle School	High School	Postsecondary	Career

Augustine Literacy Program

Freedom School Partners Summers

Early Enrollment Program
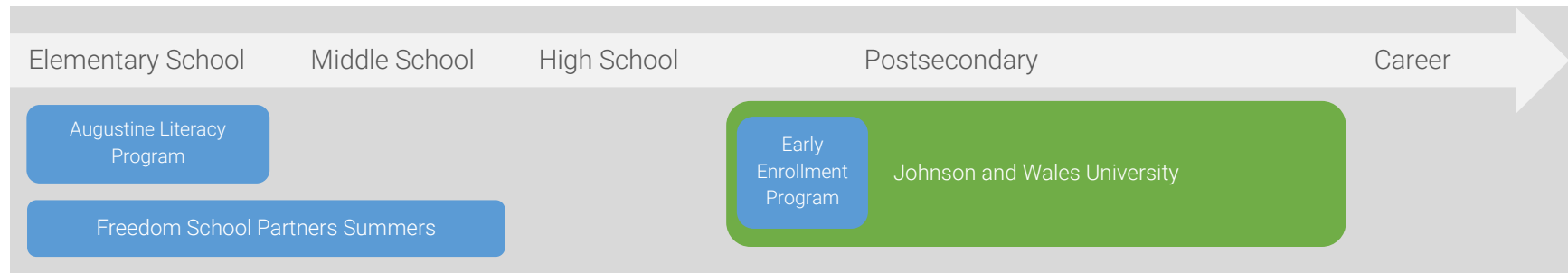
Johnson and Wales University

Figure 9. Student C's Trajectory

During elementary school, Student D was enrolled in the After School Program at the YWCA Central Carolinas (Figure 10). She was an average student during most of her years at CMS, flying under the radar of teachers and counselors. One, however, took notice and helped enroll her in the AVID program. With the support from AVID, she excelled and was accepted to Queens University. She was anxious to attend as she would be the first in her family to attend college. She expressed her anxiety to the admissions counselor, who recommended the L.E.A.D Peer Mentoring Program. After joining the program, she was able to succeed, graduate, and obtain a job.

Elementary School	Middle School	High School	Postsecondary	Career

YWCA After-School Program

AVID Program

Queens University
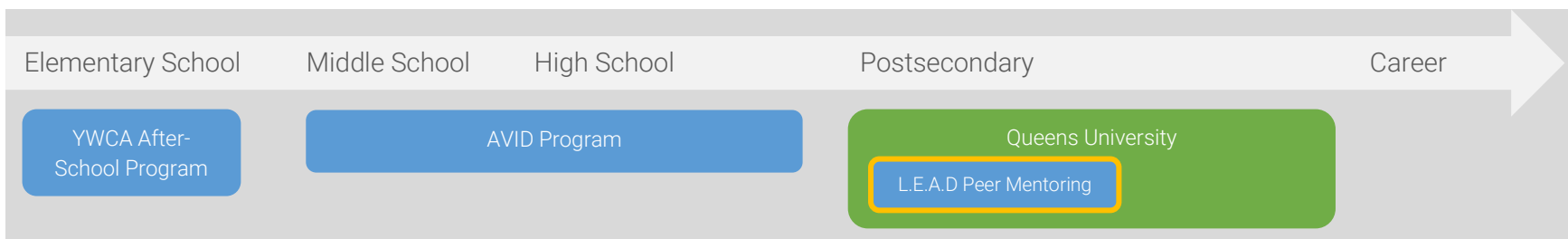
L.E.A.D Peer Mentoring

Figure 10. Student D's Trajectory

After being unable to find a job because of his criminal record, Young Adult E joined Youth Job Development, offered by the City of Charlotte. While attending job fairs, he realized it was not just his criminal background, but also his lack of high school diploma, that was hindering his job prospects. He truly wanted to turn his life around, so he enrolled in the Adult Basic Education Program through Q Foundation to earn his GED. Once he successfully passed the GED test, he entered Q Foundation's Employment Training and Placement Program. While in the program, he received guidance on how to search for and secure a job. Yet, he was still unable to find a job. After several years of working in minimum wage jobs, he learned about the Urban League of Central Carolinas' Broadband Fiber Optic Curriculum. He became a Certified Fiber Optic Technician and obtained a well-paying job, with benefits.
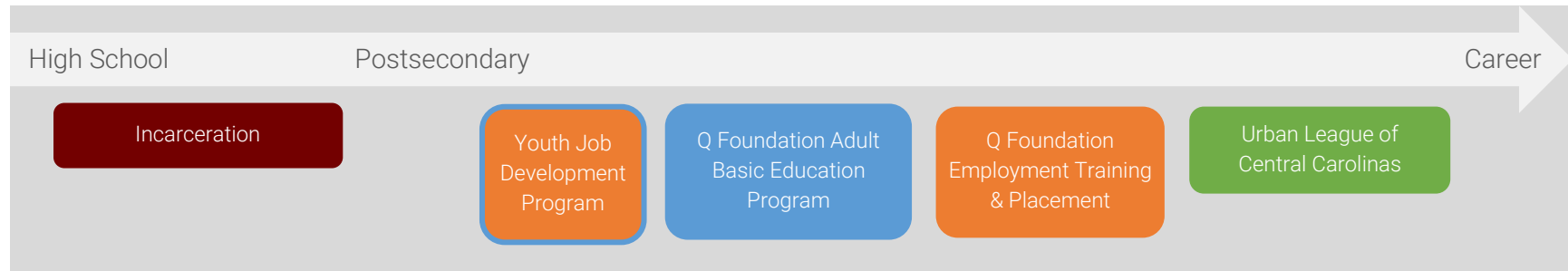
Figure 11. Young Adult E's Trajectory

Although there are hundreds of programs serving students and young adults to help put them on a career path, thousands still have no touch points with any of these programs or very few. Student F attended a private school for her K-12 education. She then continued her education at NC State University, where she earned a degree in biology. She is now an 8th grade science teacher.
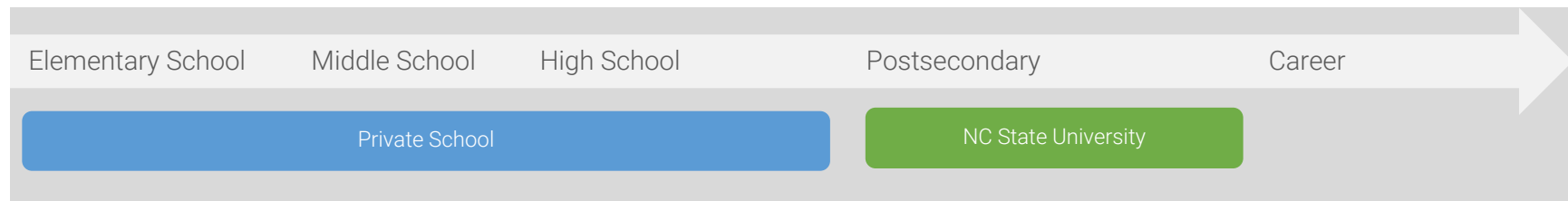

Figure 12. Student F's Trajectory

Relevant Institutions and Opportunities

Though this report includes hundreds of organizations, programs, and services in the college and career ready space in Charlotte-Mecklenburg, there are still many others that contribute to college and career readiness. Some programs were not included due to the lack of consistent data of effectiveness (such as for-profit institutions), while others were left out due to their lack of accessibility to all Charlotte youth (such as private schools), and others because they would require their own ecosystem (such as funding).

By the Numbers

983 congregations and religious organizations

89 Master's Degrees

27 Charter Schools

83 Independent Schools

68% of undergraduate students from Mecklenburg County use financial aid

Relevant Institutions

For-Profit Postsecondary Institutions

This report focuses on nonprofit organizations and nonprofit public and private schools that contribute to young people's college and career readiness in Charlotte-Mecklenburg. This decision was based on national data that suggest that for-profit postsecondary institutions tend to be less beneficial to students in comparison with nonprofit and public secondary institutions. For example, data from the National Center for Education Statistics indicates that there are significant benefits in earnings when obtaining certificates/degrees from public and nonprofit institutions, but not when obtaining certificates/degrees from for-profit institutions.[6] Moreover, completion rates tend to be lower while loan default rates are higher for individuals who enroll in for-profit postsecondary institutions. This is troubling because for-profit institutions are the fastest-growing postsecondary schools in the United States. Even more, these institutions tend to enroll students who are economically disadvantaged, of minority backgrounds, and not prepared for college.[7]

While this report does not inventory for-profit postsecondary institutions, both free-standing institutions and Charlotte campuses of national brands exist. During interviews for the first iteration of this report, CPCC administrators cited examples of students who transferred to their institutions

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[6] https://www.nber.org/papers/w18201.pdf
[7] https://muse.jhu.edu/article/508224/pdf

with significant debt and no credentials after enrolling in local for-profit schools. Altogether, data suggest care should be taken before enrolling in for-profit postsecondary institutions.

A for-profit especially important to note is Charlotte School of Law. It was established in 2006 and received full American Bar Association accreditation in 2011. The school was placed on probation in 2016 and closed permanently in 2017. According to Law School Transparency, students received $337.1 million in loans between 2010 and 2016. Only those who were recently enrolled were able to apply for loan forgiveness.

NATIONAL DATA ON FOR-PROFIT COLLEGES

- Enrollment in for-profit colleges increased 225% in the 10 years prior to 2008.

- Approximately 86% of funding for for-profit colleges is through taxpayer dollars; 96% of all for-profit students take out loans (as compared with 57% at private non-profit schools, 48% at four-year public universities, and 13% at community colleges).

- In the 2010-11 academic year, the average annual cost of a 2-year degree before aid was 115% higher at a for-profit college than at a public community college.

- Roughly 22% of students who attended for-profit schools defaulted on their loans within three years of entering repayment. By comparison, 7.5% of students at non-profit private colleges and 11% of students from public schools defaulted within three years.

Private Training

There are also numerous private training and credentialing programs, specifically in nursing, dental assisting, truck driving, and construction. Additional information about the quality of these organizations varies. Charlotte Truck Driver Training School, for instance, has an A+ rating from the Better Business Bureau, while others provide no such information. Though these programs may of great career benefit for many in our community, we limit their emphasis because of the unknowns.

For-Profit College Preparation Courses

In terms of college preparation services such as SAT / ACT courses, this report focuses on nonprofit organizations providing such services (e.g., Communities in Schools, Police Activities League) rather than for-profit organizations (e.g., Kaplan). This choice was based on the costs associated with SAT / ACT preparation courses and their accessibility to low-income families. It is important to note, however, that numerous for-profit organizations exist in this space and are usually only accessible by high-income students.

Religious Institutions

There are 983 congregations and other religious organizations registered in Mecklenburg County.[8] Many of these religious institutions have programs or volunteering initiatives that support local students, schools, and neighborhoods in ways that promote college and career readiness.

Graduate Programs

Three of the five universities in Mecklenburg County also offer advanced degrees. For some professions, these degrees are required, while for others, these degrees offer greater opportunities for advancement. In addition, Northeastern University maintains a Charlotte presence and Wake Forest University opened a Charlotte campus offering a Masters of Business Administration in 2012. A brief description of the graduate programs offered is available in Table 17.

Table 17. Graduate Degree Programs

Institution	Degrees Offered	Programs Offered
Johnson C. Smith University	1 Master's Degree	Social Work

Northeastern	3 Doctoral Degrees
	19 Master's Degrees
	11 Graduate Certificates
		Within 6 programs:
		    Business
		    Education
		    Government & Civic Engagement
		    Healthcare
		    Leadership & Management
		    Science, Technology, & Engineering

Queens University	13 Master's Degrees	Within 5 programs:
		    Fine Arts
		    Business
		    Communication
		    Education
		    HealthCare

	2 Graduate Certificates	Executive Coaching Academically/Intellectually Gifted Teaching

UNC Charlotte	26 Doctoral Degrees
	75 Master's Degrees
	53 Graduate Certificates
		Within 8 colleges:
		    Business
		    Arts + Architecture
		    Education
		    Computing and Informatics
		    Health and Human Services
		    Liberal Arts & Sciences
		    Engineering

Wake Forest University	1 Master's Degree	Business Administration

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[8] http://nccsweb.urban.org/PubApps/geoShowOrgs.php?id=c37119&code=c37119&v=cong&lev=#selectedContent

Of note, while Charlotte does not have a medical school, students from UNC Chapel Hill's School of Medicine may complete their rotations in Charlotte.

In addition to the graduate programs offered locally, more colleges and universities nationwide are offering online graduate programs. For-profit universities used to dominate this space, but non-profit universities are now adding programs online, allowing people geographically bound to attend their institution from anywhere. It is impossible to tell how many in Charlotte-Mecklenburg are taking advantage of this option, but it is only likely to increase.

Independent Schools

After Charlotte-Mecklenburg schools, the most popular schooling option is independent, or private, schools. There are 83 independent schools in Charlotte-Mecklenburg serving approximately 18,506 students in 2017. Most of these schools offer scholarship programs, though these are limited. Many also offer summer programs, which are usually open to students who do not attend during the school year. Some of these programs also offer scholarships, though usually no transportation, a primary barrier for low-income students.

This report explores scholarships further in the next section, though most of these are for postsecondary education. A scholarship program of note for K-8 students is Children's Scholarship Fund-Charlotte, a nonprofit organization that has provided over $9,000,000 in private scholarships to 7,000 students since 1999. To be eligible, children must be starting kindergarten or transferring from a public school, be eligible for the Federal Free and Reduced Meal Program, and reside in Mecklenburg County.

Home Schools

Homeschooling is also a popular option among families in Mecklenburg County. Each home school must have a "school administrator," which is the best indicator of the number of households that are homeschooling their children. According to the North Carolina Administration, there are 6,241 administrators registered in Mecklenburg County.[9] Therefore, there are an additional 6,241 entities preparing youth in our community for college and career, though beyond standardized achievement tests, little information is known about those students' preparedness. A number of these students also likely participate in programs, camps, and initiatives already discussed, though that overlap is unknown.

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[9] https://www.dnpesys.nc.gov/NPEPublic/HSCountySearch.aspx

HOME SCHOOLS IN NORTH CAROLINA

According to North Carolina law, homeschools must administered by a parent or guardian with at least a high school diploma or its equivalent. Parents are required to administer nationally standardized achievement tests in subject areas such as English, grammar, and mathematics. There are resources available for students attending homeschool, including community forums, state provided guidelines, and groups of other homeschooling students. The chief administrator (parent/ guardian) is able to have great flexibility in the hours of instruction, the type of instruction, grade promotion, and degree requirements. Students may enroll in a public or private school after being homeschooled.

Charter Schools

In 2011, the state of North Carolina lifted the 100-school cap on charter schools. As of August 2017, there are 27 active charter schools in Charlotte-Mecklenburg (see Table 18). Most of these charter schools, which are publicly funded independent schools, seek to prepare youth for college and careers. Specific schools' foci vary, but examples include: STEM, STEAM, leadership, health, and college preparation. More information about each school can be found on their websites.

Table 18. Charter Schools in Charlotte-Mecklenburg

Aristotle Preparatory Academy: A Challenge Foundation Academy	Metrolina Regional Scholars Academy
Bradford Preparatory School	Movement Charter School
Charlotte Choice Charter	Pioneer Springs Community School
Charlotte Lab School	Queen City STEM School
Charlotte Learning Academy	Queen's Grant Community School
Charlotte Secondary School	Socrates Academy
Commonwealth High School	Stewart Creek High School
Community School of Davidson	Sugar Creek Charter
Corvian Community School	Thunderbird Preparatory School
Invest Collegiate Transform	United Community School
KIPP Charlotte	Unity Classical Charter School
Lake Norman Charter	UpROAR Leadership Academy
Mallard Creek STEM Academy	VERITAS Community School: A Challenge Foundation Academy
Matthews Charter Academy	

Relevant Opportunities

Financial Support

Organizations in a variety of sectors, including the nonprofit sector (e.g., churches), public sector (e.g., schools), and for-profit sector (e.g., Kaplan), provide programming and services related to college and career readiness. Many services are offered at affordable rates or are free for qualifying participants. However, some programs and services have higher costs. In particular, this study found that STEM programming was more likely to be costly and therefore out of reach for lower-income families. For example, some Charlotte-area organizations charge as much as $850 for one-week of STEM programming. Some of the more expensive programs provide financial support or scholarships for program participants. However, organizations' websites vary in the extent to which they provide information about eligibility for such assistance and the application process. Given the variability in available online information, the report does not include data regarding financial support opportunities for specific programs.

Scholarships

Sixty-eight percent of undergraduate students from Mecklenburg County receive financial aid from public sources.[10] There are also innumerable other scholarships available locally, nationally, and from each individual institution. The scholarships for each individual institution can be found on their websites or by contacting their admissions office.

The Foundation For The Carolinas administers many scholarships for both Mecklenburg County-focused programs and programs with other parameters (e.g., other geographies, students studying a specific subject or at a certain school etc.). FFTC manages a number of local scholarship funds that provide grants to help students achieve their educational goals (e.g., ANSWER Scholarship, Charlotte Housing Authority Scholarship, Memorial Scholarships). These grants are available for students who seek to attend private K-12 schools and public and private institutions at graduate and undergraduate levels.

However, FFTC reports some challenges and barriers associated with scholarship awards.

Many scholarship dollars go unawarded each year.
This occurs for a few reasons. First, the majority of scholarship funds managed by FFTC are donor-restricted, which means that donors have developed specific criterion that must be met for the scholarships to be awarded. This limits the number of students who are eligible for each award. Because of the many requirements for eligibility (e.g., club membership, Grade Point Average, unique extracurricular activities, etc.), finding students who match all the requirements can be difficult and many scholarships go unawarded.

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[10] University of North Carolina, 2016 Mecklenburg County Profile:
http://www.northcarolina.edu/apps/counties/pdf_docs/mecklenburg.pdf

In addition, many students are in need of guidance and support to assist in the application process for scholarships, and they may not always have access to those supports. For example, during the summer, high students generally do not have access to guidance counselors or advisors to assist them in applying or renewing scholarship applications. As a result, a number of scholarships receive no applications or are not renewed. At other times, students may not be aware of or seek scholarship opportunities, and counselors have to "chase down" students during the school year to encourage them to apply. Some students may feel intimidated by the application process or application requirements (e.g., essay, letter of recommendation) and require additional encouragement.

Some scholarship recipients elect to attend more expensive institutions (e.g., for-profit postsecondary institutions), requiring them to pay costs not covered by scholarships.
A number of students who receive scholarships elect to attend for-profit higher education institutions. Unfortunately, a number of scholarship recipients must cover tuition costs not covered by the scholarship award. Even more, many of the enrolled in for-profit institutions experience difficulty completing a degree; as a result, students transfer to community colleges to complete a new degree or certificate program. By that time, students have either reached or are approaching the scholarship award cap and thus must find alternative ways of funding their education.

While this report highlights scholarships through FFTC there are many other small, privately directed foundations and corporations that grant varying amounts of postsecondary scholarship awards to individuals. Unfortunately, there is minimal coordination across private foundations, corporations, and the various civic organizations that award postsecondary scholarships.

Corporate Opportunities

In addition to offering some scholarship programs, both small and large corporations offer both paid and unpaid work-based learning experiences. This report focused on the programs, such as the **Mayor Youth Employment Program**, which helps a large number find internships as opposed to specific internship programs that exist. For example, **Hornets Academy** offers paid, summer internships for high school students where they get an opportunity to look inside the day-to-day operations of Hornets Sports and Entertainment, gain hands-on experience, and develop professional skills. Many of these opportunities exist at corporations across the county, but there is not one central database of all of them.

Appendices

Appendix A: Resources

Below are selected resources for more information about the college and career readiness ecosystem in Charlotte-Mecklenburg.

Online Resources

Resource	Description
Charlotte-Mecklenburg Workforce Development Partners - Workforce Development Career Resource Guide http://guideyourcareer.org/en/about-us/	"The workforce development career resource guide is a self-referral site that helps job-seekers identify their needs and barriers to employment and directs them to organizations for the most positive impact on their career path. It also allows organizations to reduce duplication of services while directly serving job-seekers who best fit the organizations' missions and visions."
Charlotte Works - NCWorks Online https://www.ncworks.gov/vosnet/Default.aspx http://www.charlotteworks.com/news/ncworks-online-serving-you-better/	The state of North Carolina's new website, designed to better connect job-seekers and employers. The NCWorks website has access to the latest job openings in the area from nearly 16,000 websites, compromised of national and local job boards; federal, state and local government job boards; national recruiters and all major employers; military branches; major hospitals nonprofits and newspapers; green job boards; volunteer sites, and chambers of commerce. Additionally, users can find educational services such as training providers and schools, training and education programs, on the job training, internships, and apprenticeships.
MeckEd - Out of School Time Program Locator https://public.tableau.com/profile/visualriskiq#!/vizhome/MeckEdfileafteralteryxv3-v6Tallinput/OutofSchoolTimeOSTProgramLocator	The Locator is designed to assist parents and guardians in locating Out of School Time (OST) programs that match interests, focus areas, age and grade level, time, availability, budget, and transportation requirements.
The Arc of Mecklenburg County - Doors 2 Life http://www.doors2life.org/	The Arc of Mecklenburg County, which serves individuals with intellectual and developmental disabilities and their families, has developed the resource website "Doors 2 Life" to help individuals with developmental disabilities transition into the school and/or workforce setting.
Youth Business Connector (YBC) http://youthbusinessconnector.com/about	Youth Business Connector (YBC) is a collaboration among schools, the community and employers to create career education partnerships. It aims to create a more skilled workforce.

Appendix B: Relevant Community Initiatives

Below are selected community initiatives in Charlotte-Mecklenburg that support college and career readiness.

Community Initiatives

Initiative	Description
City of Charlotte - Mayor's Mentoring Alliance	The Mayor's Mentoring Alliance connects mentoring programs and provides them with resources to ensure best practices. http://charlottenc.gov/Mayor/Youth/MMA/Pages/default.aspx
MeckEd - Charlotte Next	A partnership between Charlotte and MeckEd with the goal of improving after schools programs for students in middle school. It aims to increase the participation of middle school students that attend challenging CMS schools in after school programs. The organization has created an online tool, the Locator, to assist parents in locating programs that match their budget, interests and location. http://www.mecked.org/charlotte-next/ http://www.twcnews.com/nc/charlotte/news/2016/12/13/charlotte-next-initiative-to-improve-after-school-programs-for-middle-schoolers.htm
Read Charlotte	"Read Charlotte is a community initiative that unites families, educators and community partners to improve children's literacy from birth to third grade with a goal of doubling reading proficiency from 39% to 80%." Third grade reading proficiency is a critical predictor of school, career and life success, and this initiative intends to strengthen it through systems change and evidence-based programming. Read Charlotte is supported by community working groups and action learning teams, as well as many local funders. Initiatives supported by Read Charlotte include: - Reach Out and Read: literacy readiness intervention in which pediatricians "prescribe" books for parents and children to read aloud. - Ready4K: a text message curriculum for parents and caregivers of children (age 0-5) to give them the information they need to help build children's language and literacy skills by the time they start kindergarten. http://www.readcharlotte.org

Appendix C: Interviewees and Reviewers

The first round of interviews took place in 2015. For the 2017 update, several of the same organizations and individuals were interviewed or contacted for a review of the programs identified for their organization.

2015 Interviews

Organization	Interviewee	Title
Answer Endowment	Susan Anderson	Founder, Director
Bosch Rexroth	Mark Rohlinger	Plant Technical Director
	Michelle Miller	Human Resources Manager
BSA	Brian Sweeney	Exploring Executive
Centralina Council of Government	David Hollars	Workforce Development Director
	Michael Manis	Director, Community and Economic Development
	Natasha Pender	Senior Employment Program Manager
	Victoria Rittenhouse	Community and Economic Development
City of Charlotte	Angie Gover Rebecca Hefner	Program Supervisor, Mayor's Mentoring Alliance Community Research Manager
Charlotte Housing Authority (CHA)	Millard McCluney	CHA Scholarship Fund Coordinator
CHA Scholarship Fund	Phyllis Gill	Board Member, Freelance Ed. Consultant
Charlotte Area Fund	Karen Brackett-Browning	Executive Director

Charlotte Chamber	Natalie English	Senior Vice President, Public Policy
Charlotte-Mecklenburg Schools	Jimmy Chancey	Director, Career and Technical Education
	Akeshia Craven-Howell	Assistant Superintendent for School Options
	Ann Clark	Interim Superintendent
	Todd Porter	Director, North Mecklenburg HS Technology Academy
	Valerie Truesale	Chief Information Officer
CMS/Olympic HS	Michael Realon	Career & Community Development Coordinator
Charlotte Regional Partnerships	Ronnie Bryant	President & CEO
Charlotte Works	Danielle Frazier	Chief Operating Officer
	Patrick Graham	President & CEO
Communities In Schools (CIS) CIS TRiO	Renee Leake	Executive Director
	Keith Cartwright	Program Director
College Advising Corps	Mary Alice Katon Yolanda Keith	Former CHA Scholarship Fund board member, former CIS ThinkCollege Director Program Director, Carolina College Advising Corps (Charlotte region)
Central Piedmont Community College	Brad Bostian	Director, First Year Experience
	Edith McElroy	Career and College Promise

	Kathi McClendon	Dean, College and Career Readiness
	Mary Vickers-Koch	Dean of CPCC Harris Campus and Business & Industry Learning
	Richard Zollinger	Vice President for Learning & Workforce Development
Davidson College	Ernest Jefferies, PhD	Assistant Dean of Students
First Baptist Church-West After School Program	Patsy Burkin	Executive Director
Foundation For The Carolinas, Community Philanthropy and Civic Leadership	Qiana Austin	Vice President, Scholarships
Goodwill of the Central Piedmont	Chris Jackson	Senior Vice President
	Dana McDonald	Training and Education
	John Burns	Director of Territory and Specialized Services
	Laura Casoni	Workforce Development Services
	Paulette Griffin	Senior Vice President
Greater Enrichment Program	Bronica Glover	Executive Director
Johnson C. Smith University	Dr. Cathy Jones-	Dean of Student Success
	Dr. Helen Caldwell	Dean of Professional Studies
	Dr. Laura McClean	Interim Dean for Metropolitan College
	Ms. Barbara Wilks	Director of the Center for Career and Professional Development
	Pat Newell	Program Director, Charlotte's Webb

Johnson & Wales University	Mark Norman	Executive Director of Operations
Junior Achievement	Amy Korb	Director of Education
	Marty Clontz	Director of Development
Livingston & Haven	Clifton Vann	President
Mayor's Youth Employment Program	Dawn Hill	Manager, Mayor's Youth Employment Program
	Sophia Davis	Mayor's Youth Employment Program Supervisor
MeckEd	Bill Anderson	Executive Director
Piedmont Natural Gas	Tim Greenhouse	Managing Director, Community Relations
Queens University of Charlotte	Christy Majors	Assistant Vice President for Student Financial Services
	Laura Sutton Thomas	Director of Advancement Communications
	Sarah Fatherly	Associate Provost and Dean of University Programs
Red Ventures Golden Door Scholarship	Kacey Grantham	Executive Director
Renaissance West Community Initiative	Christian Friend	Program Director
Siemens	Dawn Braswell	Training Manager
	Roger Collins	Technical Training Specialist
University of North Carolina Charlotte (UNCC)	Michelle Howard	Director, Early College Program
	Dr. Cindy Wolf-Johnson	Provost for Academic Services and Student Success

	Dr. Joan Lorden	Provost and Vice Chancellor for Academic Affairs
UNCC Oases	Debbie Smith	Associate Director and Director of Advising
	Jillian Stubb	Academic Advisor and 49er Finish Program Coordinator
UNC Charlotte Metropolitan Studies and Extended Academic Programs	Dr. Owen Furuseth	Associate Provost for Metropolitan Studies and Extended Academic Programs
Urban League of Central Carolinas	Dr. Patrick Graham	CEO
Youth Development Initiative	Darryl Bego	Executive Director
YWCA Central Carolinas	Anita Self	Chief Development Officer

2017 Reviewers and Interviews

Organization	Interviewee/Reviewer	Title
Behailu Academy	Lori Krzeszewski	Executive Director
Central Piedmont Community College	Kimber L. Morton	Program Coordinator, Career and College Promise
Charlotte Chamber	Carrie Cook	Vice President, Talent Development
	Rod Garvin	Vice President, Talent Development
Charlotte-Mecklenburg Schools	Susan Gann-Carroll	Director, Career & Technical Education
	Charles Nusinov	Executive Director of Learning and Teaching
	Mary J. Towe	High School Counseling Specialist

Charlotte Works	Anna London	Director of Career & Talent Development
City of Charlotte	David Jessup	Housing & Neighborhood Services
Communities In Schools	Virginia Covill	Director of Research and Evaluation
Digi-Bridge	Torie Leslie	Chief Academic Officer
Foundation For The Carolinas	Alli Celebron-Brown	Vice President & Director, Community Programs
	Qiana Austin	Vice President & Scholarships Program Officer
Goodwill Industries of the Southern Piedmont	Raquel Lynch	Vice President of Career Services
Johnson and Wales University	Kimberly McCullough	Admissions Officer
Junior Achievement	Sarah Cherne	President & CEO
UNC Charlotte	Patrick Madsen	Director, University Career Center