

# Characteristics of the Community-Based Job Training Grants (CBJTG) Program: Interim Report

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# Contents

<b><u>EXECUTIVE SUMMARY</u></b>	<b>V</b>
<b>BASIC FEATURES OF THE CBJTG PROGRAM</b>	<b>V</b>
<b>GRANT AWARDS AND LEVERAGED RESOURCES</b>	<b>VI</b>
<b>GOALS AND ACTIVITIES OF GRANTEES</b>	<b>VII</b>
<b>PRELIMINARY GRANT OUTCOMES</b>	<b>VII</b>
<b>CONCLUSIONS</b>	<b>VIII</b>
<b><u>I. INTRODUCTION</u></b>	<b>1</b>
<b>THE COMMUNITY-BASED JOB TRAINING GRANT PROGRAM</b>	<b>1</b>
<b>THE CBJTG PROGRAM EVALUATION</b>	<b>2</b>
<b><u>II. THE CBJTG PROGRAM</u></b>	<b>4</b>
<b>NUMBER OF GRANTS AND YEAR OF AWARD</b>	<b>4</b>
<b>INDUSTRIES</b>	<b>4</b>
<b>ORGANIZATION TYPE</b>	<b>6</b>
<b>PARTNERSHIPS WITH EMPLOYERS AND OTHER ORGANIZATIONS</b>	<b>7</b>
<b>GEOGRAPHIC DISTRIBUTION OF GRANTS</b>	<b>9</b>
<b>TARGET POPULATIONS</b>	<b>10</b>
<b><u>III. FUNDING AND LEVERAGED RESOURCES</u></b>	<b>13</b>
<b>AMOUNT OF GRANTS</b>	<b>13</b>
<b>LEVERAGED FUNDS</b>	<b>14</b>
<b><u>IV. TRAINING AND CAPACITY-BUILDING GOALS</u></b>	<b>18</b>
<b>TRAINING GOALS</b>	<b>18</b>
<b>CAPACITY-BUILDING GOALS</b>	<b>19</b>
<b><u>V. PLANNED GRANTEE ACTIVITIES</u></b>	<b>21</b>
<b>TRAINING ACTIVITIES</b>	<b>21</b>
<b>CAPACITY-BUILDING ACTIVITIES</b>	<b>22</b>
<b>PROPOSED PRODUCTS</b>	<b>24</b>

**VI. PRELIMINARY GRANT OUTCOMES** **26**

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**COMPLETION OF GRANT ACTIVITIES** **26**

**EARLY CAPACITY-BUILDING OUTCOMES** **27**

**CHARACTERISTICS OF THOSE SERVED BY THE CBJTG PROGRAM** **28**

**VII. CONCLUSIONS** **30**

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**APPENDICES**

**APPENDIX A. DESCRIPTIVE TABLES OF GRANT CHARACTERISTICS  
AND PLANNED GRANT ACTIVITIES** **A-1**

**APPENDIX B. TWO-WAY CONTINGENCY TABLES OF GRANT CHARACTERISTICS  
AND PLANNED GRANT ACTIVITIES** **B-1**

**APPENDIX C. DESCRIPTIVE TABLES OF CBJTG OUTCOMES AS OF JUNE 2008** **C-1**

## Executive Summary

In an increasingly global and competitive economy, many workers in the United States need to upgrade their skills if they are to successfully meet the new demands in the labor market. At the same time, businesses, especially those in high-growth industries, face challenges recruiting, hiring, and retaining a skilled workforce. Community colleges, as important job-training providers, are uniquely positioned to develop a skilled local or regional labor force, but they often lack the capacity to respond to the needs of local industry. To strengthen the ability of community colleges to address these needs, the U.S. Department of Labor's Employment and Training Administration (ETA) developed the competitive Community-Based Job Training Grant (CBJTG) program to invest in building "the capacity of community colleges to train workers in the skills required to succeed in high-growth, high-demand industries."<sup>1</sup>

Initiated in 2005, CBJTG program focuses on building the capacity of community colleges to provide training to workers for high-growth, high-demand industries, such as health care, energy, and advanced manufacturing. Over 200 grants were issued beginning in 2005 through 2008, with a fourth round of grants issued in early 2009. Grants can be used to (1) increase the capacity of community colleges and other institutions to provide training for high-demand jobs through strong partnerships with industry, for example, by developing curricula, hiring and training faculty, arranging on-the-job experiences, and updating training equipment; and (2) train new and experienced workers for high-growth jobs in high-demand industries.

This is the first report of the evaluation of the CBJTG program, being conducted by the Urban Institute, Johns Hopkins University, and Capital Research Corporation. The evaluation documents the different models and projects operating with grant funds, examines and assesses the implementation of grant-funded projects, and identifies innovative features and potentially promising strategies. This report describes the characteristics of the grants awarded through the end of 2008. The information presented is based on a review of available documents about the grants awarded: the three solicitations for grant applications (SGAs), awarded grantees' statements of work, the most recent quarterly reports grantees submitted to ETA, and databases maintained by ETA that include information about each grantee. Subsequent reports will examine the implementation of the grant-funded projects, innovations they developed, and challenges faced and addressed.

### Basic Features of the CBJTG Program

As of December 31, 2008, 211 grants have been awarded in three rounds of competition (in 2005, 2006, and 2008), with the fourth round awarded in early 2009. A majority of grantees target health care and advanced manufacturing, which account for over 60 percent of all grantees (43 and 18 percent, respectively).<sup>2</sup>

Given that the main focus of the CBJTG program is to support community and technical college efforts to build training programs, it is not surprising that roughly 70 percent of the

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<sup>1</sup> U.S. Department of Labor, Employment and Training Administration, "The President's Community-Based Job Training Grants," [http://www.doleta.gov/business/PDF/cbjt\\_overview.pdf](http://www.doleta.gov/business/PDF/cbjt_overview.pdf), March 11, 2008.

<sup>2</sup> Because the round 4 grants were just awarded, we have not included them in the analysis for this report.

grantees are community colleges. Other educational institutions, namely four-year institutions and technical colleges, make up slightly over 23 percent of the grantees.

A key feature of the CBJTG program is strategic partnerships among employers, training providers, and other local and regional organizations. The number of organizations that grantees identify as partners ranges from 3 to 126, with an average of nearly 18. The types of organizations that grantees list as partners vary greatly, but the most common types identified in grantee statements of work are employers (93 percent) and workforce investment boards (88 percent). A majority of grantees also partner with school districts, industry associations, four-year colleges or universities, and community/nonprofit organizations.

Grantees are located in nearly every state. Two states, Florida and Texas, have 14 grants each, awarded to community colleges and other organizations. Alabama and California also have high numbers of grants, 11 and 10, respectively. Only the District of Columbia, Hawaii, South Dakota, and Vermont have no grants in the first three rounds.

Organizations applying for grants are asked to specify if they plan to target particular populations or subgroups of individuals for their training programs. Over three-quarters of grantees report that they plan to target youth in high school. Most grantees also state that they will work with incumbent workers and low-income or disadvantaged populations. Nearly 30 percent of grantees report that they will target dislocated workers and/or entry-level workers.

## Grant Awards and Leveraged Resources

Grants awarded by ETA under the CBJTG program range from \$500,000 to \$3.6 million, with the average grantee receiving approximately \$1.8 million. The majority of grants (almost 71 percent) are in the range of \$1 to \$2 million; 21 percent of grantees received between \$2 and \$4 million, and 8 percent of grantees received a grant between \$500,000 and \$1 million.

Grantees in the first three rounds were encouraged to use the federal funds provided through the CBJTG program to leverage other public and private resources to address workforce challenges, and almost all grantees (97 percent) report some planned leveraged resources.<sup>3</sup> The amount of resources grantees report they are planning to leverage ranges from \$15,000 to almost \$19.5 million, with an average of slightly over \$2.3 million. Community colleges plan to leverage more resources than other types of grantees.

The grantee statements of work also indicate that leveraged funds will come from a range of different sources, including educational institutions, businesses and employers, foundations, governments, industry associations, nonprofit organizations, and the grantees themselves. The workforce investment system is the most prevalent source for planned leveraged resources, providing three-quarters of grantees with resources, usually in Workforce Investment Act funding for services to program participants. Employers also are a common source of planned leveraged resources, providing two-thirds of grantees with cash or in-kind donations, including participant scholarships and donations of training equipment and resources.

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<sup>3</sup> The round 4 SGA requires grantees to leverage resources.

## Goals and Activities of Grantees

Grantees describe training and capacity-building goals for their CBJTG project in their applications. The training-related goals include increasing participant enrollment levels, participant graduation and program completion levels, and employment and earnings for graduates and completers. Capacity-building goals include hiring or funding additional faculty and program staff; bolstering career awareness and recruitment efforts; developing new or expanding current financial aid, scholarship, or tuition assistance programs; expanding the number of training program slots; offering assistance to staff on how to provide training (“train the trainer”); designing or using new instructional techniques or technology; creating or increasing the pipeline of workers from kindergarten through 12th grade (K–12); and improving access for underserved or disadvantaged populations.

All grantees report planning to use their grant funds to operate some job training activity, most commonly classroom instruction and internships. Across the grantees, 87 percent report that they plan to offer classroom instruction, and 32 percent plan to offer internships. The type of training varies somewhat by industry focus. For health care–focused grants, grantees are more likely than average to plan classroom instruction and mentorships as a part of their training programs. Grantees focusing on the energy sector are more likely than the average grantee to plan internships; 43 percent of advanced manufacturing grantees plan apprenticeship programs, significantly higher than the percentage of all grantees that plan apprenticeships (32 percent).

In addition to providing details on their planned training activities, grantees summarize the capacity-building activities they are planning to implement. A large majority of grantees (88 percent) is planning to use the grant to develop recruitment efforts. Eighty-three percent of grantees are planning to develop new curricula, 62 percent are planning to revise or expand existing training programs, and 54 percent are planning to develop new training programs. Nearly half the grantees are planning to use the funds to develop skills certification policies. Health care and energy grantees are more likely than the average grantee to plan to expand their current training programs, while advanced manufacturing, automotive, and construction are more likely than average to develop new programs. Sixty percent or more of grantees in the advanced manufacturing, construction, and transportation industries plan to develop new certifications, while only 45 percent of all grantees plan this capacity-building activity.

Grantees also provide information on the products they plan to develop with the funds. A large majority of grantees (87 percent) is planning to develop or revise a course or curriculum. Seventy-nine percent are planning to use the grant for new equipment or renovated facilities, 70 percent are planning to use the grant for outreach materials, and 63 percent are planning to develop a career ladder program. Health care grantees are more likely than the average grantee to create distance learning products, while grantees in the advanced manufacturing, construction, and energy industries are more likely than average to plan on curriculum and outreach and recruitment products.

## Preliminary Grant Outcomes

As of December 2008, the original end date of October 31, 2008, for all 70 round 1 grantees had passed. However, 69 percent of round 1 grantees and 23 percent of all grantees requested and



received no-cost extensions that generally allow them to continue to use grant funds into late 2009. Thus, as of December 2008, 90 percent, or 189 grantees, are still operational.

Data reported by grantees and maintained in ETA's online grantee quarterly reporting system provide some early information on activity levels and participant characteristics and outcomes through June 2008. This information should be considered preliminary as the data represent an early period of operations for many grantees and ETA is currently working with grantees to ensure they are accurately reporting on all outcome categories.

As of June 2008, the grantees reported that 52,147 individuals had started training programs and slightly over half of those individuals completed training. Of those that completed training, 78 percent received a degree or certificate. In addition, grantees report that 30,002 trainees entered employment.

Of the 211 grantees, 145 were serving participants by June 2008. However, the round 3 grants were awarded in April 2008, so many of these grantees were not yet serving participants by June 2008. Across the 145 grantees serving participants in June 2008, the average number of trainees is 424, ranging from 1 to 5,889 participants. Participants have started to attend education or job training programs at 137 grantees, with an average of 381 participants in training or education across these grantees. Since many grants are still operational and some are in the early implementation stages, fewer grantees reported having participants who have completed education or job training activities or received a degree or certificate.

Men and women were being served in roughly equal proportions, and whites were the most predominant racial group served under the grant programs, followed by African Americans.

The average grantee reported having leveraged about \$115,000 in federal resources and over \$500,000 in nonfederal resources.

## Conclusions

While this report provides a preliminary description of the CBJTG program, a few summary points emerge from this first review:

- The CBJTG program is dominated by grants in the health care industry, especially in round 1 of the grant competition where they make up over half of the grants awarded. This likely reflects the nationwide growth in the health care industry and in the need for nurses and other health care workers in many regions of the country.
- The characteristics of the grants that were awarded changed slightly from round to round. As SGAs were revised, the types of organizations as grantees changed as well as the partners they identified, the target populations, and the amounts of grant awards and leveraged resources.
- The designs of the training programs by grantees in particular industries are characteristic of those industries. Grantees in health care are likely to use classroom training and mentorships, whereas grantees in advanced manufacturing are more likely to use apprenticeships for their training.

- The grantees have also made progress accessing planned leveraged resources. Round 1 grantees have used an average of \$1.1 million in federal and nonfederal resources, which approaches their average goal of about \$1.9 million. Even though grantees in rounds 2 and 3 have not been in operation as long as the round 1 grantees, they are also making progress in reaching their leveraged resource goals.
- The grantees have made progress in getting their training programs up and running by June 2008. About two-thirds of the grantees had at least one participant begin education or job training activities, with most serving more than one; as noted earlier, the grantees awarded funds through the 3<sup>rd</sup> CBJTG program SGA began grant operations in April 2008, so many were still in the planning phase of their grants in June 2008.

The original completion date for round 1 grantees, October 31, 2008, has passed, but many grantees received extensions and are still operational. Only 10 percent of all grantees have completed their activities to date. Round 2 grantees are expected to be operational until the end of 2009, and round 3 grants extend into March 2011, so much work will continue for the grantees. Evaluation activities in 2009 will examine a range of implementation issues and outcomes for the grant programs.

## I. Introduction

In an increasingly global and competitive economy, many workers in the United States need to upgrade their skills if they are to successfully meet the new demands in the labor market. At the same time, businesses, especially those in high-growth industries, face challenges recruiting, hiring, and retaining a skilled workforce. Community colleges, as important job-training providers, are uniquely positioned to develop a skilled local or regional labor force, but they often lack the capacity to respond to the needs of local industry. The nation's 1,200 community colleges are a central training system in this country—close to 60 percent of all college students were enrolled in community colleges in 2000<sup>1</sup>—yet many of these institutions do not focus on connecting students to growth industries in the economy.

To strengthen the ability of community colleges to address workforce and industry needs, the U.S. Department of Labor's Employment and Training Administration (ETA) developed the Community-Based Job Training Grant (CBJTG) program to invest in building "the capacity of community colleges to train workers in the skills required to succeed in high-growth, high-demand industries."<sup>2</sup> The competitive CBJTG program builds on previous industry-focused workforce development efforts by ETA, which were designed to train workers in high-demand occupations and to meet the workforce needs of industry by partnering with it.

### The Community-Based Job Training Grant Program

The CBJTG program was established to improve workers' skills in high-growth industries by building the capacity of community colleges to train these workers. Partnerships between businesses and training providers are considered key to designing skill development approaches that meet the needs of employers, and strategies developed locally and regionally have the potential to best meet the needs of the local community of businesses and workers. Therefore, CBJTG engages community colleges and other training institutions in community-based, demand-driven talent development.

Initiated in 2005, the CBJTG program issued over 200 grants in three separate rounds through 2008, with a fourth round of grants issued in early 2009.<sup>3</sup> CBJTG has both a training and capacity-building objective. Grants can be used to (1) increase the capacity of community colleges to provide training in high-growth areas through developing training curricula with local industry, hiring qualified faculty, arranging on-the-job experiences with industry, and using up-to-date equipment; and (2) train new and experienced workers in high-growth and high-demand industries.

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<sup>1</sup> Paul Osterman, "Employment and Training Policies: New Directions for Less-Skilled Adults," in *Reshaping the American Workforce in a Changing Economy*, edited by Harry J. Holzer and Demetra Smith Nightingale (Washington DC: Urban Institute Press, 2007), pp. 119–54.

<sup>2</sup> U.S. Department of Labor, Employment and Training Administration, "The President's Community-Based Job Training Grants," [http://www.doleta.gov/business/PDF/cbjt\\_overview.pdf](http://www.doleta.gov/business/PDF/cbjt_overview.pdf), March 11, 2008.

<sup>3</sup> The first round of 70 grants was awarded in November 2005. The second round of 72 grants was awarded in January 2007, and the third round of 69 grants was awarded in April 2008. Almost all grants had a 36-month period of performance.

## The CBJTG Program Evaluation

This report is the first of the evaluation of the CBJTG program, being conducted by the Urban Institute, Johns Hopkins University, and Capital Research Corporation. The evaluation documents the different models and projects operating with grant funds, examines and assesses the implementation of grant-funded projects, and identifies innovative features and potentially promising strategies. The research design is based on a formal cross-site implementation analysis, which involves systematically examining the context within which the projects are designed, how the projects are implemented, interagency and intersystem interactions, project funding and expenditures, and trainee services and activities.

Thus, a range of important research questions can be answered through the implementation study, including the following:

- ***Community college programs and systems.*** How are investments in community colleges building the capacity of these entities to train workers for high-growth, high-demand industries?
- ***Partnerships.*** How and to what extent are partnerships with the workforce investment system, employers, community-based organizations, and other education and training providers involved in the implementation of the grant?
- ***Connections with employers and industries.*** Are the community colleges able to establish strong connections with employers in the industry of focus to help them meet their workforce needs?
- ***Implementation lessons and challenges.*** What are the lessons learned and challenges faced by the grantees in implementing these projects? What grantee characteristics contributed to a successful implementation? How will these efforts be sustained in the long run?

The implementation study of the CBJTG program is being conducted in phases. This interim report is based on the first phase, which involves describing the characteristics of the grants awarded through the end of 2008. The information presented is based on a review of available documents about the grants awarded: the three solicitations for grant applications (SGAs), grantee statements of work, the most recent quarterly reports submitted by grantees to ETA, and databases maintained by ETA that include information about each grantee. Subsequent reports will examine the implementation of the grant-funded projects, innovations they developed, and challenges faced and addressed. While this report is based on grantee plans, documents, and quarterly reports, future reports will be based on more detailed data collection of grantee activities.

Section II of this report describes general characteristics of grantees based on a review of the grantee statements of work submitted as part of their applications to ETA. This includes the type of organization, industry focus, primary partners, geographic area and target groups grantees plan to emphasize. Section III summarizes grantees' funding and resources, followed by their planned goals (section IV) and planned activities (section V). Section VI presents information on

grantee activities to date, based on their quarterly progress reports submitted to ETA, and conclusions is provided in section VII. Note that the information presented is based on what the grantees identified in their statements of work and quarterly reports, and it has not been verified by ETA or the Urban Institute.

The CBJTG program represents an opportunity for community colleges and other training institutions to develop innovative and responsive training projects and the capacity to meet current and future needs of growing industries and to increase the job skills of U.S. workers. This and future reports from the CBJTG evaluation describe the types of projects and initiatives developed and present lessons on designing training strategies that could be useful to other communities and institutions.

## II. The CBJTG Program

This section describes the basic features of the grants and the grantee organizations. The information provided is based on the grantee database developed by ETA's Business Relations Group, which is the program office for these grants, and on the grantee statements of work submitted as part of their grant applications. Subsequent sections include more detailed information on the grant funding, goals, planned activities, and outcomes to date.

### Number of Grants and Year of Award

As of December 31, 2008, 211 grants had been awarded in three rounds of competition in 2005, 2007, and 2008. (Selection of round 4 grantees, which are not included in this report, was completed in early 2009.) The number of grants awarded remains fairly consistent across each round: 70 grants in round 1, 72 in round 2, and 69 in round 3 (table 2.1).

TABLE 2.1: ROUNDS OF COMPETITION FOR CBJTGS AND YEAR OF AWARD

Round of award (program year of award)	Number of grantees	Percent of all grantees
Round 1 (2005)	70	33.2
Round 2 (2007)	72	34.1
Round 3 (2008)	69	32.7
Total	211	100.0

SOURCE: GRANTEE STATEMENTS OF WORK.

The SGA for Round 1 allowed for a grant period of 24–36 months. This was changed in the two subsequent SGAs to 36 months. With a few exceptions, the duration of the grants is 36 months. Seven grantees, all from round 1, have shorter grant periods ranging from 24 to 31 months.

### Industries

A majority of grantees target two industries: health care and advanced manufacturing. As shown in table 2.2, these two industries are the primary industry of focus for over 60 percent of all grantees (43 and 18 percent, respectively).<sup>4</sup> Awards for construction and energy each make up 9 percent of the grants and are the next most common industries. Slightly over 5 percent of the grantees target the transportation industry. Industries that each make up less than 5 percent of the total grantees are aerospace/aviation (2 percent), automotive (2 percent), biotechnology (4 percent), forestry (1 percent), hospitality (2 percent), and information technology (2 percent). The “other” industry category is made up of seven grants (3 percent of all grantees): one each in the education, engineering and process technology, financial services, geospatial, movie/TV production, nanotechnology, and non-sector-specific industries.

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<sup>4</sup> Five percent of grantees (11 grantees) report having a secondary industry of focus. Because so few grantees report secondary industries, this report only focuses on the grantee's primary industry.

**TABLE 2.2: GRANTEES BY INDUSTRY**

Industry	Number of grantees	Percent of all grantees
Advanced manufacturing	37	17.5
Aerospace/aviation	5	2.3
Automotive	5	2.3
Biotechnology	8	3.8
Construction	19	9.0
Energy	19	9.0
Forestry	2	1.0
Health care	90	42.7
Hospitality	4	1.9
Information technology	4	1.9
Transportation	11	5.2
Other (education, engineering and process technology, financial services, geospatial, movie/TV production, nanotechnology, non-sector-specific)	7	3.3
<b>Total</b>	<b>211</b>	<b>100.0</b>

SOURCE: GRANTEE STATEMENTS OF WORK.

Table 2.3 breaks down this industrial distribution for each round of competition. Over 40 percent of the grants in health care were awarded during round 1. The proportion of grants in industries such as advanced manufacturing, construction, energy, and transportation increased in rounds 2 and 3 as the proportion of automotive, biotechnology, and health care grants decreased by round 3.

**TABLE 2.3: PERCENT OF GRANTS AWARDED BY ROUND AND INDUSTRY**

Industry	Round 1	Round 2	Round 3
Advanced manufacturing*	15.7	16.7	20.3
Aerospace	1.4	1.4	4.4
Automotive	4.3	2.8	0.0
Biotechnology	4.3	5.6	1.5
Construction*	7.1	8.3	11.6
Energy*	2.9	13.9	10.1
Forestry	2.0	0.0	0.0
Health care*	54.3	38.9	34.8
Hospitality	0.0	1.4	4.4
Information technology	0.0	1.4	4.4
Transportation*	4.3	7.0	4.4
Other	2.9	2.8	4.4
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

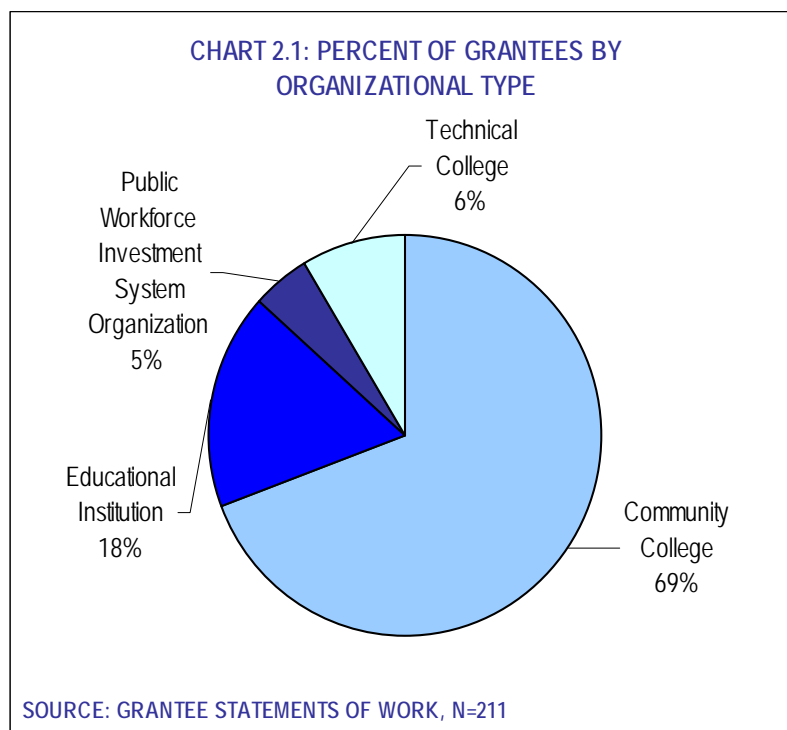
SOURCE: GRANTEE STATEMENTS OF WORK.

N= 211 \* DENOTES INDUSTRIES WITH MORE THAN 10 GRANTEES.

Among those industries with a relatively large number of grants (defined here as 10 or more), most have at least one grant in each region.<sup>5</sup> Transportation and construction are the exception, with no grants in the northeast. The advanced manufacturing grants are evenly spread among the southeastern, southwestern, and midwestern regions, with 22 percent of grants in each. Health care accounts for the highest proportion of grants in every region but the mid-Atlantic, where the proportion of grants in advanced manufacturing and construction are equal to those in health care at 20 percent.

## Organization Type

The main focus of the CBJTG program is to build community college capacity to train workers for a particular high-growth industry. Thus, it follows that nearly 70 percent of the grantees are community colleges.<sup>6</sup> Technical colleges make up another 6 percent of grantees, and other educational institutions, namely four-year institutions, make up slightly over 17 percent of the grantees. Public workforce investment system organizations such as workforce investment boards, One-Stop Career Centers, and state workforce agencies make up nearly 5 percent of the grantees. Chart 2.1 shows the percentage of the grantees by type of organization.



<sup>5</sup> This report uses ETA’s breakdown of regions as follows: the northeastern region is ETA Region I; the mid-Atlantic region is ETA Region II; the southeastern region is ETA Region III; the southwestern region is ETA Region IV; the midwestern region is ETA Region V; and the western region is ETA Region VI. See <http://www.doleta.gov/regions/> for a breakdown of states by region.

<sup>6</sup> Grantees that are considered both a community and technical college are counted as a community college in this report.



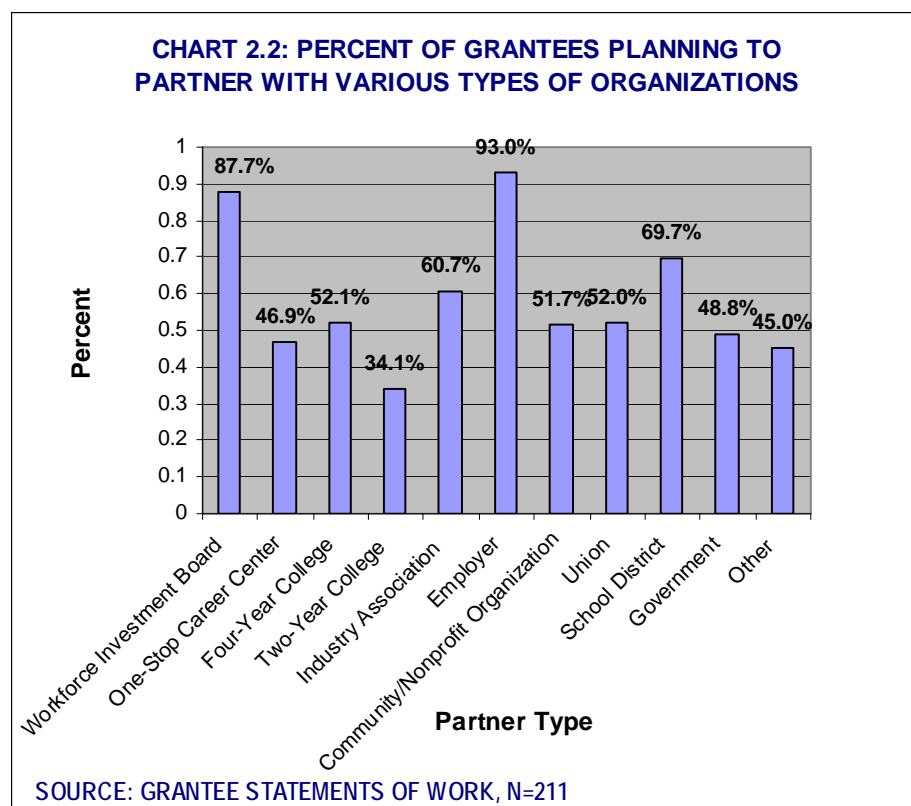
Grantees' industry focus varies somewhat by the type of grant organization. Grantees in the automotive, biotechnology, construction, information technology, and transportation industries are more likely than average to be community colleges. Grantees in the biotechnology industry are more likely than average to be technical colleges, while grantees in the health care industries are more likely than average to be other educational institutions, such as universities. Only the advanced manufacturing, energy, health care, and hospitality industries have grantees that are public workforce investment system organizations (see tables B.43.a and B.43.b in appendix B).

In round 1, only community colleges, technical colleges, or other educational institutions were eligible for funding. In rounds 2 and 3, public workforce investment system organizations were permitted to apply to the CBJTG program, and a total of 10 workforce organizations were awarded grants in these rounds. The number of grantees that are community colleges grew from 46 in round 1 to 55 in round 3, while the number of other educational institutions dropped from 19 to 2 grantees during the same period (see tables B.44.a and B.44.b in appendix B).

There is some regional variation in grantee organization types. While a majority of grantees are community colleges in all regions, the mid-Atlantic region has the highest percentage of community college grantees with 100 percent of its grants awarded to community colleges. The northeast is next, with 80 percent of its grantees community colleges. The southwest has the lowest percentage of community colleges as grantees (52 percent) but has the most other educational institutions as grantees (33 percent). In the midwest and the west, 60–65 percent of its grantees are community colleges (see tables B.45.a and B.45.b in appendix B).

### Partnerships with Employers and Other Organizations

A key feature of the grants is to engage employers, training providers, and other local and regional partners as grantees implement their programs. Grantees were required to have these partnerships in place with employers and other organizations for the grant application. The number of partners that grantees stated would be part of their training and capacity-building activities ranges from 3 to 126, with an average of nearly 18.



The types of organizations with which the grantees partner vary greatly. As shown in chart 2.2, the most common types of organizations grantees named as partners are employers (93 percent) and workforce investment boards (WIBs) (88 percent).<sup>7</sup> Most grantees use school districts (70 percent), industry associations (61 percent), four-year colleges or universities (52 percent), and community or nonprofit organizations (52 percent) as partners. Fewer grantees mention partnerships with One-Stop Career Centers (47 percent), other two-year colleges (34 percent), government agencies (49 percent), and other organizations such as educational consortia (45 percent). Unions are the least likely to be a part of the arrangements, with a little over 5 percent of grantees naming them as partners.

The types of partners included by grantees focusing on different industries differ slightly (see tables B.14.a and B.14.b in appendix B). Grantees in construction, though, are less likely than the average grantee to name a WIB as a partner than those in advanced manufacturing, energy, health care, and transportation. Eleven percent of grantees in the construction industry and 16 percent of grantees in the energy industry report partnering with unions, compared with only 5 percent of grantees across all industries.

The types of organizations grantees partner with also differ across the different rounds of competition (see tables B.15.a and B.15.b in appendix B). Grantees in round 1 are more likely to partner with One-Stop Career Centers (71 percent) than those in the other two rounds (24 and 46 percent). Grantees in round 3 tend to partner with postsecondary education partners, both two-year and four-year colleges, more than in the two previous rounds, up to 40 percent and 64 percent, respectively. This may result from the SGA's explicit emphasis on education partners in later rounds of competition.

Some regional differences are apparent by type of organizational partnerships, as shown in table 2.4. Northeastern grantees are more likely than average to work with One-Stop Career Centers in their grant activities, while the opposite is true for mid-Atlantic grantees. Midwestern and western grantees are more likely than average to partner with other two-year colleges. Fewer grantees in the west work directly with employers—75 percent compared with an average of 93 percent for all grantees—but more western region grantees plan to work with industry associations (68 percent compared with a 61 percent average for all grantees). Finally, fewer northeastern grantees partner with school districts (50 percent) than grantees nationwide (70 percent).

Several differences exist in the organizational partnerships used by type of grantee organization (see tables B.16.a and B.16.b in appendix B). For example, technical colleges tend to have higher-than-average percentages of connecting with most types of partners, including WIBs, two- and four-year colleges, industry associations, employers, and school districts. Other institutions, including four-year educational institutions and public workforce investment system organizations, are more likely than average to work with One-Stop Career Centers, school districts, and community or nonprofit organizations. For the most part, there are few differences from the average in the partners that community colleges planned to engage except school districts, with which they are less likely than average to have a partnership.

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<sup>7</sup> In the SGAs, grantees were required to partner with employers. These partners could be companies, firms, or employer or industry associations.

**TABLE 2.4: PERCENT OF GRANTEES PARTNERING WITH DIFFERENT TYPES OF ORGANIZATIONS, BY REGION**

Region	WIB	One-Stop Career Centers	Two-year college	Four-year college	Industry association	Employer	Union	School districts	Government	Community/nonprofit organization
Northeast	95.0	70.0	30.0	45.0	65.0	95.0	5.0	50.0	55.0	50.0
Mid-Atlantic	100.0	30.0	35.0	50.0	60.0	90.0	5.0	70.0	45.0	55.0
Southeast	86.0	48.0	32.0	50.0	64.0	94.0	0.0	74.0	44.0	48.0
Southwest	91.3	50.0	21.7	60.9	45.7	97.8	4.3	82.6	58.7	56.5
Midwest	78.7	42.6	40.4	53.2	66.0	97.9	8.5	66.0	44.7	40.4
West	85.7	42.9	50.0	46.4	67.9	75.0	10.7	60.7	46.4	67.9
Percent of all grantees	87.7	46.9	34.1	52.1	60.7	92.9	5.2	69.7	48.8	51.7
Total grantees	185	99	72	110	128	196	11	147	103	109

SOURCE: GRANTEE STATEMENTS OF WORK.

NOTE: N=211.

### Geographic Distribution of Grants

The grants were awarded across all regions, but some regions have a higher proportion of grants than others. The southeast has the most grants awarded at 50, while the southwest and midwest are not far behind, with 46 and 47 grants, respectively. The west has the next-highest number of grants with 28 grants. The northeastern and mid-Atlantic regions have the fewest grants at 20 each.

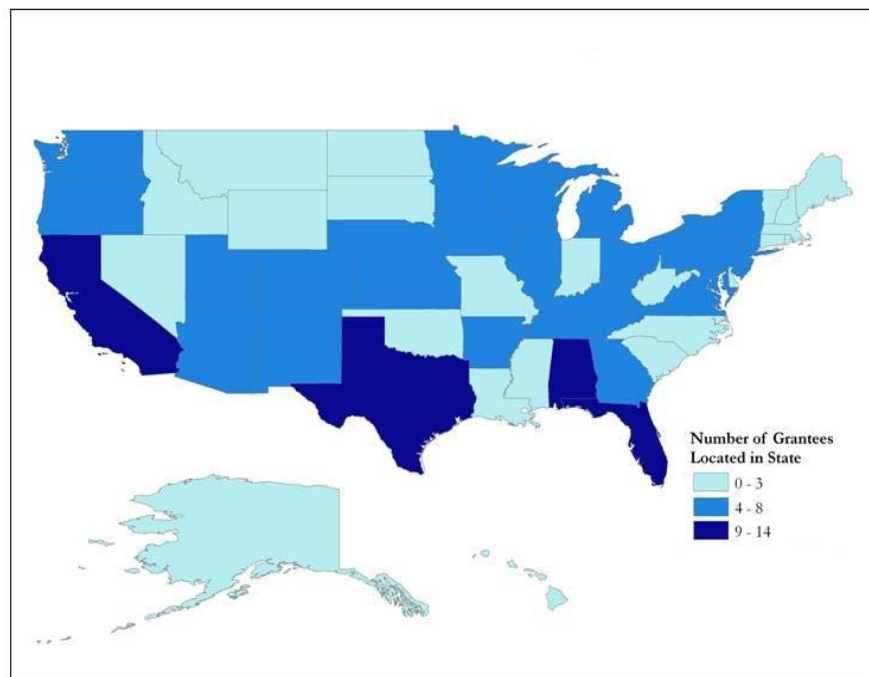
**TABLE 2.5: GEOGRAPHIC REGIONS WHERE GRANTEES ARE LOCATED**

Region	Number of grantees	Percent of all grantees
Northeast (Region I)	20	9.5
Mid-Atlantic (Region II)	20	9.5
Southeast (Region III)	50	23.7
Southwest (Region IV)	46	21.8
Midwest (Region V)	47	22.3
West (Region VI)	28	13.3
Total	211	100.0

SOURCE: GRANTEE STATEMENTS OF WORK.

Grantees are from nearly every state, as shown in Chart 2.3. Two states, Florida and Texas, have 14 grants each. Alabama and California also have high numbers of grants, at 11 and 10 respectively. Only the District of Columbia, Hawaii, South Dakota, and Vermont had no grants awarded in the first three rounds.

CHART 2.3: NUMBER OF GRANTEES BY STATE



SOURCE: GRANTEE STATEMENTS OF WORK.

NOTE: N= 211.

While some grantees focus on specific communities, others operate in multiple communities within a state, and several operate in more than one state (see tables A.10 and A.11 in appendix A). Six is the highest number of states (including the District of Columbia) involved in any one grant. However, most grantees, 91 percent, operate in only one state.

### Target Populations

Organizations applying for grants through the CBJTG program are asked to specify if they plan to target particular populations or subgroups of individuals for their training programs. They can provide training to a range of populations; as one SGA states, “including: incumbent workers who need new skills for jobs in demand up the career ladder or because the skill needs for their current job have changed; untapped labor pools (such as immigrant workers, individuals with disabilities, veterans, older workers, and youth); or entry-level workers who need basic skills and/or specific occupational skill training.”<sup>8</sup>

As shown in table 2.6, over three-quarters of grantees report they plan to target youth in high school. Most grantees also state that they will work with incumbent workers (65 percent) and low-income or disadvantaged populations (56 percent). Nearly 30 percent of grantees report that

<sup>8</sup> “Notice of Availability of Funds and Solicitation for Grant Applications (SGA) for Community-Based Job Training Grants,” *Federal Register* 70, No. 84 (May 3, 2005): 22909.

they will target dislocated workers and/or entry-level workers for their programs. Fewer grantees note that they will target particular racial and ethnic groups such as Hispanics (14 percent), African Americans (4 percent), and American Indians and Native Americans (3 percent).

**TABLE 2.6: PLANNED TARGET POPULATION OF GRANTEEES**

Planned target population	Number of grantees	Percent of all grantees
Dislocated workers	63	29.9
Entry-level workers	61	28.9
Incumbent workers	138	65.4
Youth before high school	56	26.5
Youth in high school	164	77.7
Hispanics	29	13.7
African Americans	8	3.8
American Indians/Native Americans	7	3.3
Low-income/disadvantaged	118	55.9

SOURCE: GRANTEE STATEMENTS OF WORK.

NOTE: N=211.

For the most part, grantees indicate that they will target some special population during their grant period (see tables B.39.a and B.39.b in appendix B). However, round 2 and 3 grantees are somewhat more likely than round 1 grantees to report targeting entry-level and incumbent workers. This is possibly because of the bonus points offered to grant applicants in these rounds who propose to use WIA funds for tuition for entry-level and incumbent workers.

Community college grantees—compared with technical colleges, other educational institutions and public workforce investment system organizations—show some differences in which target populations they plan to serve (table 2.7). Technical colleges are more likely than average to target dislocated, entry-level workers, and high school youth, while community colleges are more likely than average to propose serving incumbent and dislocated workers. Other educational institutions and workforce agencies are more likely than community colleges or technical colleges to plan to target Hispanics and youth who are not yet in high school.

**TABLE 2.7: PERCENT OF GRANTEEES PLANNING TO TARGET VARIOUS SUBGROUPS, BY ORGANIZATION TYPE**

Type of organization	Dislocated workers	Entry-level workers	Incumbent workers	Youth before high school	Youth in high school	Hispanics	African Americans	American Indians	Low-income and disadvantaged
Community college	32.9	28.1	67.8	24.0	77.4	13.0	4.8	2.1	56.8
Technical college	44.4	38.9	61.1	22.2	88.9	0.0	5.6	11.1	55.6
Other	14.9	27.7	59.6	36.2	74.5	21.3	0.0	4.3	53.2
Percent of all grantees	29.9	28.9	65.4	26.5	77.7	13.7	3.8	3.3	55.9
Total number of grantees	63	61	138	56	164	29	8	7	118

SOURCE: GRANTEE STATEMENTS OF WORK.

NOTE: N=211.

A few regional differences in target populations are evident, as shown in table 2.8. Grantees in the northeast, mid-Atlantic, and southeast are more likely than the average grantee to plan to serve dislocated workers. Grantees in the northeast, southwest, and west are more likely than average to target Hispanics as a population of interest. Western grantees are also more likely than average to plan to serve low-income and disadvantaged individuals.

**TABLE 2.8: PERCENT OF GRANTEEES PLANNING TO TARGET VARIOUS SUBGROUPS, BY REGION**

Region	Dislocated workers	Entry-level workers	Incumbent workers	Youth before high school	Youth in high school	Hispanics	African Americans	American Indians	Low-income and disadvantaged
Northeast	45.0	20.0	70.0	20.0	70.0	20.0	10.0	0.0	55.0
Mid-Atlantic	35.0	30.0	80.0	25.0	75.0	15.0	0.0	0.0	50.0
Southeast	36.0	32.0	60.0	28.0	82.0	4.0	0.0	2.0	56.0
Southwest	23.9	28.3	65.2	28.3	76.1	19.6	8.7	6.5	54.4
Midwest	27.7	31.9	61.7	29.8	72.3	12.8	4.3	0.47	55.3
West	21.4	25.0	67.9	21.4	89.3	17.9	0.0	0.0	64.3
Percent of all grantees	29.9	28.9	65.4	26.4	77.7	13.7	3.8	3.8	55.9
Total number of grantees	63	61	138	56	164	29	8	8	118

SOURCE: GRANTEE STATEMENTS OF WORK.

NOTE: N=211.

### III. Funding and Leveraged Resources

This section describes grantees' funding levels and summarizes grantees' planned leveraged funds and the sources of these funds.

#### Amount of Grants

Grants awarded by ETA through the CBJTG program range from \$500,000 to \$3.6 million, with the average grantee receiving approximately \$1.8 million. Chart 3.1 shows the proportion of grantees that fall within different ranges of grant amounts. The majority of grants (almost 71 percent) are in the range of \$1 to \$2 million, 21 percent of the grants are between \$2 and \$4 million, and 8 percent of the grants are between \$500,000 and \$1 million.

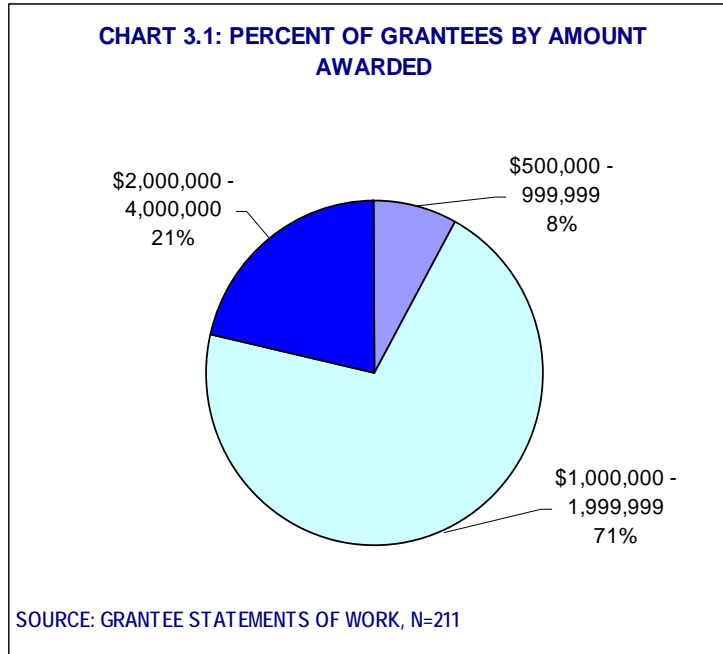


Table 3.1 displays grant amounts by industry. Most grants in each sector are in the \$1 to \$2 million range. Of the industries with more than 10 grants, a greater percentage of advanced manufacturing and transportation industry grantees, compared with grantees in other industries, has grant amounts of \$2 to \$4 million, while construction and energy grantees have a larger-than-average percentage of smaller grants (\$500,000 to \$1 million).

**TABLE 3.1: GRANT AMOUNTS BY INDUSTRY**

Industry	\$500,000– \$999,999	\$1,000,000– \$1,999,999	\$2,000,000– \$3,999,999	Total (%)
Advanced manufacturing*	5.4	59.5	35.1	100.0
Aerospace	20.0	80.0	0.0	100.0
Automotive	20.0	80.0	0.0	100.0
Biotechnology	25.0	75.0	0.0	100.0
Construction*	10.5	84.2	5.3	100.0
Energy*	10.5	68.4	21.1	100.0
Forestry	0.0	100.0	0.0	100.0
Health care*	6.7	71.1	22.2	100.0
Hospitality	0.0	50.0	50.0	100.0
Information technology	0.0	100.0	0.0	100.0
Transportation*	9.1	54.6	36.4	100.0
Other	0.0	85.7	14.3	100.0
<b>Percent of all grantees</b>	<b>8.1</b>	<b>70.6</b>	<b>21.3</b>	<b>100.0</b>

SOURCE: GRANTEE STATEMENTS OF WORK.

NOTE: N= 211. \* DENOTES INDUSTRIES WITH MORE THAN 10 GRANTEEES.

Table 3.2 shows the proportion of grantees with each level of award across the three rounds of grants. The amount of the grant awards remains fairly consistent over the three rounds of awards. The largest percentage (41 percent) of smaller, \$500,000 to \$1 million, grants was awarded in round 1. The percentages of grantees in the mid-range of grant awards, \$1 to \$2 million, are fairly close across rounds, with only a 2-point difference between the highest and lowest percentages.

**TABLE 3.2: PERCENTAGE OF GRANT AMOUNT BY GRANT ROUND**

Round	\$500,000– \$999,999	\$1,000,000– \$1,999,999	\$2,000,000– \$3,999,999
Round 1	41.2	33.6	28.9
Round 2	29.4	34.2	35.6
Round 3	29.4	32.2	35.6
Percent of all grantees	100.0	100.0	100.0

SOURCE: GRANTEE STATEMENTS OF WORK.

NOTE: N=211.

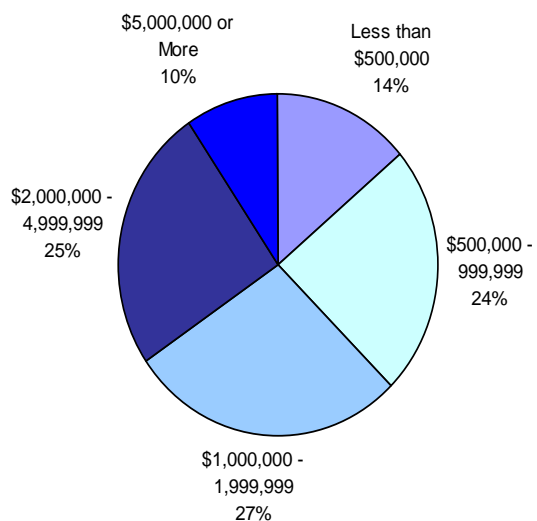
Different types of grantee organizations have different average grant awards. Other educational institutions, which include various types of four-year postsecondary educational institutions, receive a slightly higher percentage of mid-range grants (84 percent) than all grantees (71 percent). Public workforce investment system organizations receive no grants under \$1 million, compared with 8 percent of all grantees, and most of their grants are over \$2 million (60 percent), compared with 21 percent of all grantees. Technical colleges also had no grants under \$1 million (see tables B.4.a and B.4.b in appendix B).

There are few differences in grant award amounts among regions. The northeast and midwest received higher-than-average percentages of grants over \$2 million; both received 30 percent. Grantees in the northeast, mid-Atlantic, and southeast received higher-than-average percentage (10 percent) of grant awards under \$1 million (see tables B.5.a and B.5.b in appendix B).

### Leveraged Funds

Grantees funded through the first three CBJTG program SGAs are encouraged to use the federal funds provided through the CBJTG program to leverage other public and private resources for their initiatives, and

**CHART 3.2: PERCENT OF GRANTEE BY AMOUNT OF PLANNED LEVERAGED RESOURCES**



SOURCE: GRANTEE STATEMENTS OF WORK, N=211



almost all grantees (97 percent) report plans to leverage resources.<sup>9</sup> Only six grantees report that they do not plan to leverage any resources from partners. The level of planned leveraged resources ranges from \$15,000 to almost \$19.5 million, with the average amount slightly over \$2.3 million. The median amount leveraged is about \$1,447,000. Chart 3.2 shows the largest percentage of grantees, slightly over 27 percent, plans to leverage between \$1 and \$2 million. Over 9 percent of grantees plan to leverage more than \$5 million, and almost 14 percent of grantees plan to leverage less than \$500,000.

Table 3.3 displays the leveraged resource amounts that grantees proposed in their statements of work, by industry. Most industries follow the general patterns of leveraged resources discussed above, with the majority of planned leveraged resources between \$500,000 and \$5 million. Grantees in the energy sector are more likely than average to have planned mid-range (\$1 to \$2 million) levels of leveraged resources, while grantees in the construction sector are more likely than average to plan leveraged resources under \$500,000.

**TABLE 3.3: PERCENT OF GRANTEES WITH DIFFERENT LEVELS OF PLANNED LEVERAGED RESOURCES, BY INDUSTRY**

Industry	Percent of Grantees					Percent of industry
	Less than \$500,000	\$500,000–\$999,999	\$1,000,000–\$1,999,999	\$2,000,000–\$4,999,999	\$5,000,000 or more	
Advanced manufacturing*	13.5	18.9	27.0	27.0	13.5	100.0
Aerospace	0.0	0.0	40.0	20.0	40.0	100.0
Automotive	0.0	40.0	20.0	40.0	0.0	100.0
Biotechnology	0.0	62.5	25.0	12.5	0.0	100.0
Construction*	42.1	21.1	21.1	15.8	0.0	100.0
Energy*	10.5	21.1	47.4	5.3	15.8	100.0
Forestry	50.0	0.0	50.0	0.0	0.0	100.0
Health care*	11.1	22.2	28.9	27.8	10.0	100.0
Hospitality	25.0	25.0	0.0	25.0	25.0	100.0
Information technology	0.0	50.0	25.0	25.0	0.0	100.0
Transportation*	0.0	36.4	0.0	54.6	9.1	100.0
Other	28.6	14.3	28.6	28.6	0.0	100.0
Percent of all grantees	13.7	23.7	27.5	25.1	10.0	100.0

SOURCE: GRANTEE STATEMENTS OF WORK.

N= 211. \* DENOTES INDUSTRIES WITH MORE THAN 10 GRANTEES.

Table 3.4 shows the amount of planned resources by different rounds of grant awards. Overall, there are few differences in the levels of planned leveraged resources across rounds. However, grantees in later rounds are slightly more likely to plan larger levels of leveraged resources. Fifty-five percent of grantees with plans to leverage less than \$500,000 received their grants in round 1, while 49 percent of grantees with plans to leverage between \$2 and \$5 million received their grants in round 3. The breakdown of planned leveraged resources is not surprising as solicitations for grants in the second and third rounds gave bonus points for leveraging Workforce Investment Act funds.

<sup>9</sup> Leveraged resources can be either cash donations or in-kind contributions (e.g., equipment, training facilities, instructors). While some grantees distinguish between cash and in-kind planned leveraged resources, the reporting is inconsistent across grantees and the levels of cash versus in-kind resources cannot be accurately reported here.

**TABLE 3.4: PERCENT OF GRANTEES WITH DIFFERENT LEVELS OF PLANNED LEVERAGED RESOURCES, BY ROUND**

Round	Less than \$500,000	\$500,000–\$999,999	\$1,000,000–\$1,999,999	\$2,000,000–\$4,999,999	\$5,000,000 or more
Round 1	55.2	32.0	31.0	26.4	28.6
Round 2	20.7	46.0	37.9	24.5	38.1
Round 3	24.1	22.0	31.0	49.1	33.3
Percent by levels of leveraged funds	100.0	100.0	100.0	100.0	100.0

SOURCE: GRANTEE STATEMENTS OF WORK.

NOTE: N=211.

Different types of grantee organizations plan different levels of leveraged resources (table 3.5). A higher percentage of community colleges (13 percent) plan to leverage larger amounts of funding, over \$5 million, than the average across all grantees (10 percent). Other educational institutions and public workforce investment system organizations are more likely than community colleges and technical colleges to plan fewer leveraged resources, under \$500,000.

**TABLE 3.5: PERCENT OF GRANTEES WITH DIFFERENT LEVELS OF PLANNED LEVERAGED RESOURCES, BY TYPE OF GRANTEE ORGANIZATION**

Organization type	Less than \$500,000	\$500,000–\$999,999	\$1,000,000–\$1,999,999	\$2,000,000–\$4,999,999	\$5,000,000 or more
Community college	10.3	24.0	28.8	24.0	13.0
Other educational institution	27.0	29.7	27.0	13.5	2.7
Public workforce investment system organization	20.0	0.0	20.0	50.0	10.0
Technical college	11.1	22.2	22.2	44.4	0.0
Percent of all grantees	13.7	23.7	27.5	25.1	10.0

SOURCE: GRANTEE STATEMENTS OF WORK.

NOTE: N=211.

Levels of planned leveraged resources also vary slightly by region (see tables B.9.a and B.9.b in appendix B). The southwest has the highest proportion of grantees with planned leveraged resources of less than \$500,000 at nearly 35 percent. The midwest has the highest share of grantees (32 percent) with planned leveraged resources between \$2 and 5 million. The southeast has one third of grantees with planned leveraged resources greater than \$5,000,000.

The grantee statements of work also indicate that funds would be leveraged from different sources, including educational institutions, businesses and employers, foundations, governments, industry associations, nonprofit organizations, and the grantees themselves (see table A.13 in appendix A). WIBs are the most prevalent source of planned leveraged resources, with 75 percent of grantees planning to access WIB resources, usually in the form of Workforce Investment Act grants for program participants. Employers also are a common source of planned leveraged resources, with 66 percent of grantees planning to obtain cash or in-kind donations from this group. Employer contributions to the CBJTG projects take different forms including participant scholarships, recruitment of incumbent workers and donations of training equipment and resources. However, grantees were over five times more likely to plan to leverage resources with employers than with industry associations. Educational institutions, including local school

districts, four-year colleges and universities and the grantees themselves, plan to provide leveraged resources to 48 percent of grantees. Foundations, state and local governments, and community and nonprofit organizations are the least prevalent sources of planned leveraged resources, with these institutions offering to provide resources of 12 percent or less.

Table 3.6 shows the source of planned leveraged resources for grantees in each industry. While 75 percent of all grantees have plans for WIBs to provide leveraged resources, over 80 percent of grantees in the automotive, biotechnology, hospitality, information technology, and transportation industries report that they plan to leverage WIB resources. Grantees in the aerospace, construction, health care, hospitality, information technology, and transportation industries are more likely on average to plan for employers to provide leveraged resources. Grantees in round 3 show a greater-than-average proportion of each type of organization planning to contribute leveraged resources (except community/nonprofit organizations) than grantees in earlier rounds (see tables B.11.a and B.11.b in appendix B).

**TABLE 3.6: PERCENT OF GRANTEE WITH EACH TYPE OF ORGANIZATION CONTRIBUTING LEVERAGED RESOURCES, BY INDUSTRY**

Industry	WIB	Foundation	State or local government	Employer	Industry association	Educational institution	Community/nonprofit organization
Advanced manufacturing*	75.7	5.4	10.8	56.7	18.9	51.4	13.5
Aerospace	60.0	0.0	20.0	100.0	20.0	40.0	20.0
Automotive	80.0	0.0	0.0	40.0	0.0	40.0	0.0
Biotechnology	87.5	0.0	0.0	50.0	12.5	62.5	12.5
Construction*	73.7	0.0	36.8	68.4	26.3	63.2	10.5
Energy*	78.9	0.0	5.3	52.6	5.3	26.3	0.0
Forestry	0.0	0.0	0.0	50.0	0.0	0.0	0.0
Health care*	71.1	13.3	10.0	72.2	5.6	48.9	11.1
Hospitality	100.0	0.0	0.0	75.0	0.0	25.0	0.0
Information technology	100.0	25.0	0.0	75.0	50.0	100.0	25.0
Transportation*	90.9	0.0	18.2	72.7	0.0	27.3	0.0
Other	85.7	0.0	28.6	57.1	28.6	57.1	14.3
<b>Total percent of all grantees</b>	<b>75.4</b>	<b>7.1</b>	<b>12.3</b>	<b>65.9</b>	<b>11.4</b>	<b>47.9</b>	<b>10.0</b>
<b>Total number of grantees</b>	<b>159</b>	<b>15</b>	<b>26</b>	<b>139</b>	<b>24</b>	<b>101</b>	<b>21</b>

SOURCE: GRANTEE STATEMENTS OF WORK.

NOTE: N= 211. \* DENOTES INDUSTRIES WITH MORE THAN 10 GRANTEES.

## IV. Training and Capacity-Building Goals

This section provides an overview of the grantees’ training and capacity-building goals for their CBJTGs. This information is drawn from the grantees’ statements of work incorporated from their grant applications.<sup>10</sup>

### Training Goals

The training-related goals of programs funded through the CBJTG program are similar to other training efforts (such as Workforce Investment Act–funded training) and include goals for enrollment levels, graduation and program completion, and employment and earnings for graduates and completers. Most grantees state that their goal is to increase these key training-related activity levels and participant outcomes (table 4.1). Over 80 percent of grantees report that they aim to increase participant enrollment into their programs and increase the graduation and completion levels from their programs. A comparable proportion of grantees (79 percent) plans to increase the employment levels for graduates and completers of their programs. Fewer grantees (62 percent) have a goal for increasing earnings. A small percentage of grantees (13 percent) also plans to increase participant satisfaction with its programs.<sup>11</sup>

**TABLE 4.1: GRANTEE TRAINING GOALS**

Planned training goal	Number of grantees	Percent of grantees
Increase participant enrollment	183	86.7
Increase graduation/program completion	174	82.5
Increase employment for graduates/completers	167	79.2
Increase earnings for graduates/completers	130	61.6
Increase participant satisfaction	28	13.3

**SOURCE: GRANTEE STATEMENTS OF WORK.**

**NOTE: N=211.**

Few differences exist in the training goals of grantees by industry (see tables B.18.a and B.18.b in appendix B). However, training goals do differ among grantees by round of competition and type of organization (see tables B.19.a, B.19.b, B.20.a, and B.20.b in appendix B). The percentage of grantees stating goals of increasing enrollment and program completion levels is somewhat lower in rounds 2 and 3, although the reason for this difference is unclear. Round 1 grantees have enrollment and completion goals at rates of 93 and 89 percent, respectively. In contrast, 83 and 81 percent of round 2 grantees have enrollment and completion goals, along with 84 and 77 percent of round 3 grantees. In addition, technical colleges are more likely than average to have completion, employment, and earnings goals for their planned

<sup>10</sup> Detailed comparisons between grantees are limited because the grantees do not consistently define or specify their goals in their statements of work. For example, some grantees provide a percentage by which they intend to increase their enrollment as a goal, while others provide a number of participants they plan to enroll. Thus, we are only able to report grantees’ stated goals. It is also important to keep in mind that a grantee had to state the specific goal in its statement of work for it to be reported in the tables below. Grantees may have a specific goal, but if it is not clearly expressed in their initial statement of work, it is not reflected in this report.

<sup>11</sup> Participant satisfaction is not one of the required ETA quarterly reporting measures, unlike the other four goals, but some grantees state it as a goal in their applications.

activities, while other types of organizations are more likely than average to have completion and employment goals but less likely than average to have earnings goals for planned activities.

Grantees in all regions report having all the training goals, except increasing participant satisfaction, for the majority of their grants. Grantees in the mid-Atlantic consistently report having all of training-related goals for their programs (see tables B.21.a and B.21.b in appendix B). Northeastern grantees also are more likely than average to include the goals of increased enrollment and increased earnings.

## Capacity-Building Goals

The grantees have various capacity-building goals they plan to pursue during their grant period. These goals include hiring or funding additional faculty; hiring or funding additional program staff; developing new or expanding current financial aid, scholarship, or tuition assistance programs; expanding the number of training program slots; guiding staff on how to provide training (“train the trainer”); designing or using new instructional techniques or technology; creating or increasing the pipeline of workers from kindergarten through 12th grade; and improving access for underserved or disadvantaged populations.

As shown in table 4.2, most grantees have capacity-building goals that include hiring or funding new faculty and program staff (62 and 59 percent, respectively), training trainers (59 percent), and creating or increasing the pipeline of trained workers from K–12 education (79 percent). Fewer grantees have stated goals of expanding the number of training slots (45 percent), designing and using new instructional techniques and technologies (44 percent), and improving access for underserved or disadvantaged populations (35 percent). The least common capacity-building goals reported by grantees are developing and expanding financial aid opportunities (21 and 26 percent, respectively).

**TABLE 4.2: PLANNED CAPACITY-BUILDING GOALS**

Planned capacity-building goal	Number of grantees	Percent of grantees
Hire/fund additional faculty	130	61.6
Hire/fund additional program staff/personnel	125	59.2
Develop new financial aid/scholarship/tuition assistance program	44	20.9
Expand existing financial aid/scholarship/tuition assistance program	55	26.1
Expand number of training program slots	94	45.0
Design/use new instructional techniques/technology	92	43.6
Train the trainer	124	58.9
Create or increase pipeline of workers from K–12	167	79.2
Improve access to underserved/disadvantaged populations	74	35.1

**SOURCE: GRANTEE STATEMENTS OF WORK.**

**NOTE: N=211.**

Among industries with relatively large numbers of grants (defined here as 10 or more), the kinds of capacity-building goals differ slightly (see table B.26.b in appendix B). In the health care industry, grantees are more likely than average to have goals of increasing the number of training slots and using new instructional techniques and technologies. Advanced manufacturing grantees are less likely than average to have goals of adding new faculty or program staff, increasing the number of training slots, and improving access for disadvantaged populations, but

a higher-than-average share of advanced manufacturing grantees reports goals of increasing the pipeline of workers from K–12. Fewer energy grantees, compared with all other grantees, have goals of increasing the number of training slots or using new instructional techniques or technologies.

There are a few variations in grantees' capacity-building goals among the different rounds of competition: hiring additional program staff, expanding financial aid opportunities, training the trainer, and increasing the K–12 pipeline are more common in round 3 than average (see tables B.27.a and B.27.b in appendix B). Community college grantees are somewhat more likely than average to set goals for creating new financial aid opportunities, developing new teaching techniques, and creating a pipeline of new workers. Grantees that are not community colleges or technical colleges are more likely to have goals that pertain to expanding financial aid and increasing the number of training slots. Technical college grantees report higher-than-average plans to develop train-the-trainer efforts and improve access to disadvantaged populations (see table B.28.b in appendix B).

Grantees' capacity-building goals also vary by region (see tables B.29.a and B.29.b in appendix B). Grantees in the southwest are less likely than average to have a goal of hiring new faculty (48 percent compared with 62 percent of all grantees). Northeastern grantees tend to have a goal of adding new program staff more often than grantees in other regions. Southeastern grantees are more likely than the average grantee to have a goal for new financial aid opportunities for participants. Grantees in the west are more likely than average to have a goal of improving access for disadvantaged populations to their programs, while mid-Atlantic grantees are less likely to have such a goal than other grantees.

## V. Planned Grantee Activities

Grantees can use funds from the CBJTG program for a range of activities designed to build the capacity of community colleges and other training institutions to provide training and help workers succeed in high-growth industries. According to the ETA guidelines, these activities can include both training activities and capacity-building. Grantees are also required to provide ETA with “products” (i.e., grant-funded deliverables) that result from these activities. These include curricula for the training programs, web sites, career ladders, distance learning programs, basic skills training curricula, and outreach and recruitment materials. Many of the completed products are already posted on the ETA-sponsored web site, Workforce3One.org, for use by other organizations, agencies, and workforce development professionals.

Each statement of work describes how the grantee plans to use the funds. This section provides a general overview of planned CBJT grantee activities based on a review of these documents.

### Training Activities

In their statements of work to ETA, all grantees report planning to use their grant funds to provide some form of job training, most commonly classroom instruction and internships. As shown in table 5.1, 87 percent of all grantees report that they plan to offer classroom instruction, and 32 percent plan to offer internships.

TABLE 5.1: PLANNED TYPES OF TRAINING

Planned training type	Number of grantees	Percent of grantees
Classroom instruction	184	87.2
On-the-job training	23	10.9
Internships/externships	68	32.2
Job shadowing	24	11.4
Mentorships	32	15.2
Apprenticeships	33	15.6

SOURCE: GRANTEE STATEMENTS OF WORK.

NOTE: N=211.

Across industries, classroom training was by far the most commonly planned training type. The type of training varies by industry focus (see tables B.22.a and B.22.b in appendix B). For health care–focused grants, grantees are more likely than average to plan on classroom instruction and mentorships as a part of the training program and less likely than average to use on-the-job training, internships, and apprenticeships. This most likely reflects that certification for many health care occupations requires a credential that usually results from formal education or coursework. A higher percentage of energy grantees (53 percent) reports plans for internships than grantee average (32 percent). Grantees in advanced manufacturing more often than average plan to use apprenticeships and internships in their training activities.

The focus on classroom training and internships is consistent across the three rounds of grants as well as across the different geographic regions of the country (see tables B.23.a, B.23b, B.25.a, and B.25.b in appendix B). In terms of regional variations, the northeastern and mid-

Atlantic grantees have no planned job-shadowing activities but 42 percent of southeastern grantees have planned job-shadowing activities.

Table 5.2 shows the differences in planned use of training activities between community colleges and other types of grantee organizations. While about the same proportion of community colleges and other types of organizations plan to use classroom instruction in their training programs, community colleges are more likely to use on-the-job training. However, grantees other than community colleges and technical colleges, such as four-year colleges and public workforce investment system organizations, are more likely to plan to use job shadowing.

**TABLE 5.2: PLANNED TYPES OF TRAINING, BY TYPE OF GRANTEE**

	Classroom instruction	On-the-job training	Internships/externships	Job shadowing	Mentorships	Apprenticeships
Community college	88.4	13.0	34.9	9.6	15.8	15.8
Technical college	83.3	0.0	38.9	0.0	22.2	33.3
Other	85.1	8.5	21.3	21.3	10.6	8.5
Percent of all grantees	87.2	10.9	32.2	11.4	15.2	15.6
Total number of grantees	184	23	68	24	32	33

SOURCE: GRANTEE STATEMENTS OF WORK.

NOTE: N=211.

## Capacity-Building Activities

In addition to providing details on their planned training activities, grantees summarize the capacity-building activities they are planning to implement, as shown in table 5.3. Most grantees (88 percent) are planning to use the grant to develop recruitment efforts. Eighty-three percent of grantees are planning to develop new curricula, 62 percent are planning to revise or expand existing training programs, and 54 percent are planning to develop new training programs. Less than half the grantees are planning to use the funds for collaborating with partners or developing certifications.

**TABLE 5.3: PLANNED CAPACITY-BUILDING ACTIVITIES**

Planned activity	Number of grantees	Percent of grantees
Collaboration with partners	102	48.3
New training program development	114	54.0
Improvement/expansion of existing training program	131	62.1
Certification development	95	45.0
Curriculum development	176	83.4
Recruitment	186	88.2

SOURCE: GRANTEE STATEMENTS OF WORK.

NOTE: N=211.

Of the industries with more than 10 grants, automotive and construction are the most likely to include partner collaborations or activities as a component of their capacity-building efforts, as shown in table 5.4. Health care grantees are more likely than average to plan to expand their current training programs, while construction and transportation are more likely than average to



develop new ones. Grantees in the advanced manufacturing, construction, and transportation industries plan to develop new certifications more often than grantees in other industries. Health care grantees are less likely than average to develop certifications. There are few industry differences in curriculum development and recruitment efforts.

**TABLE 5.4: PLANNED CAPACITY-BUILDING ACTIVITIES AMONG CBJT GRANTEES, BY INDUSTRY**

Industry	Percent of Grantees					
	Partner- ships	New training program	Expansion of existing training program	Certific- ations	Curriculum develop- ment	Recruit- ment
Advanced manufacturing*	46.0	67.6	59.5	59.5	89.2	89.2
Aerospace	20.0	40.0	60.0	20.0	100.0	80.0
Automotive	60.0	60.0	40.0	60.0	60.0	80.0
Biotechnology	25.0	87.5	37.5	37.5	100.0	87.5
Construction*	52.6	73.7	57.9	63.2	94.7	100.0
Energy*	47.4	42.1	52.6	42.1	89.5	89.5
Forestry	100.0	100.0	100.0	100.0	100.0	100.0
Health care*	46.7	37.8	68.9	32.2	72.2	85.6
Hospitality	75.0	75.0	50.0	50.0	100.0	75.0
Information technology	75.0	100.0	75.0	75.0	100.0	100.0
Transportation*	45.5	72.7	63.6	63.7	90.9	81.8
Other	71.4	57.1	57.1	42.9	100.0	100.0
Percent of all grantees	48.3	54.0	62.1	45.0	83.4	88.2
Total number of grantees	102	114	131	95	176	186

SOURCE: GRANTEE STATEMENTS OF WORK.

NOTE: N=211. \* DENOTES INDUSTRIES WITH MORE THAN 10 GRANTEES.

A few differences in planned capacity-building exist across rounds. Grantees in round 1 are more likely than average to report planned partner collaborations or activities, expansion of training programs, and development of certifications. Grantees in round 3 are more likely than grantees in the first two rounds to report planning to develop new training programs and curricula (see tables B.31.a and B.31.b in appendix B).

In designing their capacity-building activities, technical colleges differ from other types of grantees (see tables B.32.a and B.32.b in appendix B). Technical colleges are more likely than the average grantee to develop a new training program or expand an existing one and create certifications but are less likely to engage in partnerships and develop a new curriculum. Other types of grantees, including four-year educational institutions and public workforce investment system organizations, are more likely than average to collaborate with partners but are less likely to develop a new training program, certifications, or curriculum.

The plans for capacity-building activities are fairly similar across the different geographic regions of the country but a some slight geographic differences exist (see tables B.33.a and B.33.b in appendix B). Grantees in the midwest and west are more likely than average to report plans to increase partner collaboration. Grantees in the northeast are more likely to report plans to create new training programs, while grantees in the mid-Atlantic are more likely than average to report plans to develop certification programs.

## Proposed Products

In their statements of work, grantees also summarize the products they are planning to develop with the funds, as shown in table 5.5. These products are an output of the grant activities that can be used by other organizations and agencies developing industry-specific training and capacity-building efforts. Most grantees (87 percent) are planning to use the grant to develop or revise a course or curriculum. Seventy-nine percent of grantees are planning to use the grant for new or improved facilities or equipment.<sup>12</sup> Seventy percent are planning to use the grant to develop new or improved outreach materials, and 63 percent are planning to develop a career ladder program.

**TABLE 5.5: TYPE OF PRODUCTS PROPOSED BY GRANTEES**

Product	Number of grantees	Percent of grantees
New/revised curriculum	183	86.7
New/improved web site	47	22.3
New/improved facilities or equipment	167	79.1
Career ladder	132	62.6
Distance learning	103	48.8
Curriculum integrated with basic skills and job training	67	31.8
Outreach/recruitment materials	147	69.7

**SOURCE: GRANTEE STATEMENTS OF WORK.**

**NOTE: N=211.**

There are some differences by industry focus in the types of products planned by grantees (see tables B.34.a and B.34.b in appendix B). Among industries with 10 or more grantees, health care grantees are less likely than grantees in other industries to have curriculum and outreach and recruitment materials as products but are more likely to create distance learning products. On the other hand, grantees in the advanced manufacturing, construction, and energy industries are more likely to plan curriculum and outreach and recruitment products but less likely to develop distance learning products. The advanced manufacturing industry grants are also more likely to plan on developing a curriculum that blends basic skills with job training, and energy-focused grants are more likely to plan on new or improved facilities and equipment as an output of their grant activities. These differences appear to reflect the nature of the training required for jobs in the specific industries. There is little variation in the types of products grantees plan to develop by organization type except technical colleges, which have a higher-than-average percentage of grantees that plan to use distance learning and blended curriculum (see tables B.36.a and B.36.b in appendix B).

The types of proposed products differ slightly among the rounds of grant awards and across the regions (see tables B.35.a, B.35.b, B.37.a, and B.37.b in appendix B). Grantees in Round 3 are more likely than average to plan on developing curricula, web sites, career ladders, and outreach products but are less likely than average to develop curriculum that integrates basic

<sup>12</sup> Although facilities and equipment are not largely transferrable or replicable among training organizations, and are therefore not considered a grantee “product” as is posted on workforce3one.org, we report grantee plans for new or improved facilities and equipment in this section because such a large percentage of grantees (79 percent) reports these plans as a proposed product or output of grant activities.

skills instruction with training. While plans for curriculum products, facilities and equipment, career ladders, and outreach materials are evident in grantees generally, there are some regional differences in web sites, distance learning, and blended curriculum products. For example, grantees in the southeast plan to develop web sites more often, while grantees in the west plan it less often than grantees in other regions. However, grantees in the west plan to use distance learning at a greater rate than grantees in other regions. Northeastern grantees plan to develop curriculum products that blend basic skills training more often than grantees in other regions.

## VI. Preliminary Grant Outcomes

This section reports on a range of outcomes reported by grantees as of June 2008, including whether the grant is still operational, the number of individuals enrolled in and completing training, the number of trainees that find employment, the characteristics of participants served, and the use of leveraged resources.

The information in this section relies on data reported by grantees in all three rounds and maintained in ETA's online grantee quarterly reporting system. The quarter ending June 2008 is the first quarter grantees provided data using this system. Grantees had previously submitted quarterly reports to ETA, but an Office of Management and Budget-approved quarterly reporting system was implemented only recently. The new system is intended to provide more consistent reporting of grantee progress, activities, and outcomes. In addition to other information, grantees are required to report quarterly data on participation in training activities including program enrollment and completion, receipt of a degree or certificate, entered employment (overall and by industry of interest), demographics of trainees, capacity-building activities, and leveraged resources. The information from the June 2008 quarterly reports provided by 201 of the 211 grantees is summarized in this section.<sup>13</sup> Results from these data should be considered preliminary as they reflect an early period of operations for many grantees. The data may be subsequently updated as part of ETA's ongoing data quality assurance efforts.

### Completion of Grant Activities

Table 6.1 shows the number and percentage of grantees by operational status as of December 1, 2008, according to internal ETA reports on grantees' status. The original end date of October 31, 2008, for all the 70 Round 1 grantees has passed, but 69 percent of Round 1 grantees requested and received no-cost extensions that generally allow them to continue to use grant funds into late 2009. Thus, as of December 2008, 90 percent, or 189 grantees, are still operational.

TABLE 6.1: GRANTEE STATUS AS OF DECEMBER 2008

Grant status	Number of grantees	Percent of grantees
In original grant period	141	66.8
Ended	22	10.4
Extended	48	22.8
<b>Total</b>	<b>211</b>	<b>100.0</b>

SOURCE: ETA REPORT ON GRANTEE STATUS.

### Early Training Outcomes

Based on June 2008 data from the quarterly reporting system, the CBJT grantees reported that 52,147 individuals had started a training program and slightly over half of those individuals completed training. Of those that completed training, over three-quarters received a degree or certificate.

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<sup>13</sup> Grantees are also required to provide quarterly financial and narrative reports to ETA. However, because a new reporting system was implemented, the data from those sources were not available for use in this report. Future analysis of the CBJTG program will incorporate these data.

Table 6.2 summarizes these activities and outcomes, as reported through the grantee quarterly reporting system. For each item, the calculations in this table are presented for all grantees (row 1) and for just those grantees that reported some data on the item in their quarterly report (row 2). (Because some grantees do not report data for every item, the second row in each category excludes the grantees that reported zero participants.) As shown, for the quarter ending June 30, 2008, 145 grantees report serving participants, and of these grantees, the average number of participants served per grantee is 424, with a range from 1 to 5,889 participants.<sup>14</sup> One hundred thirty-seven grantees reported they served participants who began an education or job training activity. Of these grantees, an average of 381 participants began education or training.

Reflecting that most of the grants are still active or are in their early stages of implementation, grantees report that relatively few participants have completed education or job training activities or have received a degree or certificate.<sup>15</sup>

**TABLE 6.2: GRANTEE ACTIVITY LEVELS AND EARLY TRAINING OUTCOMES AS OF JUNE 2008**

Training activity or outcome	Mean	Median	Range	Number of grantees
Number of participants served/enrolled				
For all grantees	306	86	0-5,889	201
For grantees reporting this outcome	424	189	1-5,889	145
Number beginning education/job training activities				
For all grantees	260	63	0-5,889	201
For grantees reporting this outcome	381	176	1-5,889	137
Number completing education/job training activities				
For all grantees	137	10	0-5,313	201
For grantees reporting this outcome	257	105	1-5,313	107
Number receiving a degree or certificate				
For all grantees	107	5	0-5,159	201
For grantees reporting this outcome	206	71	2-5,159	104
Number exiting program for any reason				
For all grantees	240	2	0-3,216	201
For grantees reporting this outcome	122	111	1-3,216	102

SOURCE: GRANTEE QUARTERLY REPORTS.

NOTE: N=201.

## Early Capacity-Building Outcomes

The grantee quarterly reporting system also provides some information on capacity-building outcomes to date (see table C.3 in appendix C). As of June 2008, grantees added an average of 20 new instructors using grant funds, with eight grantees hiring over 100 instructors.

The leveraged resources that grantees report collecting are summarized in table 6.3. Grantees have leveraged an average of around \$115,000 in federal resources, and over \$500,000 in

<sup>14</sup> Round 3 grants were awarded in April 2008, so many of these grantees were not yet serving participants in June 2008.

<sup>15</sup> The reliability of the employment data is unclear at this point. Thus, the final report will provide data on employment outcomes once the data can be validated.

nonfederal resources as of June 30, 2008. The range of leveraged resources is larger for nonfederal sources (\$0–\$10 million) than for federal sources (\$0–\$5 million).

**TABLE 6.3: LEVERAGED RESOURCES COLLECTED BY GRANTEES AS OF JUNE 2008**

Type of leveraged resource	Mean	Median	Range	Number of grantees
Federal	\$115,302	\$0	\$0–\$5,044,707	201
Nonfederal	\$573,402	\$129,503	\$0–\$10,000,000	201

SOURCE: GRANTEE QUARTERLY REPORTS.

NOTE: N=201.

These reported leveraged amounts can be compared with the grantees’ planned amounts as summarized earlier. This comparison suggests that the round 1 and 2 grantees are making progress in this regard. Round 1 grantees, on average, planned to leverage \$1.9 million. As of June 2008, they have accessed approximately \$1.1 million in federal and nonfederal leveraged resources since their projects started in November 2005. Round 2 grantees have made some progress as well. On average, round 2 grantees planned for nearly \$2.4 million and have accessed an average of over \$850,000 since their January 2007 start date. Round 3 grantees leveraged an average of almost \$100,000 of their expected \$2.7 million in the three months since their April 2008 start date.

### Characteristics of Those Served by the CBJTG Program

Table 6.4 provides data on the characteristics of trainees enrolled into grant funded programs as of June 2008. For each characteristic, there are two rows of numbers. Like the table above, the first includes all grantees regardless of whether they served any individuals in that group. The second row excludes grantees that have not served participants in a given category. Therefore, the second row gives a better sense of the grantees that serve a particular population group and how many participants have been served.

Of the 145 grantees that report serving participants (see table 6.2), table 6.4 shows that all are serving men and almost all are serving women.<sup>16</sup> Most grantees serving participants have white enrollees (142 grantees), and about 85 percent (124 grantees) have Hispanic and African American (122 grantees) enrollees. Over half of grantees with trainees are also serving Asians (87 grantees). As shown in table 6.4, on average, grantees have enrolled 276 white participants, 73 black participants, and 14 Asian participants.

Some grantees are also serving other groups, although their participation levels are generally low (see table 6.4). The populations served by the fewest number of grantees are native Hawaiian or other Pacific Islander, served by 40 grantees, and Hispanics/Latinos of more than one race, served by 16 grantees. In addition, the average number of participants served in these groups is low (7 and 6, respectively). Nearly 70 percent of grantees with trainees are serving veterans (101 grantees), and over 46 percent of grantees with trainees are serving people with disabilities (68 grantees). However, the average number of participants served in these groups is again low (21 and 9, respectively).

<sup>16</sup> A data error exists as the number serving men in table 6.4 (148) is inconsistent with the data in table 6.2 that shows 145 grantees have served participants.

**TABLE 6.4: TRAINEES ENROLLED IN GRANT FUNDED PROGRAMS, BY SELECTED DEMOGRAPHIC CHARACTERISTICS AS OF JUNE 2008**

Demographic characteristic	Mean	Median	Range	Number of grantees
Number of males				
For all grantees	142	26	0-5,664	201
For grantees serving this group	193	58	1-5,664	148
Number of females				
For all grantees	146	17	0-2,405	201
For grantees serving this group	205	59	1-2,405	143
Number of Hispanics/Latinos				
For all grantees	29	2	0-844	201
For grantees serving this group	47	12	1-844	124
Number of American Indians or Alaska Natives				
For all grantees	5	0	0-298	201
For grantees serving this group	12	3	1-298	82
Number of Asians				
For all grantees	6	0	0-131	201
For grantees serving this group	14	7	1-131	87
Number of blacks or African Americans				
For all grantees	44	3	0-1,338	201
For grantees serving this group	73	21	1-1,338	122
Number of Native Hawaiians or other Pacific Islanders				
For all grantees	1	0	0-88	201
For grantees serving this group	7	1.5	1-88	40
Number of whites				
For all grantees	195	39	0-4,258	201
For grantees serving this group	276	90	1-4,258	142
Number of persons of more than one race				
For all grantees	3	0	0-174	201
For grantees serving this group	11	2	1-174	53
Number of Hispanics/Latinos of more than one race				
For all grantees	1	0	0-36	201
For grantees serving this group	6	2	1-36	16
Number of veterans				
For all grantees	11	1	0-455	201
For grantees serving this group	21	7	1-455	101
Number of persons with a disability				
For all grantees	3	0	0-95	201
For grantees serving this group	9	3	1-95	68

SOURCE: GRANTEE QUARTERLY REPORTS.

NOTE: N=201.

## VII. Conclusions

Few major conclusions can be drawn from the CBJTG program at this point since many grantees are still in their early operational phases. In addition, the data available for this report are somewhat limited, culled primarily from grantee statements of work, which describe the grantee plans rather than actual operations. Data are presented from the first quarterly reports submitted under a new reporting system; ETA is working with grantees to ensure they are accurately reporting on all outcome categories, so these data may be updated.

Nonetheless, some early observations about the characteristics of the CBJTG program as a whole are evident. First, more so than any other industry, grants focused on the health care industry are the most prevalent, especially in the first round of the grant competition where they make up over a half of the grants awarded. This likely reflects the nationwide growth in the health care industry and in the need for nurses and other health care workers in many regions of the country.

Second, the characteristics of the grants in the first round of the grants are somewhat different than grants in the second and third rounds. The grant guidelines for the first round of funding only permitted community colleges or other educational institutions as grantees, but the second and third rounds were opened also to public workforce investment system organizations such as WIBs, One-Stop Career Centers, and workforce agencies. In round 1, grantees were more likely to partner with One-Stop Career Centers, but round 3 grantees were more likely to bring in more postsecondary education partners. Rounds 2 and 3 also saw an increase in the number of grantees that focused their grant program plans on serving entry-level and incumbent workers. Finally, grant awards and planned leveraged resources increased in later rounds.

Third, some elements in the design of the training programs reflect the skill-building strategies used in different industries. For example, grantees in health care are likely to use classroom training and mentorships, where grantees in advanced manufacturing are more likely to use an apprenticeship design for their training. Health care grantees are also more likely than others to use new instructional techniques and technologies.

Finally, the grantees have also made progress accessing planned leveraged resources. Round 1 grantees (in operation for 31 months in June 2008) have collected an average of \$1.1 million in federal and nonfederal resources, which approaches their average goal of about \$1.9 million. Even though grantees in rounds 2 and 3 have not been in operation as long as the round 1 grantees, they are also making progress in reaching their leveraged resource goals. Future data collection will examine the experiences of grantees in acquiring leveraged funds and in-kind resources to understand what types of resources were provided and how grantees were able to encourage partners to contribute to their CBJTG projects.

Overall, grantees have made progress in getting their training programs up and running by the end of June 2008. About two-thirds of the grantees had at least one participant begin education or job training activities, with most serving more than one. In addition, over half the grantees reported that at least some participants had completed the training activities. Finally, only 10 percent of grantees have completed activities funded through the CBJTG program,



reflecting the early operational period covered by this report. Many questions about the CBJTG program remain, including these:

- What are the specific training and capacity-building goals of the grantees? Did these goals change over the grant period?
- Were the grantees able to meet their program goals? Which grantees were most successful?
- How were the needs of employers and industry met? Were the grantees able to build new or expand current training capacity to meet regional workforce needs?
- How successful did the grantees maintain and sustain partnerships? What did the CBJTG project gain from these partners' involvement? What challenges did grantees encounter in doing so?
- What aspects of the grant programs are amenable to replication? What more innovative aspects of the grant programs would be difficult to replicate?
- Have grant deliverables been disseminated?
- How will the grant activities be sustained after the grant period ends?

Evaluation activities in 2009 will involve examining the characteristics of grant-funded programs and a range of implementation issues and outcomes in more detail.

## **REPORT APPENDICES**

**APPENDIX A: Descriptive Tables of Grant Characteristics and  
Planned Grant Activities**

**APPENDIX B: Two-Way Contingency Tables of Grant Characteristics  
and Planned Activities**

**APPENDIX C: Descriptive Tables of CBJTG Outcomes as of June 2008**

**APPENDIX A: Descriptive Tables of Grant Characteristics and Planned Grant Activities**  
**(Source: Grantee Statements of Work)**

**Table A.1 – Means, Medians and Ranges for Continuous Variables**

Variables	Mean	Median	Range	N
Length of grant (in days)	1,085.6	1,095	729–1,096	211
Grant award	\$1,776,921	\$1,921,841	\$500,000–\$3,600,768	211
Number of states in which grantee has a presence	1.199	1	1–6	211
Leveraged resources	\$2,328,999	\$1,447,056	\$0–\$19,489,770	211
Number of partners	17.57	14	3–126	211

**Table A.2 – Industry of Focus**

	Frequency	Percent	Cumulative percent
Advanced manufacturing	37	17.5	17.5
Aerospace/aviation	5	2.3	19.9
Automotive	5	2.3	22.2
Biotechnology	8	3.8	26.1
Construction	19	9	35.1
Energy	19	9	44.1
Forestry	2	1	45
Health care	90	42.7	87.7
Hospitality	4	1.9	89.6
Information technology	4	1.9	91.5
Transportation	11	5.2	100.0
Other (education, engineering and process technology, financial services, geospatial, movie/TV production, nanotechnology, non-sector specific)	7	3.3	94.8
<b>Total</b>	<b>211</b>	<b>100.0</b>	

**Table A.3 – Year Grants Were Awarded**

	Frequency	Percent	Cumulative percent
2005	70	33.2	33.2
2007	72	34.1	67.3
2008	69	32.7	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

**Table A.4 – Grants by Round of Competition**

	Frequency	Percent	Cumulative percent
First round (PY2005)	70	33.2	33.2
Second round (PY2006)	72	34.1	67.3
Third round (PY2007)	69	32.7	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

**Table A.5 – Grantee Organization Type**

	Frequency	Percent	Cumulative percent
Community college	146	69.2	69.2
Educational institution	37	17.5	86.7
Public workforce investment system organization	10	4.7	91.5
Technical college	18	5.5	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

**Tables A.6 – Types of Partners Planning to Participate in Overall Grant Activities**

Workforce Investment Board	Frequency	Percent	Cumulative percent
Yes	185	87.7	87.7
No	26	12.3	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

One-stop career center	Frequency	Percent	Cumulative percent
Yes	99	46.9	46.9
No	112	53.1	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Four-year college	Frequency	Percent	Cumulative percent
Yes	110	52.1	52.1
No	101	47.9	100
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Two-year college	Frequency	Percent	Cumulative percent
Yes	72	34.1	34.1
No	139	65.9	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Industry association	Frequency	Percent	Cumulative percent
Yes	128	60.7	60.67
No	83	39.3	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Employer	Frequency	Percent	Cumulative percent
Yes	196	92.9	92.9
No	15	7.1	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Community/nonprofit organization	Frequency	Percent	Cumulative percent
Yes	109	51.7	51.67
No	102	48.3	100.0
<b>Total</b>	<b>211</b>	<b>100</b>	

Union	Frequency	Percent	Cumulative percent
Yes	11	5.2	5.2
No	200	94.8	100.0
<b>Total</b>	<b>211</b>	<b>100</b>	

School district	Frequency	Percent	Cumulative percent
Yes	147	69.7	69.7
No	64	30.3	100.0
<b>Total</b>	<b>211</b>	<b>100</b>	

Government	Frequency	Percent	Cumulative percent
Yes	103	48.8	48.8
No	108	51.2	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Other	Frequency	Percent	Cumulative percent
Yes	95	45.0	45.0
No	116	55.0	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

**Table A.7 – Grantee’s Operational Status**

Status	Frequency	Percent	Cumulative percent
Operational–in original grant period	141	66.8	66.8
Ended	22	10.4	77.2
Operational–extended grant period	48	22.8	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

**Table A.8 – Region Grantee Is Located**

Region	Frequency	Percent	Cumulative percent
Region 1	20	9.5	9.5
Region 2	20	9.5	19.0
Region 3	50	23.7	42.7
Region 4	46	21.8	64.5
Region 5	47	22.3	86.7
Region 6	28	13.3	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

**Table A.9 – State Grantee Is Located**

State	Frequency	Percent	Cumulative percent
Alabama	11	5.2	5.2
Alaska	2	1.0	6.2
Arizona	4	1.9	8.1
Arkansas	8	3.8	11.9
California	10	4.7	16.7
Colorado	5	2.4	19.0
Connecticut	3	1.4	20.4
Delaware	1	0.5	20.9
District of Columbia	0	0.0	20.9
Florida	14	6.6	27.5
Georgia	5	2.4	29.9
Hawaii	0	0.0	29.9
Idaho	2	1.0	30.8

State	Frequency	Percent	Cumulative percent
Illinois	6	2.8	33.7
Indiana	1	0.5	34.1
Iowa	4	1.9	36.0
Kansas	4	1.9	37.9
Kentucky	6	2.8	40.7
Louisiana	2	1.0	41.7
Maine	3	1.4	43.1
Maryland	6	2.8	46.0
Massachusetts	3	1.4	47.4
Michigan	7	3.3	50.7
Minnesota	4	1.9	52.6
Mississippi	3	1.4	54.0
Missouri	3	1.4	55.5
Montana	2	1.0	56.4
Nebraska	4	1.9	58.3
Nevada	1	0.5	58.8
New Hampshire	1	0.5	59.2
New Jersey	5	2.4	61.6
New Mexico	4	1.9	63.5
New York	4	1.9	65.4
North Carolina	3	1.4	66.8
North Dakota	2	1.0	67.8
Ohio	7	3.3	71.1
Oklahoma	3	1.4	72.5
Oregon	6	2.8	75.4
Pennsylvania	5	2.4	77.7
Rhode Island	1	0.5	78.2
South Carolina	1	0.5	78.7
South Dakota	0	0.0	78.7
Tennessee	6	2.8	81.5
Texas	14	6.6	88.2
Utah	4	1.9	90.1
Vermont	0	0	90.1
Virginia	7	3.3	93.4
Washington	6	2.8	96.2
West Virginia	1	0.5	96.7
Wisconsin	5	2.4	99.1
Wyoming	2	1.0	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

**Table A.10 – Number of States Where Grantees Have a Presence**

Number of states	Frequency	Percent	Cumulative percent
1	192	91.0	91.0
2	7	3.3	94.3
3	7	3.3	97.6
4	1	0.5	98.1
5	2	0.9	99.0
6	2	1.0	100.0
<b>Total</b>	<b>211</b>	<b>100.00</b>	

**Table A.11 – Grants with a Presence in Each State**

State	Frequency	Percent
Alabama	12	5.7
Alaska	2	1.0
Arizona	4	1.9
Arkansas	9	4.3
California	11	5.2
Colorado	6	2.8
Connecticut	3	1.4
Delaware	1	0.5
District of Columbia	2	1.0
Florida	15	7.1
Georgia	6	2.8
Hawaii	0	0.0
Idaho	5	2.4
Illinois	6	2.8
Indiana	2	1.0
Iowa	4	1.9
Kansas	6	2.8
Kentucky	6	2.8
Louisiana	2	1.0
Maine	3	1.4
Maryland	7	3.3
Massachusetts	3	1.4
Michigan	7	3.3
Minnesota	4	1.9
Mississippi	5	2.4
Missouri	5	2.4
Montana	3	1.4
Nebraska	5	2.4
Nevada	2	1.0
New Hampshire	1	0.5
New Jersey	5	2.4
New Mexico	4	1.9
New York	5	2.4
North Carolina	3	1.4
North Dakota	2	1.0
Ohio	7	3.3
Oklahoma	4	1.9
Oregon	9	4.3

State	Frequency	Percent
Pennsylvania	6	2.8
Rhode Island	1	0.5
South Carolina	1	0.5
South Dakota	1	0.5
Tennessee	9	4.3
Texas	16	7.6
Utah	7	3.3
Vermont	0	0.0
Virginia	8	3.8
Washington	8	3.8
West Virginia	2	1.0
Wisconsin	5	2.4
Wyoming	3	1.4

Tables A.12 – Planned Target Populations

Dislocated workers	Frequency	Percent	Cumulative percent
Yes	63	29.9	29.9
No	148	70.1	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Entry-level workers	Frequency	Percent	Cumulative percent
Yes	61	28.9	28.9
No	150	71.1	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Incumbent workers	Frequency	Percent	Cumulative percent
Yes	138	65.4	65.4
No	73	34.6	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Youth before high school	Frequency	Percent	Cumulative percent
Yes	56	26.5	26.5
No	155	73.5	100.00
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Youth in high school	Frequency	Percent	Cumulative percent
Yes	164	77.7	77.7
No	47	22.3	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Hispanics	Frequency	Percent	Cumulative percent
Yes	29	13.7	13.7
No	182	86.3	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	



African Americans	Frequency	Percent	Cumulative percent
Yes	8	3.8	3.8
No	203	96.2	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

American Indians and Native Americans	Frequency	Percent	Cumulative percent
Yes	7	3.3	3.3
No	204	96.7	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Low-income individuals	Frequency	Percent	Cumulative percent
Yes	118	55.9	55.9
No	93	44.1	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Other	Frequency	Percent	Cumulative percent
Yes	106	50.2	50.2
No	105	49.8	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Tables A.13 – Types of Organizations Planning on Providing Leveraged Resources

Workforce Investment Board/one-stop career center	Frequency	Percent	Cumulative percent
Yes	159	75.4	75.4
No	52	24.6	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Foundation	Frequency	Percent	Cumulative percent
Yes	15	7.1	7.1
No	196	92.9	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

State or local government	Frequency	Percent	Cumulative percent
Yes	26	12.3	12.3
No	185	87.7	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Employer	Frequency	Percent	Cumulative percent
Yes	139	65.9	65.9
No	72	34.1	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Industry association	Frequency	Percent	Cumulative percent
Yes	24	11.4	11.4
No	187	88.6	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Educational institution/training provider	Frequency	Percent	Cumulative percent
Yes	101	47.9	47.9
No	110	52.1	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Community/nonprofit organization	Frequency	Percent	Cumulative percent
Yes	21	10.0	10.0
No	190	90.0	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Other	Frequency	Percent	Cumulative percent
Yes	23	10.9	10.9
No	188	89.1	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Tables A.14 – Planned Training Goals

Increase participant enrollment	Frequency	Percent	Cumulative percent
Yes	183	86.7	86.7
No	28	13.3	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Increase graduation/program completion	Frequency	Percent	Cumulative percent
Yes	174	82.5	82.5
No	37	17.5	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Increase employment for graduates/completers	Frequency	Percent	Cumulative percent
Yes	167	79.1	79.1
No	44	20.9	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Increase earnings for graduates/completers	Frequency	Percent	Cumulative percent
Yes	130	61.6	61.6
No	81	38.4	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Increase participant satisfaction	Frequency	Percent	Cumulative percent
Yes	28	13.3	13.3
No	183	86.7	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Tables A.15 – Planned Training Outcomes

Degree (associate's or bachelor's degrees)	Frequency	Percent	Cumulative percent
Yes	165	78.2	78.2
No	46	21.8	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Credential or license	Frequency	Percent	Cumulative percent
Yes	51	24.2	24.2
No	160	75.8	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Certificate	Frequency	Percent	Cumulative percent
Yes	160	75.8	75.8
No	51	24.2	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Other	Frequency	Percent	Cumulative percent
Yes	3	1.4	1.4
No	208	98.6	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Tables A.16 – Capacity-Building Goals

Hire/fund additional faculty	Frequency	Percent	Cumulative percent
Yes	130	61.6	61.6
No	81	38.4	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Hire/fund additional personnel	Frequency	Percent	Cumulative percent
Yes	125	59.2	59.2
No	86	40.8	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Develop new financial aid/scholarship/ tuition assistance program	Frequency	Percent	Cumulative percent
Yes	44	20.9	20.9
No	167	79.1	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Expand financial aid/scholarship/ tuition assistance program	Frequency	Percent	Cumulative percent
Yes	55	26.1	26.1
No	156	73.9	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Expand number of training program slots	Frequency	Percent	Cumulative percent
Yes	94	44.5	44.5
No	117	55.5	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Design/use new instructional techniques/ technologies	Frequency	Percent	Cumulative percent
Yes	92	43.6	43.6
No	119	56.4	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Train the trainer	Frequency	Percent	Cumulative percent
Yes	124	58.8	58.8
No	87	41.2	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Create or increase pipeline of workers from K-12	Frequency	Percent	Cumulative percent
Yes	167	79.1	79.1
No	44	20.9	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Improve access to underserved/ disadvantaged populations	Frequency	Percent	Cumulative percent
Yes	74	35.1	35.1
No	137	64.9	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Other	Frequency	Percent	Cumulative percent
Yes	47	22.3	22.3
No	164	77.7	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Tables A.17 – Planned Training Types

Classroom instruction	Frequency	Percent	Cumulative percent
Yes	184	87.2	87.2
No	27	12.8	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

On-the-job training	Frequency	Percent	Cumulative percent
Yes	23	10.9	10.9
No	188	89.1	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Internships/externships	Frequency	Percent	Cumulative percent
Yes	68	32.2	32.2
No	143	67.8	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Job shadowing	Frequency	Percent	Cumulative percent
Yes	24	11.4	11.4
No	187	88.6	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Mentorships	Frequency	Percent	Cumulative percent
Yes	32	15.2	15.2
No	179	84.8	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Apprenticeships	Frequency	Percent	Cumulative percent
Yes	33	15.6	15.6
No	178	84.4	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Other	Frequency	Percent	Cumulative percent
Yes	62	29.4	29.4
No	149	70.6	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

**Tables A.18 – Planned Capacity-Building Activities**

Partner collaborations	Frequency	Percent	Cumulative percent
Yes	102	48.3	48.3
No	109	51.7	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

New training program development	Frequency	Percent	Cumulative percent
Yes	114	54.0	54.0
No	97	46.0	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Improvement/expansion of existing training program	Frequency	Percent	Cumulative percent
Yes	131	62.1	62.1
No	80	37.9	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Certification development	Frequency	Percent	Cumulative percent
Yes	95	45.0	45.0
No	116	55.0	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Curriculum development	Frequency	Percent	Cumulative percent
Yes	176	83.4	83.4
No	35	16.6	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Recruitment	Frequency	Percent	Cumulative percent
Yes	186	88.2	88.2
No	25	11.8	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Tables A.19 – Proposed Products from Grant Activities

New/revised courses/curriculum	Frequency	Percent	Cumulative percent
Yes	183	86.7	86.7
No	28	13.3	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

New/improved web site	Frequency	Percent	Cumulative percent
Yes	47	22.3	22.3
No	164	77.7	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

New/improved facilities or equipment	Frequency	Percent	Cumulative percent
Yes	167	79.1	79.1
No	44	20.9	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Career ladder/lattice	Frequency	Percent	Cumulative percent
Yes	132	62.6	62.6
No	79	37.4	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Distance learning	Frequency	Percent	Cumulative percent
Yes	103	48.8	48.8
No	108	51.2	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Blended curriculum/adult basic skills	Frequency	Percent	Cumulative percent
Yes	67	31.8	31.8
No	144	68.2	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Outreach/recruitment materials	Frequency	Percent	Cumulative percent
Yes	147	69.7	69.7
No	64	30.3	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Other	Frequency	Percent	Cumulative percent
Yes	124	58.8	58.8
No	87	41.2	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

Table A.20 – Number and Percentage of Grants by Grant Amount Awarded

	Frequency	Percent	Cumulative percent
\$500,000–999,999	17	8.1	8.1
\$1,000,000–1,999,999	149	70.6	78.7
\$2,000,000–4,000,000	45	21.3	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

**Table A.21 – Number and Percentage of Grants by Amount of Planned Leveraged Resources**

	Frequency	Percent	Cumulative percent
Less than \$500,000	29	13.7	13.7
\$500,000–999,999	50	23.7	37.4
\$1,000,000–1,999,999	58	27.5	64.9
\$2,000,000–4,999,999	53	25.1	90.1
\$5,000,000 or more	21	10.0	100.0
<b>Total</b>	<b>211</b>	<b>100.0</b>	

**APPENDIX B: Two-Way Contingency Tables of Grant Characteristics and Planned Activities**  
**(Source: Grantee Statements of Work)**

**Table B.1.a – Percent of Grantees by Round of Grant Awards, by Industry**

Industry	Round 1	Round 2	Round 3
Advanced manufacturing	15.7	16.7	20.3
Aerospace	1.4	1.4	4.4
Automotive	4.3	2.8	0
Biotechnology	4.3	5.6	1.5
Construction	7.1	8.3	11.6
Energy	2.9	13.9	10.1
Forestry	2	0.0	0.0
Health care	54.3	38.9	34.8
Hospitality	0.0	1.4	4.4
Information technology	0.0	1.4	4.4
Transportation	4.3	7	4.4
Other	2.9	2.8	4.4
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

**Table B.1.b. – Percent of Grantees by Industry, by Round of Grant Awards**

Industry	Round 1	Round 2	Round 3	Total
Advanced manufacturing	29.7	32.4	37.8	100.0
Aerospace	20	20	60	100.0
Automotive	60	40	0	100.0
Biotechnology	37.5	50.0	12.5	100.0
Construction	26.3	31.6	42.1	100.0
Energy	10.5	52.6	36.8	100.0
Forestry	100.0	0.0	0.0	100.0
Health care	42.2	31.1	26.7	100.0
Hospitality	0.0	25.0	75.0	100.0
Information technology	0.0	25.0	75.0	100.0
Transportation	27.3	45.5	27.3	100.0
Other	28.6	28.6	42.9	100.0
<b>Total</b>	<b>33.2</b>	<b>34.1</b>	<b>33.7</b>	<b>100.0</b>



**Table B.2.a – Percent of Grantee Industry, by Award Amount**

Industry	\$500,000–999,999	\$1,000,000–1,999,999	\$2,000,000–4,000,000
Advanced manufacturing	11.8	14.8	28.9
Aerospace	5.9	2.7	0.0
Automotive	5.9	2.7	0.0
Biotechnology	11.8	4.0	0.0
Construction	11.8	10.7	2.2
Energy	11.8	8.7	8.9
Forestry	0.0	1.3	0.0
Health care	35.3	43	44.4
Homeland security/safety	0.0	0.0	0.0
Hospitality	0.0	1.3	4.4
Information technology	0.0	2.7	0.0
Transportation	5.9	4.0	8.9
Other	0.0	4.0	2.2
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

**Table B.2.b – Percent of Grantees Award Amount, by Industry**

Industry	\$500,000–999,999	\$1,000,000–1,999,999	\$2,000,000–4,000,000	Total
Advanced manufacturing	5.4	59.5	35.1	100.0
Aerospace	20.0	80.0	0.0	100.0
Automotive	20.0	80.0	0.0	100.0
Biotechnology	25.0	75.0	0.0	100.0
Construction	10.5	84.2	5.3	100.0
Energy	10.5	68.4	21.1	100.0
Forestry	0.0	100.0	0.0	100.0
Health care	6.7	71.1	22.2	100.0
Hospitality	0.0	50.0	50.0	100.0
Information technology	0.0	100.0	0.0	100.0
Transportation	9.1	54.6	36.4	100.0
Other	0.0	85.7	14.3	100.0
<b>Total</b>	<b>8.1</b>	<b>70.6</b>	<b>21.3</b>	<b>100.0</b>

**Table B.3.a – Percent of Grantees by Round of Awards, by Award Amount**

Round of award	\$500,000–999,999	\$1,000,000–1,999,999	\$2,000,000–4,000,000
Round 1	41.2	33.6	28.9
Round 2	29.4	34.2	35.6
Round 3	29.4	32.2	35.6
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

**Table B.3.b – Percent of Grantees by Award Amount, by Round of Award**

Round of award	\$500,000–999,999	\$1,000,000–1,999,999	\$2,000,000–4,000,000	Total
Round 1	10.0	71.4	18.6	100.0
Round 2	6.9	70.8	22.2	100.0
Round 3	7.3	69.6	21.2	100.0
<b>Total</b>	<b>8.1</b>	<b>70.6</b>	<b>21.3</b>	<b>100.0</b>

**Table B.4.a – Percent of Grantees by Type of Grantee Organization, by Award Amount**

Grantee organization type	\$500,000–999,999	\$1,000,000–1,999,999	\$2,000,000–4,000,000
Community college	82.4	69.1	64.4
Educational institution	17.6	20.8	6.7
Public workforce investment organization	0.0	2.7	13.3
Technical college	0.0	7.4	15.6
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

**Table B.4.b – Percent of Grantees by Award Amount, by Type of Grantee Organization**

Grantee organization type	\$500,000–999,999	\$1,000,000–1,999,999	\$2,000,000–4,000,000	Total
Community college	9.6	70.5	19.9	100.0
Educational institution	8.6	83.8	8.6	100.0
Public workforce investment organization	0.0	40.0	60.0	100.0
Technical college	0.0	61.1	34.9	100.0
<b>Total</b>	<b>8.1</b>	<b>70.6</b>	<b>21.3</b>	<b>100.0</b>

**Table B.5.a – Percent of Grantees by Region, by Award Amount**

Region	\$500,000–999,999	\$1,000,000–1,999,999	\$2,000,000–4,000,000
Northeastern (Region I)	11.8	8.1	13.3
Mid-Atlantic (Region II)	11.8	9.4	8.9
Southeastern (Region III)	29.4	24.8	17.8
Southwestern (Region IV)	23.5	23.5	15.6
Midwestern (Region V)	17.7	20.1	31.1
Western (Region VI)	5.9	14.1	13.3
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

**Table B.5.b – Percent of Grantees by Award Amount, by Region**

Region	\$500,000–999,999	\$1,000,000–1,999,999	\$2,000,000–4,000,000	Total
Northeastern (Region I)	10.0	60.0	30.0	100.0
Mid-Atlantic (Region II)	10.0	70.0	20.0	100.0
Southeastern (Region III)	10.0	74.0	16.0	100.0
Southwestern (Region IV)	8.7	76.1	15.2	100.0
Midwestern (Region V)	6.4	63.8	29.8	100.0
Western (Region VI)	3.6	75.0	21.4	100.0
<b>Total</b>	<b>8.1</b>	<b>70.6</b>	<b>21.3</b>	<b>100.0</b>

**Table B.6.a – Percent of Grantees by Industry, by Amount of Planned Leveraged Resources**

Industry	Less than \$500,000	\$500,000–999,999	\$1,000,000–1,999,999	\$2,000,000–4,999,999	\$5,000,000 or more
Advanced manufacturing	17.2	14.0	17.2	18.9	23.8
Aerospace	0.0	0.0	3.5	1.9	9.5
Automotive	0.0	4.0	1.7	3.8	0.0
Biotechnology	0.0	10	3.5	1.9	0.0
Construction	27.6	8.0	6.9	5.7	0.0
Energy	6.9	8.0	15.5	1.9	14.3
Forestry	3.5	0.0	1.7	0.0	0.0
Health care	34.5	40.0	44.8	47.2	42.9
Hospitality	3.5	2.0	0.0	1.9	4.8
Information technology	0.0	4.0	1.7	1.9	0.0
Transportation	0.0	8.0	0.0	11.3	4.8
Other	6.9	2.0	3.5	3.8	4.8
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

**Table B.6.b – Percent of Grantees by Amount of Planned Leveraged Resources, by Industry**

Industry	Less than \$500,000	\$500,000–999,999	\$1,000,000–1,999,999	\$2,000,000–4,999,999	\$5,000,000 or more	Total
Advanced manufacturing	13.5	18.9	27.0	27.0	13.5	100.0
Aerospace	0.0	0.0	40.0	20.0	40.0	100.0
Automotive	0.0	40.0	20.0	40.0	0.0	100.0
Biotechnology	0.0	62.5	25.0	12.5	0.0	100.0
Construction	42.1	21.1	21.1	15.8	0.0	100.0
Energy	10.5	21.1	47.4	5.3	15.8	100.0
Forestry	50.0	0.0	50.0	0.0	0.0	100.0
Health care	11.1	22.2	28.9	27.8	10.0	100.0
Hospitality	25.0	25.0	0.0	25.0	25.0	100.0
Information technology	0.0	50.0	25.0	25.0	0.0	100.0
Transportation	0.0	36.4	0.0	54.6	9.1	100.0
Other	28.6	14.3	28.6	28.6	0.0	100.0
<b>Total</b>	<b>13.7</b>	<b>23.7</b>	<b>27.5</b>	<b>25.1</b>	<b>10.0</b>	<b>100.0</b>

**Table B.7.a – Percent of Grantees by Round, by Amount of Planned Leveraged Resources**

Round	Less than \$500,000	\$500,000–999,999	\$1,000,000–1,999,999	\$2,000,000–4,999,999	\$5,000,000 or more
Round 1	55.2	32.0	31.0	26.4	28.6
Round 2	20.7	46.0	38.0	24.5	38.1
Round 3	24.1	22.0	31.0	49.1	33.3
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

**Table B.7.b – Percent of Grantees by Amount of Planned Leveraged Resources, by Round**

Round	Less than \$500,000	\$500,000–999,999	\$1,000,000–1,999,999	\$2,000,000–4,999,999	\$5,000,000 or more	Total
Round 1	22.9	22.9	25.7	20.0	8.6	100.0
Round 2	8.3	31.9	30.6	18.1	11.1	100.0
Round 3	10.1	15.9	26.1	37.7	10.1	100.0
<b>Total</b>	<b>13.7</b>	<b>23.7</b>	<b>27.5</b>	<b>25.1</b>	<b>10.0</b>	<b>100.0</b>

**Table B.8.a – Percent of Grantees by Type of Grantee Organization, by Amount of Planned Leveraged Resources**

Grantee organization type	Less than \$500,000	\$500,000–999,999	\$1,000,000–1,999,999	\$2,000,000–4,999,999	\$5,000,000 or more
Community college	51.7	70	72.4	66.0	90.5
Educational institution	34.5	22	17.2	9.4	4.8
Public workforce investment organization	6.9	0.0	3.4	9.4	4.8
Technical college	6.9	8.0	6.9	15.1	0.0
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

**Table B.8.b – Percent of Grantees by Amount of Planned Leveraged Resources, by Type of Grantee Organization**

Grantee organization type	Less than \$500,000	\$500,000–999,999	\$1,000,000–1,999,999	\$2,000,000–4,999,999	\$5,000,000 or more	Total
Community college	10.3	24.0	28.8	24.0	13.0	100.0
Educational institution	27.0	29.7	27.0	13.5	2.7	100.0
Public workforce investment organization	20.0	0.0	20.0	50.0	10.0	100.0
Technical college	11.1	22.2	22.2	44.4	0.0	100.0
<b>Total</b>	<b>13.7</b>	<b>23.7</b>	<b>27.5</b>	<b>25.1</b>	<b>10.0</b>	<b>100.0</b>

**Table B.9.a – Percent of Grantees by Region, by Amount of Planned Leveraged Resources**

Region	Less than \$500,000	\$500,000–999,999	\$1,000,000–1,999,999	\$2,000,000–4,999,999	\$5,000,000 or more	Total
Northeastern (Region I)	6.9	14.0	6.9	7.6	14.3	9.5
Mid-Atlantic (Region II)	6.9	12.0	10.3	5.7	14.3	9.5
Southeastern (Region III)	24.1	16.0	25.9	24.5	33.3	23.7
Southwestern (Region IV)	34.5	28.0	17.2	18.9	9.5	21.8
Midwestern (Region V)	13.8	18.0	22.4	32.1	19.1	22.3
Western (Region VI)	13.8	12.0	17.2	11.3	9.5	13.3
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.00</b>	<b>100.0</b>

**Table B.9.b – Percent of Grantees by Amount of Planned Leveraged Resources, by Region**

Region	Less than \$500,000	\$500,000–999,999	\$1,000,000–1,999,999	\$2,000,000–4,999,999	\$5,000,000 or more	Total
Northeastern (Region I)	10.0	35.0	20.0	20.0	15.0	100.0
Mid-Atlantic (Region II)	10.0	30.0	30.0	15.0	15.0	100.0
Southeastern (Region III)	14.0	16.0	30.0	26.0	14.0	100.0
Southwestern (Region IV)	21.7	30.4	21.7	21.7	4.4	100.0
Midwestern (Region V)	8.5	19.2	27.7	36.2	8.5	100.0
Western (Region VI)	14.3	21.4	35.7	21.4	7.1	100.0
<b>Total</b>	<b>13.7</b>	<b>23.7</b>	<b>27.5</b>	<b>25.1</b>	<b>10.0</b>	<b>100.0</b>

Table B.10.a – Percent of Grantees by Industry, by Organization Providing Leveraged Resources

Industry	WIB	Foundation	State or local government	Employer	Industry association	Educational institution	Community/ nonprofit organization
Advanced manufacturing	17.6	13.3	15.4	15.1	29.1	18.9	23.8
Aerospace	1.9	0.0	3.9	3.6	4.2	2.0	4.8
Automotive	2.5	0.0	0.0	1.4	0.0	2.0	0.0
Biotechnology	4.4	0.0	0.0	2.9	4.2	5.0	4.8
Construction	8.8	0.0	26.9	9.4	20.8	11.9	9.5
Energy	9.4	0.0	3.9	7.2	4.2	5.0	0.0
Forestry	0.0	0.0	0.0	0.7	0.0	0.0	0.0
Health care	40.3	80.0	34.6	46.8	20.8	43.6	47.6
Hospitality	2.5	0.0	0.0	2.2	0.0	1.0	0.0
Information technology	2.5	6.7	0.0	2.2	8.3	4.0	4.8
Transportation	6.3	0.0	7.7	5.8	0.0	3.0	0.0
Other	3.7	0.0	7.7	2.9	8.3	4.0	4.8
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
<b>Number of grantees</b>	<b>159</b>	<b>15</b>	<b>26</b>	<b>139</b>	<b>24</b>	<b>101</b>	<b>21</b>

Table B.10.b – Percent of Grantees by Organization Providing Leveraged Resources, by Industry

Industry	WIB	Foundation	State or local government	Employer	Industry association	Educational institution	Community/nonprofit organization
Advanced manufacturing	75.7	5.4	10.8	56.7	18.9	51.4	13.5
Aerospace	60.0	0.0	20.0	100.0	20.0	40.0	20.0
Automotive	80.0	0.0	0.0	40.0	0.0	40.0	0.0
Biotechnology	87.5	0.0	0.0	50.0	12.5	62.5	12.5
Construction	73.7	0.0	36.8	68.4	26.3	63.2	10.5
Energy	78.9	0.0	5.3	52.6	5.3	26.3	0.0
Forestry	0.0	0.0	0.0	50.0	0.0	0.0	0.0
Health care	71.1	13.3	10.0	72.2	5.6	48.9	11.1
Hospitality	100.0	0.0	0.0	75.0	0.0	25.0	0.0
Information technology	100.0	25.0	0.0	75.0	50.0	100.0	25.0
Transportation	90.9	0.0	18.18	72.7	0.0	27.3	0.0
Other	85.7	0.0	28.57	57.1	28.6	57.1	14.3
<b>Total</b>	<b>75.4</b>	<b>7.1</b>	<b>12.3</b>	<b>65.9</b>	<b>11.4</b>	<b>47.9</b>	<b>10.0</b>
<b>Number of grantees</b>	<b>159</b>	<b>15</b>	<b>26</b>	<b>139</b>	<b>24</b>	<b>101</b>	<b>21</b>

Table B.11.a – Percent of Grantees by Round, by Organization Providing Leveraged Resources

Round	WIB	Foundation	State or local government	Employer	Industry association	Educational institution	Community/nonprofit organization
Round 1	21.4	40.0	30.8	34.5	37.5	29.7	23.8
Round 2	39.0	20.0	34.6	31.7	25.0	27.7	42.9
Round 3	39.6	40.0	34.6	33.8	37.5	42.6	33.3
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
<b>Number of grantees</b>	<b>159</b>	<b>15</b>	<b>26</b>	<b>139</b>	<b>24</b>	<b>101</b>	<b>21</b>

Table B.11.b – Percent of Grantees by Organization Providing Leveraged Resources, by Round

Round	WIB	Foundation	State or local government	Employer	Industry association	Educational institution	Community/nonprofit organization
Round 1	48.6	8.6	11.4	68.6	12.9	42.9	7.1
Round 2	86.1	4.2	12.5	61.1	8.3	38.9	12.5
Round 3	91.3	8.7	13	68.1	13.0	62.3	10.1
<b>Total</b>	<b>75.4</b>	<b>7.1</b>	<b>12.3</b>	<b>65.9</b>	<b>11.4</b>	<b>47.9</b>	<b>10.0</b>
<b>Number of grantees</b>	<b>159</b>	<b>15</b>	<b>26</b>	<b>139</b>	<b>24</b>	<b>101</b>	<b>21</b>

Table B.12.a – Percent of Grantees by Community College and Technical College as Grantee Organization, by Organization Providing Leveraged Resources

Organization type	WIB	Foundation	State or local government	Employer	Industry association	Educational institution	Community/nonprofit organization
Community college	71.1	46.7	65.4	71.2	66.7	75.2	57.1
Technical college	9.4	13.3	7.7	7.2	12.5	7.9	14.3
Other	19.5	40.0	26.9	21.6	20.8	16.8	28.6
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
<b>Number of grantees</b>	<b>159</b>	<b>15</b>	<b>26</b>	<b>139</b>	<b>24</b>	<b>101</b>	<b>21</b>

Table B.12.b – Percent of Grantees as Community Colleges and Technical Colleges, by Organization Providing Leveraged Resources Community College as Grantee

Organization type	WIB	Foundation	State or local government	Employer	Industry association	Educational institution	Community/nonprofit organization
Community college	77.4	4.8	11.6	67.8	11.0	52.1	8.2
Technical college	83.3	11.1	11.1	55.6	16.7	44.4	16.7
Other	66.0	12.8	14.9	63.8	10.6	36.2	12.8
<b>Total</b>	<b>75.4</b>	<b>7.1</b>	<b>12.3</b>	<b>65.9</b>	<b>11.4</b>	<b>47.9</b>	<b>10.0</b>
<b>Number of grantees</b>	<b>159</b>	<b>15</b>	<b>26</b>	<b>139</b>	<b>24</b>	<b>101</b>	<b>21</b>

Table B.13.a – Percent of Grantees by Region, by Organization Providing Leveraged Resources

Region	WIB	Foundation	State or local government	Employer	Industry association	Educational institution	Community/nonprofit organization
Northeastern (Region I)	8.8	0.0	11.5	7.2	12.5	4.0	4.8
Mid-Atlantic (Region II)	9.4	0.0	3.8	10.1	4.2	8.9	0.0
Southeastern (Region III)	22.6	33.3	11.5	25.9	20.8	29.7	42.9
Southwestern (Region IV)	21.4	13.3	23.1	20.9	25.0	17.8	28.6
Midwestern (Region V)	25.2	20.0	34.6	23	33.3	26.7	14.3
Western (Region VI)	12.6	33.3	15.4	12.9	4.2	12.9	9.5
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
<b>Number of grantees</b>	<b>159</b>	<b>15</b>	<b>26</b>	<b>139</b>	<b>24</b>	<b>101</b>	<b>21</b>

Table B.13.b – Percent of Grantees by Organization Providing Leveraged Resources, by Region

Region	WIB	Foundation	State or local government	Employer	Industry association	Educational institution	Community/nonprofit organization
Northeastern (Region I)	70.0	0.0	15.0	50.0	15.0	20.0	5.0
Mid-Atlantic (Region II)	75.0	0.0	5.0	70.0	5.0	45.0	0.0
Southeastern (Region III)	72.0	10.0	6.0	72.0	10.0	60.0	18.0
Southwestern (Region IV)	73.9	4.3	13.0	63.0	13.0	39.1	13.0
Midwestern (Region V)	85.1	6.4	19.1	68.1	17.0	57.4	6.4
Western (Region VI)	71.4	17.9	14.3	64.3	3.6	46.4	7.1
<b>Total</b>	<b>75.4</b>	<b>7.1</b>	<b>12.3</b>	<b>65.9</b>	<b>11.4</b>	<b>47.9</b>	<b>10.0</b>
<b>Number of grantees</b>	<b>159</b>	<b>15</b>	<b>26</b>	<b>139</b>	<b>24</b>	<b>101</b>	<b>21</b>



Table B.14.a – Percent Grantees by Industry, by Types of Partners

Industry	WIB	One-stop career centers	Two-year college	Four-year college	Industry association	Employer	Union	School districts	Government	Community/nonprofit organization
Advanced manufacturing	17.8	18.2	27.8	20.9	21.8	17.9	27.3	20.4	16.5	21.1
Aerospace	2.7	3.0	1.4	1.8	3.1	2.6	0.0	2.7	2.9	0.9
Automotive	2.7	3.0	2.8	1.8	2.3	2.0	0.0	3.4	0.0	0.9
Biotechnology	4.3	3.0	2.8	2.7	3.9	3.1	0.0	2.7	2.9	2.8
Construction	8.1	9.1	1.4	7.3	14.1	8.7	18.2	8.8	14.6	10.1
Energy	9.7	6.1	9.7	8.2	8.6	9.7	27.3	6.8	11.7	11.9
Forestry	1.1	1.0	0.0	0.9	1.6	1.0	0.0	1.4	1.9	1.8
Health care	42.2	44.4	36.1	42.7	32.0	44.4	18.2	41.5	35.9	33.9
Hospitality	1.1	4.0	2.8	1.8	2.3	1.0	0.0	1.4	1.0	1.8
Information technology	1.6	1.0	0.0	1.8	1.6	1.5	0.0	2.7	1.9	3.7
Transportation	6.0	4.0	11.1	4.5	4.7	5.1	0.0	6.8	6.8	5.5
Other	2.7	3.0	4.2	5.5	3.9	3.1	9.1	1.4	3.9	5.5
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
<b>Number of grantees</b>	<b>185</b>	<b>99</b>	<b>72</b>	<b>110</b>	<b>128</b>	<b>196</b>	<b>11</b>	<b>147</b>	<b>103</b>	<b>109</b>

Table B.14.b – Percent of Grantees by Types of Partners, by Industry

Industry	WIB	One-stop career centers	Two-year college	Four-year college	Industry association	Employer	Union	School districts	Government	Community/nonprofit organization
Advanced manufacturing	89.1	48.7	54.0	62.2	75.7	94.6	8.1	81.1	46.0	62.2
Aerospace	100.0	60.0	20.0	40.0	80.0	100.0	0.0	80.0	60.0	20.0
Automotive	100.0	60.0	40.0	40.0	60.0	80.0	0.0	100.0	0.0	20.0
Biotechnology	100.0	37.5	25.0	37.5	62.5	75.0	0.0	50.0	37.5	37.5
Construction	78.9	47.4	5.3	42.1	94.7	89.5	10.5	68.4	79.0	57.9
Energy	94.7	31.6	36.8	47.4	57.9	100.0	15.8	52.6	63.2	68.4
Forestry	100.0	50.0	0.0	50.0	100.0	100.0	0.0	100.0	100.0	100.0
Health care	86.7	48.9	28.9	52.2	45.6	96.7	2.2	67.8	41.1	41.1
Hospitality	50.0	100.0	50.0	50.0	75.0	50.0	0.0	50.0	25.0	50.0
Information technology	75.0	25.0	0.0	50.0	50.0	75.0	0.0	100.0	50.0	100.0
Transportation	100.0	36.4	72.7	45.5	54.6	90.9	0.0	90.9	63.6	54.6
Other	71.4	42.9	42.9	85.7	71.43	85.7	14.3	28.6	57.1	85.7
<b>Total</b>	<b>87.7</b>	<b>46.9</b>	<b>34.1</b>	<b>52.1</b>	<b>60.7</b>	<b>92.9</b>	<b>5.2</b>	<b>69.7</b>	<b>48.8</b>	<b>51.7</b>
<b>Number of grantees</b>	<b>185</b>	<b>99</b>	<b>72</b>	<b>110</b>	<b>128</b>	<b>196</b>	<b>11</b>	<b>147</b>	<b>103</b>	<b>109</b>

Table B.15.a – Percent of Grantees by Round, by Types of Partners

Round	WIB	One-stop career centers	Two-year college	Four-year college	Industry association	Employer	Union	School districts	Government	Community/ nonprofit organization
Round 1	33.0	50.5	27.8	27.3	31.3	34.7	36.4	34.0	31.1	29.4
Round 2	36.8	17.2	34.7	32.7	35.2	31.1	27.3	34.0	37.9	32.1
Round 3	30.3	32.3	37.5	40.0	33.6	34.2	36.4	32.0	31.1	38.5
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
<b>Number of grantees</b>	<b>185</b>	<b>99</b>	<b>72</b>	<b>110</b>	<b>128</b>	<b>196</b>	<b>11</b>	<b>147</b>	<b>103</b>	<b>109</b>

Table B.15.b – Percent of Grantees by Types of Partners, by Round

Round	WIB	One-stop career centers	Two-year college	Four-year college	Industry association	Employer	Union	School districts	Government	Community/nonprofit organization
Round 1	87.1	71.4	28.6	42.9	57.1	97.1	5.7	71.4	45.7	45.7
Round 2	94.4	23.6	34.7	50	62.5	84.7	4.2	69.4	54.2	48.6
Round 3	81.2	46.4	39.1	63.8	62.3	97.1	5.8	68.1	46.4	60.9
<b>Total</b>	<b>87.7</b>	<b>46.9</b>	<b>34.1</b>	<b>52.1</b>	<b>60.7</b>	<b>92.9</b>	<b>5.2</b>	<b>69.7</b>	<b>48.8</b>	<b>51.7</b>
<b>Number of grantees</b>	<b>185</b>	<b>99</b>	<b>72</b>	<b>110</b>	<b>128</b>	<b>196</b>	<b>11</b>	<b>147</b>	<b>103</b>	<b>109</b>

Table B.16.a – Percent of Community College and Technical College as Grantee Organization by Types of Partners

Organization type	WIB	One-stop career centers	Two-year college	Four-year college	Industry association	Employer	Union	School districts	Government	Community/nonprofit organization
Community college	70.3	68.7	68.1	71.8	70.3	69.4	72.7	63.3	68.0	67.9
Technical college	9.2	6.1	11.1	10.0	9.4	9.2	9.1	11.6	8.7	6.4
Other	20.5	25.3	20.8	18.2	20.3	21.4	18.2	25.2	23.3	25.7
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
<b>Number of grantees</b>	<b>185</b>	<b>99</b>	<b>72</b>	<b>110</b>	<b>128</b>	<b>196</b>	<b>11</b>	<b>147</b>	<b>103</b>	<b>109</b>

Table B.16.b – Percent of Grantees by Types of Partners, by Community College and Technical College as Grantee Organization

Organization type	WIB	One-stop career centers	Two-year college	Four-year college	Industry association	Employer	Union	School districts	Government	Community/ nonprofit organization
Community college	89.0	46.6	33.6	54.1	61.6	93.2	5.5	63.7	47.9	50.7
Technical college	94.4	33.3	44.4	61.1	66.7	100.0	5.6	94.4	50.0	38.9
Other	80.9	53.2	31.9	42.6	55.3	89.4	4.3	78.7	51.1	59.6
<b>Total</b>	<b>87.7</b>	<b>46.9</b>	<b>34.1</b>	<b>52.1</b>	<b>60.7</b>	<b>92.9</b>	<b>5.2</b>	<b>69.7</b>	<b>48.8</b>	<b>51.7</b>
<b>Number of grantees</b>	<b>185</b>	<b>99</b>	<b>72</b>	<b>110</b>	<b>128</b>	<b>196</b>	<b>11</b>	<b>147</b>	<b>103</b>	<b>109</b>

Table B.17.a – Percent of Grantees by Region, by Types of Partners

Region	WIB	One-stop career centers	Two-year college	Four-year college	Industry association	Employer	Union	School districts	Government	Community/nonprofit organization
Northeastern (Region I)	10.3	14.1	8.3	8.2	10.2	9.7	9.1	6.8	10.7	9.2
Mid-Atlantic (Region II)	10.8	6.1	9.7	9.1	9.4	9.2	9.1	9.5	8.7	10.1
Southeastern (Region III)	23.2	24.2	22.2	22.7	25.0	24.0	0.0	25.2	21.4	22.0
Southwestern (Region IV)	22.7	23.2	13.9	25.5	16.4	23.0	18.2	25.9	26.2	23.9
Midwestern (Region V)	20.0	20.2	26.4	22.7	24.2	23.5	36.4	21.1	20.4	17.4
Western (Region VI)	13.0	12.1	19.4	11.8	14.8	10.7	27.3	11.6	12.6	17.4
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
<b>Number of grantees</b>	<b>185</b>	<b>99</b>	<b>72</b>	<b>110</b>	<b>128</b>	<b>196</b>	<b>11</b>	<b>147</b>	<b>103</b>	<b>109</b>

Table B.17.b – Percent of Grantees by Types of Partners, by Region

Region	WIB	One-stop career centers	Two-year college	Four-year college	Industry association	Employer	Union	School districts	Government	Community/nonprofit organization
Northeastern (Region I)	95.0	70.0	30.0	45.0	65.0	95.0	5.0	50.0	55.0	50.0
Mid-Atlantic (Region II)	100.0	30.0	35.0	50.0	60.0	90.0	5.0	70.0	45.0	55.0
Southeastern (Region III)	86.0	48.0	32.0	50.0	64.0	94.0	0.0	74.0	44.0	48.0
Southwestern (Region IV)	91.3	50.0	21.7	60.9	45.7	97.8	4.3	82.6	58.7	56.5
Midwestern (Region V)	78.7	42.6	40.4	53.2	66	97.9	8.5	66.0	44.7	40.4
Western (Region VI)	85.7	42.9	50.0	46.4	67.9	75.0	10.7	60.7	46.4	67.9
<b>Total</b>	<b>87.7</b>	<b>46.9</b>	<b>34.1</b>	<b>52.1</b>	<b>60.7</b>	<b>92.9</b>	<b>5.2</b>	<b>69.7</b>	<b>48.8</b>	<b>51.7</b>
<b>Number of grantees</b>	<b>185</b>	<b>99</b>	<b>72</b>	<b>110</b>	<b>128</b>	<b>196</b>	<b>11</b>	<b>147</b>	<b>103</b>	<b>109</b>

Table B.18.a – Percent of Grantees by Industry, by Planned Training Goal

Industry	Increase participant enrollment	Increase graduation/ program completion	Increase employment for graduates/ completers	Increase earnings for graduates/ completers	Increase participant satisfaction
Advanced manufacturing	18.0	16.2	17.4	18.8	14.3
Aerospace	2.7	2.3	2.4	3.9	0.0
Automotive	2.2	2.3	2.4	3.1	7.1
Biotechnology	3.8	4.6	4.2	4.7	0.0
Construction	7.7	7.5	9.0	6.3	17.9
Energy	8.7	9.3	9.6	8.6	10.7
Forestry	1.1	0.0	0.6	0.0	0.0
Health care	44.3	46.8	43.1	41.4	32.1
Hospitality	1.6	1.7	1.8	1.6	3.6
Information technology	1.6	1.2	1.8	0.8	3.6
Transportation	5.5	6.4	6.0	7.0	7.1
Other	2.7	1.7	1.8	3.9	3.6
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
<b>Number of grantees</b>	<b>183</b>	<b>173</b>	<b>167</b>	<b>128</b>	<b>28</b>

Table B.18.b -- Percent of Grantees by Planned Training Goal, by Industry

Industry	Increase participant enrollment	Increase graduation/ program completion	Increase employment for graduates/ completers	Increase earnings for graduates/ completers	Increase participant satisfaction
Advanced manufacturing	89.1	75.7	78.4	64.9	10.8
Aerospace	100.0	80.0	80.0	100.0	0.0
Automotive	80.0	80.0	80.0	80.0	40.0
Biotechnology	87.5	100.0	87.5	75.0	0.0
Construction	73.7	68.4	79.0	42.1	26.3
Energy	84.2	84.2	84.2	57.9	15.8
Forestry	100.0	0.0	50.0	0.0	0.0
Health care	90.0	90.0	80.0	58.9	10.0
Hospitality	75.0	75.0	75.0	50.0	25.0
Information technology	75.0	50.0	75.0	25.0	25.0
Transportation	90.9	100.0	90.9	81.8	18.2
Other	71.43	42.9	42.9	71.4	14.3
<b>Total</b>	<b>86.7</b>	<b>82</b>	<b>79.1</b>	<b>60.7</b>	<b>13.3</b>
<b>Number of grantees</b>	<b>183</b>	<b>173</b>	<b>167</b>	<b>128</b>	<b>28</b>

Table B.19.a - Percent of Grantees by Round, by Planned Training Goal

Round	Increase participant enrollment	Increase graduation/ program completion	Increase employment for graduates/ completers	Increase earnings for graduates/ completers	Increase participant satisfaction
Round 1	35.5	35.8	32.9	34.4	28.6
Round 2	32.8	33.5	33.5	31.3	42.9
Round 3	31.7	30.6	33.5	34.4	28.6
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
<b>Number of grantees</b>	<b>183</b>	<b>173</b>	<b>167</b>	<b>128</b>	<b>28</b>

Table B.19.b – Percent of Grantees by Planned Training Goals, by Round

Round	Increase participant enrollment	Increase graduation/ program completion	Increase employment for graduates/ completers	Increase earnings for graduates/ completers	Increase participant satisfaction
Round 1	92.9	88.6	78.6	62.9	11.4
Round 2	83.3	80.6	77.8	55.6	16.7
Round 3	84.1	76.8	81.2	63.8	11.6
<b>Total</b>	<b>86.7</b>	<b>82.0</b>	<b>79.1</b>	<b>60.7</b>	<b>13.3</b>
<b>Number of grantees</b>	<b>183</b>	<b>173</b>	<b>167</b>	<b>128</b>	<b>28</b>

Table B.20.a – Percent of Grantees with Community College and Technical College as Grantee Organization, by Planned Training Goal

Organization type	Increase participant enrollment	Increase graduation/ program completion	Increase employment for graduates/ completers	Increase earnings for graduates/ completers	Increase participant satisfaction
Community college	68.3	67.1	66.5	70.3	71.4
Technical college	8.7	9.2	10.2	10.9	7.1
Other	23.0	23.7	23.4	18.8	21.4
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
<b>Number of grantees</b>	<b>183</b>	<b>173</b>	<b>167</b>	<b>128</b>	<b>28</b>

Table B.20.b – Percent of Grantees by Planned Training Goal, by Community College and Technical College as Grantee Organization

Organization type	Increase participant enrollment	Increase graduation/ program completion	Increase employment for graduates/ completers	Increase earnings for graduates/ completers	Increase participant satisfaction
Community college	85.6	79.5	76.0	61.6	13.7
Technical college	88.9	88.9	94.4	77.8	11.1
Other	89.4	87.2	83.0	51.1	12.8
<b>Total</b>	<b>86.7</b>	<b>82.0</b>	<b>79.1</b>	<b>60.7</b>	<b>13.3</b>
<b>Number of grantees</b>	<b>183</b>	<b>173</b>	<b>167</b>	<b>128</b>	<b>28</b>

**Table B.21.a – Percent of Grantees by Region, by Planned Training Goal**

<b>Region</b>	<b>Increase participant enrollment</b>	<b>Increase graduation/ program completion</b>	<b>Increase employment for graduates/ completers</b>	<b>Increase earnings for graduates/ completers</b>	<b>Increase participant satisfaction</b>
Northeastern (Region I)	10.4	9.2	9.0	11.7	3.6
Mid-Atlantic (Region II)	10.9	10.4	11.4	11.7	10.7
Southeastern (Region III)	23.5	24.3	22.2	27.3	32.1
Southwestern (Region IV)	21.9	23.1	22.2	18.8	21.4
Midwestern (Region V)	19.7	19.1	21.0	19.5	21.4
Western (Region VI)	13.7	13.9	14.4	10.9	10.7
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
<b>Number of grantees</b>	<b>183</b>	<b>173</b>	<b>167</b>	<b>128</b>	<b>28</b>

**Table B.21.b – Percent of Grantees by Planned Training Goal, by Region**

<b>Region</b>	<b>Increase participant enrollment</b>	<b>Increase graduation/ program completion</b>	<b>Increase employment for graduates/ completers</b>	<b>Increase earnings for graduates/ completers</b>	<b>Increase participant satisfaction</b>
Northeastern (Region I)	95.0	80.0	75.0	75.0	5.0
Mid-Atlantic (Region II)	100.0	90.0	95.0	75.0	15.0
Southeastern (Region III)	86.0	84.0	74.0	70.0	18.0
Southwestern (Region IV)	87.0	87.0	80.4	52.2	13.0
Midwestern (Region V)	76.6	70.2	74.5	53.2	12.8
Western (Region VI)	89.3	85.7	85.7	50.0	10.7
<b>Total</b>	<b>86.7</b>	<b>82.0</b>	<b>79.1</b>	<b>60.7</b>	<b>13.3</b>
<b>Number of grantees</b>	<b>183</b>	<b>173</b>	<b>167</b>	<b>128</b>	<b>28</b>

Table B.22.a – Percent of Grantees by Industry, by Planned Training Types

Industry	Classroom instruction	On-the-job training	Internships/externships	Job shadowing	Mentorships	Apprenticeships
Advanced manufacturing	16.3	13.0	23.5	20.8	12.5	36.4
Aerospace	2.2	0.0	1.5	0.0	0.0	0.0
Automotive	2.2	8.7	2.9	0.0	3.1	0.0
Biotechnology	4.4	0.0	8.8	0.0	0.0	3.0
Construction	8.7	26.1	10.3	4.2	6.3	30.3
Energy	7.6	4.4	14.7	12.5	6.3	9.1
Forestry	1.1	0.0	0.0	4.2	3.1	0.0
Health care	44.6	26.1	22.1	50.0	59.4	9.1
Hospitality	2.2	4.4	5.9	4.2	0.0	3.0
Information technology	2.2	0.0	1.5	0.0	0.0	3.0
Transportation	4.9	8.7	5.9	4.2	6.3	0.0
Other	3.8	8.7	2.9	0.0	3.1	6.1
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
<b>Number of grantees</b>	<b>184</b>	<b>23</b>	<b>68</b>	<b>24</b>	<b>32</b>	<b>33</b>

Table B.22.b – Percent of Grantees by Planned Training Types, by Industry

Industry	Classroom instruction	On-the-job training	Internships/externships	Job shadowing	Mentorships	Apprenticeships
Advanced manufacturing	81.1	8.1	43.2	13.5	10.8	32.4
Aerospace	80.0	0.0	20.0	0.0	0.0	0.0
Automotive	80.0	40.0	40.0	0.0	20.0	0.0
Biotechnology	100.0	0.0	75.0	0.0	0.0	12.5
Construction	84.2	31.6	36.8	5.3	10.5	52.6
Energy	73.7	5.3	52.6	15.8	10.5	15.8
Forestry	100.0	0.0	0.0	50.0	50.0	0.0
Health care	91.1	6.7	16.7	13.3	21.1	3.3
Hospitality	100.0	25.0	100.0	25.0	0.0	25.0
Information technology	100.0	0.0	25.0	0.0	0.0	25.0
Transportation	81.8	18.2	36.4	9.1	18.2	0.0
Other	100.0	28.6	28.6	0.0	14.3	28.6
<b>Total</b>	<b>87.2</b>	<b>10.9</b>	<b>32.2</b>	<b>11.4</b>	<b>15.2</b>	<b>15.6</b>
<b>Number of grantees</b>	<b>184</b>	<b>23</b>	<b>68</b>	<b>24</b>	<b>32</b>	<b>33</b>



Table B.23.a – Percent of Grantees by Round, by Planned Training Types

Round	Classroom instruction	On-the-job training	Internships/ externships	Job shadowing	Mentorships	Apprenticeships
Round 1	35.9	47.8	32.4	45.8	28.1	30.3
Round 2	31.0	26.1	44.1	33.3	40.6	33.3
Round 3	33.2	26.1	23.5	20.8	31.3	36.4
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
<b>Number of grantees</b>	<b>184</b>	<b>23</b>	<b>68</b>	<b>24</b>	<b>32</b>	<b>33</b>

Table B.23.b – Percent of Grantees by Planned Training Types, by Round

Round	Classroom instruction	On-the-job training	Internships/ externships	Job shadowing	Mentorships	Apprenticeships
Round 1	94.3	15.7	31.4	15.7	12.9	14.3
Round 2	79.2	8.3	41.7	11.1	18.1	15.3
Round 3	88.4	8.7	23.2	7.2	14.5	17.4
<b>Total</b>	<b>87.2</b>	<b>10.9</b>	<b>32.2</b>	<b>11.4</b>	<b>15.2</b>	<b>15.6</b>
<b>Number of grantees</b>	<b>184</b>	<b>23</b>	<b>68</b>	<b>24</b>	<b>32</b>	<b>33</b>

Table B.24.a – Percent of Grantees as Community College and Technical College, by Planned Training Types

Organization type	Classroom instruction	On-the-job training	Internships/ externships	Job shadowing	Mentorships	Apprenticeships
Community college	70.1	82.6	75.0	58.3	71.9	69.7
Technical college	8.2	0.0	10.3	0.0	12.5	18.2
Other	21.7	17.4	14.7	41.7	15.6	12.1
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
<b>Number of grantees</b>	<b>184</b>	<b>23</b>	<b>68</b>	<b>24</b>	<b>32</b>	<b>33</b>

Table B.24.b – Percent of Grantees by Planned Training Types, by Community College and Technical College as Grantee Organization

Organization type	Classroom instruction	On-the-job training	Internships/ externships	Job shadowing	Mentorships	Apprenticeships
Community college	88.4	13.0	34.9	9.6	15.8	15.8
Technical college	83.3	0.0	38.9	0.0	22.2	33.3
Other	85.1	8.5	21.3	21.3	10.6	8.5
<b>Total %</b>	<b>87.2</b>	<b>10.9</b>	<b>32.2</b>	<b>11.4</b>	<b>15.2</b>	<b>15.6</b>
<b>Number of grantees</b>	<b>184</b>	<b>23</b>	<b>68</b>	<b>24</b>	<b>32</b>	<b>33</b>

Table B.25.a – Percent of Grantees by Region, by Planned Training Types

Region	Classroom instruction	On-the-job training	Internships/ externships	Job shadowing	Mentorships	Apprenticeships
Northeastern (Region I)	9.8	8.7	13.2	0.0	15.6	12.1
Mid-Atlantic (Region II)	8.2	8.7	13.2	0.0	0.0	24.2
Southeastern (Region III)	26.1	30.4	19.1	41.7	31.3	18.2
Southwestern (Region IV)	21.2	21.7	22.1	20.8	25.0	12.1
Midwestern (Region V)	21.7	17.4	11.8	20.8	18.8	24.2
Western (Region VI)	13.0	13.0	20.6	16.7	9.4	9.1
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
<b>Number of grantees</b>	<b>184</b>	<b>23</b>	<b>68</b>	<b>24</b>	<b>32</b>	<b>33</b>

Table B.25.b – Percent of Grantees by Planned Training Types, by Region

Region	Classroom instruction	On-the-job training	Internships/externships	Job shadowing	Mentorships	Apprenticeships
Northeastern (Region I)	90.0	10.0	45.0	0.0	25.0	20.0
Mid-Atlantic (Region II)	75.0	10.0	45.0	0.0	0.0	40.0
Southeastern (Region III)	96.0	14.0	26.0	20.0	20.0	12.0
Southwestern (Region IV)	84.8	10.9	32.6	10.9	17.4	8.7
Midwestern (Region V)	85.1	8.5	17.0	10.6	12.8	17.0
Western (Region VI)	85.7	10.7	50.0	14.3	10.7	10.7
<b>Total</b>	<b>87.2</b>	<b>10.9</b>	<b>32.2</b>	<b>11.4</b>	<b>15.2</b>	<b>15.6</b>
<b>Number of grantees</b>	<b>184</b>	<b>23</b>	<b>68</b>	<b>24</b>	<b>32</b>	<b>33</b>

Table B.26.a – Percent of Grantees by Industry, by Capacity-Building Goals

Industry	Additional faculty	Additional personnel	New financial aid/scholarship/ tuition assistance	Expand financial aid/scholarship/ tuition assistance	Number of training slots	New teaching techniques/ technologies	Train-the-trainer	Pipeline of workers from K-12	Access for disadvantaged populations
Advanced manufacturing	13.9	14.4	18.2	14.6	9.6	17.4	18.5	19.8	14.9
Aerospace	1.5	2.4	2.3	3.6	2.1	4.4	2.4	2.4	1.4
Automotive	3.1	2.4	2.3	5.5	3.2	3.3	1.6	2.4	2.7
Biotechnology	3.1	4.8	2.3	1.8	1.1	2.2	4.8	4.2	4.1
Construction	8.5	11.2	11.4	9.1	9.6	4.4	8.1	9.6	8.1
Energy	11.5	9.6	11.4	3.6	3.2	3.3	9.7	9	5.4
Forestry	1.5	1.6	0.0	0.0	0.0	1.1	0.0	1.2	0.0
Health care	46.2	43.2	43.2	47.3	62.8	53.3	40.3	38.3	52.7
Hospitality	0.8	2.4	0.0	3.6	1.1	2.2	2.4	1.8	1.4
Information technology	0.8	3.2	2.3	5.5	2.1	2.2	3.2	1.8	2.7
Transportation	5.4	3.2	4.6	3.6	5.3	3.3	4.8	6.6	2.7
Other	3.9	1.6	2.3	1.8	0.0	3.3	4.0	3.0	4.1
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
<b>Number of grantees</b>	<b>130</b>	<b>125</b>	<b>44</b>	<b>55</b>	<b>94</b>	<b>92</b>	<b>124</b>	<b>167</b>	<b>74</b>

Table B.26.b – Percent of Grantees by Capacity-Building Goals, by Industry

Industry	Additional faculty	Additional personnel	New financial aid/ scholarship/ tuition assistance	Expand financial aid/ scholarship/ tuition assistance	Number of training slots	New teaching techniques/ technologies	Train-the-trainer	Pipeline of workers from K-12	Access for disadvantaged populations
Advanced manufacturing	48.7	48.7	21.6	21.6	24.3	43.2	62.2	89.2	29.7
Aerospace	40.0	60.0	20.0	40.0	40.0	80.0	60.0	80.0	20.0
Automotive	80.0	60.0	20.0	60.0	60.0	60.0	40.0	80.0	40.0
Biotechnology	50.0	75.0	12.5	12.5	12.5	25.0	75.0	87.5	37.5
Construction	57.9	73.7	26.3	26.3	47.4	21.1	52.6	84.2	31.6
Energy	79.0	63.2	26.3	10.5	15.8	15.8	63.2	79.0	21.1
Forestry	100.0	100.0	0.0	0.0	0.0	50.0	0.0	100.0	0.0
Health care	66.7	60.0	21.1	28.9	65.6	54.4	55.6	71.1	43.3
Hospitality	25.0	75.0	0.0	50.0	25.0	50.0	75.0	75.0	25.0
Information technology	25.0	100.0	25.0	75.0	50.0	50.0	100.0	75.0	50.0
Transportation	63.6	36.4	18.2	18.2	45.5	27.3	54.6	100.0	18.2
Other	71.4	28.6	14.3	14.3	0.0	42.9	71.4	71.4	42.9
<b>Total</b>	<b>61.6</b>	<b>59.2</b>	<b>20.9</b>	<b>26.1</b>	<b>44.5</b>	<b>43.6</b>	<b>58.8</b>	<b>79.1</b>	<b>35.1</b>
<b>Number of grantees</b>	<b>130</b>	<b>125</b>	<b>44</b>	<b>55</b>	<b>94</b>	<b>92</b>	<b>124</b>	<b>167</b>	<b>74</b>

Table B.27.a – Percent of Grantees by Round, by Capacity-Building Goals

Round	Additional faculty	Additional personnel	New financial aid/ scholarship/ tuition assistance	Expand financial aid/ scholarship/ tuition assistance	Number of training slots	New teaching techniques/ technologies	Train-the-trainer	Pipeline of workers from K-12	Access for disadvantaged populations
Round 1	34.6	32.0	34.1	25.5	38.3	35.9	26.6	34.1	33.8
Round 2	31.5	27.2	29.5	34.5	28.7	25.0	37.1	28.1	37.8
Round 3	33.8	40.8	36.4	40.0	33.0	39.1	36.3	37.7	28.4
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
<b>Number of grantees</b>	<b>130</b>	<b>125</b>	<b>44</b>	<b>55</b>	<b>94</b>	<b>92</b>	<b>124</b>	<b>167</b>	<b>74</b>

Table B.27.b – Percent of Grantees by Capacity-Building Goals, by Round

Round	Additional faculty	Additional personnel	New financial aid/ scholarship/ tuition assistance	Expand financial aid/ scholarship/ tuition assistance	Number of training slots	New teaching techniques/ technologies	Train-the-trainer	Pipeline of workers from K-12	Access for disadvantaged populations
Round 1	64.3	57.1	21.4	20.0	51.4	47.1	47.1	81.4	35.7
Round 2	56.9	47.2	18.1	26.4	37.5	31.9	63.9	65.3	38.9
Round 3	63.8	73.9	23.2	31.9	44.9	52.2	65.2	91.3	30.4
<b>Total</b>	<b>61.6</b>	<b>59.2</b>	<b>20.9</b>	<b>26.1</b>	<b>44.5</b>	<b>43.6</b>	<b>58.8</b>	<b>79.1</b>	<b>35.1</b>
<b>Number of grantees</b>	<b>130</b>	<b>125</b>	<b>44</b>	<b>55</b>	<b>94</b>	<b>92</b>	<b>124</b>	<b>167</b>	<b>74</b>

Table B.28.a – Percent of Grantees as Community College and Technical College, by Capacity-Building Goals

Organization type	Additional faculty	Additional personnel	New financial aid/ scholarship/ tuition assistance	Expand financial aid/ scholarship/ tuition assistance	Number of training slots	New teaching techniques/ technologies	Train-the-trainer	Pipeline of workers from K-12	Access for disadvantaged populations
Community college	68.5	71.2	79.5	65.5	67.0	71.7	65.3	71.9	62.2
Technical college	8.5	5.6	2.3	7.3	6.4	8.7	10.5	8.4	10.8
Other	23.1	23.2	18.2	27.3	26.6	19.6	24.2	19.8	27.0
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
<b>Number of grantees</b>	<b>130</b>	<b>125</b>	<b>44</b>	<b>55</b>	<b>94</b>	<b>92</b>	<b>124</b>	<b>167</b>	<b>74</b>

Table B.28.b – Percent of Capacity-Building Goals by Community College and Technical College as Grantee Organization

Organization type	Additional faculty	Additional personnel	New financial aid/ scholarship/ tuition assistance	Expand financial aid/scholarship/ tuition assistance	Number of training slots	New teaching techniques/ technologies	Train-the-trainer	Pipeline of workers from K-12	Access for disadvantaged populations
Community college	61.0	61.0	24.0	24.7	43.2	45.2	55.5	82.2	31.5
Technical college	61.1	38.9	5.6	22.2	33.3	44.4	72.2	77.8	44.4
Other	63.8	61.7	17.0	31.9	53.2	38.3	63.8	70.2	42.6
<b>Total</b>	<b>61.6</b>	<b>59.2</b>	<b>20.9</b>	<b>26.1</b>	<b>44.5</b>	<b>43.6</b>	<b>58.8</b>	<b>79.1</b>	<b>35.1</b>
<b>Number of grantees</b>	<b>130</b>	<b>125</b>	<b>44</b>	<b>55</b>	<b>94</b>	<b>92</b>	<b>124</b>	<b>167</b>	<b>74</b>

Table B.29.a – Percent by Grantees by Region, by Capacity-Building Goals

Region	Additional faculty	Additional personnel	New financial aid/ scholarship/ tuition assistance	Expand financial aid/ scholarship/ tuition assistance	Number of training slots	New teaching techniques/ technologies	Train-the-trainer	Pipeline of workers from K-12	Access for disadvantaged populations
Northeastern (Region I)	8.5	13.6	9.1	5.5	7.4	9.8	8.1	9.0	9.5
Mid-Atlantic (Region II)	10.8	8.0	11.4	10.9	6.4	3.3	11.3	10.2	2.7
Southeastern (Region III)	26.2	23.2	38.6	30.9	26.6	27.2	24.2	25.1	24.3
Southwestern (Region IV)	16.9	17.6	18.2	23.6	20.2	20.7	17.7	20.4	20.3
Midwestern (Region V)	24.6	22.4	15.9	18.2	24.5	27.2	27.4	21.6	20.3
Western (Region VI)	13.1	15.2	6.8	10.9	14.9	12.0	11.3	13.8	23.0
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
<b>Number of grantees</b>	<b>130</b>	<b>125</b>	<b>44</b>	<b>55</b>	<b>94</b>	<b>92</b>	<b>124</b>	<b>167</b>	<b>74</b>

Table B.29.b – Percent of Grantees by Capacity-Building Goals, by Region

Region	Additional faculty	Additional personnel	New financial aid/ scholarship/ tuition assistance	Expand financial aid/ scholarship/ tuition assistance	Number of training slots	New teaching techniques/ technologies	Train-the-trainer	Pipeline of workers from K-12	Access for disadvantaged populations
Northeastern (Region I)	55.0	85.0	20.0	15.0	35.0	45.0	50.0	75.0	35.0
Mid-Atlantic (Region II)	70.0	50.0	25.0	30.0	30.0	15.0	70.0	85.0	10.0
Southeastern (Region III)	68.0	58.0	34.0	34.0	50.0	50.0	60.0	84.0	36.0
Southwestern (Region IV)	47.8	47.8	17.4	28.3	41.3	41.3	47.8	73.9	32.6
Midwestern (Region V)	68.1	59.6	14.9	21.3	48.9	53.2	72.3	76.6	31.9
Western (Region VI)	60.7	67.9	10.7	21.4	50.0	39.3	50.0	82.1	60.7
<b>Total</b>	<b>61.6</b>	<b>59.2</b>	<b>20.9</b>	<b>26.1</b>	<b>44.5</b>	<b>43.6</b>	<b>58.8</b>	<b>79.1</b>	<b>35.1</b>
<b>Number of grantees</b>	<b>130</b>	<b>125</b>	<b>44</b>	<b>55</b>	<b>94</b>	<b>92</b>	<b>124</b>	<b>167</b>	<b>74</b>

Table B.30.a – Percent of Grantees by Industry, by Planned Capacity-Building Activities

Industry	Partner collaborations	New training program	Expansion of existing training program	Certifications	Curriculum development	Recruitment
Advanced manufacturing	16.7	21.9	16.8	23.2	18.8	17.8
Aerospace	1.0	1.8	2.3	1.1	2.8	2.2
Automotive	2.9	2.6	1.5	3.2	1.7	2.2
Biotechnology	2.0	6.1	2.3	3.2	4.6	3.8
Construction	9.8	12.3	8.4	12.6	10.2	10.2
Energy	8.8	7.0	7.6	8.4	9.7	9.1
Forestry	2.0	1.8	1.5	2.1	1.1	1.1
Health care	41.2	29.8	47.3	30.5	36.9	41.4
Hospitality	2.9	2.6	1.5	2.1	2.3	1.6
Information technology	2.9	3.5	2.3	3.2	2.3	2.2
Transportation	4.9	7.0	3.1	3.2	4.0	3.8
Other	4.9	3.5	5.3	7.4	5.7	4.9
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
<b>Number of grantees</b>	<b>102</b>	<b>114</b>	<b>131</b>	<b>95</b>	<b>176</b>	<b>186</b>

Table B.30.b – Percent of Grantees by Planned Capacity-Building Activities, by Industry

Industry	Partner collaborations	New training program	Expansion of existing training program	Certifications	Curriculum development	Recruitment
Advanced manufacturing	46.0	67.6	59.5	59.5	89.2	89.2
Aerospace	20.0	40.0	60.0	20.0	100.0	80.0
Automotive	60.0	60.0	40.0	60.0	60.0	80.0
Biotechnology	25.0	87.5	37.5	37.5	100.0	87.5
Construction	52.6	73.7	57.9	63.2	94.7	100.0
Energy	47.4	42.1	52.6	42.1	89.5	89.5
Forestry	100.0	100.0	100.0	100.0	100.0	100.0
Health care	46.7	37.8	68.9	32.2	72.2	85.6
Hospitality	75.0	75.0	50.0	50.0	100.0	75.0
Information technology	75.0	100.0	75.0	75.0	100.0	100.0
Transportation	45.5	72.7	63.6	63.7	90.9	81.8
Other	71.4	57.1	57.1	42.9	100.0	100.0
<b>Total</b>	<b>48.3</b>	<b>54.0</b>	<b>62.1</b>	<b>45.0</b>	<b>83.4</b>	<b>88.2</b>
<b>Number of grantees</b>	<b>102</b>	<b>114</b>	<b>131</b>	<b>95</b>	<b>176</b>	<b>186</b>

Table B.31.a – Percent of Grantees by Round, by Capacity-Building Activities

Round	Partner collaborations	New training program	Expansion of existing training program	Certifications	Curriculum development	Recruitment
Round 1	38.2	31.6	37.4	38.9	29.5	32.3
Round 2	32.4	34.2	31.3	29.5	33.5	34.9
Round 3	29.4	34.2	31.3	31.6	36.9	32.8
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
<b>Number of grantees</b>	<b>102</b>	<b>114</b>	<b>131</b>	<b>95</b>	<b>176</b>	<b>186</b>

Table B.31.b – Percent of Grantees by Capacity-Building Activities, by Round

Round	Partner collaborations	New training program	Expansion of existing training program	Certifications	Curriculum development	Recruitment
Round 1	55.7	51.4	70.0	52.9	74.3	85.7
Round 2	45.8	54.2	56.9	38.9	81.9	90.3
Round 3	43.5	56.5	59.4	43.5	94.2	88.4
<b>Total</b>	<b>48.3</b>	<b>54.0</b>	<b>62.1</b>	<b>45.0</b>	<b>83.4</b>	<b>88.2</b>
<b>Number of grantees</b>	<b>102</b>	<b>114</b>	<b>131</b>	<b>95</b>	<b>176</b>	<b>186</b>

Table B.32.a – Percent of Grantees as Community College and Technical College, by Capacity-Building Activities

Organization type	Partner collaborations	New training program	Expansion of existing training program	Certifications	Curriculum development	Recruitment
Community college	68.6	71.1	66.4	70.5	71.0	69.9
Technical college	6.9	9.6	11.5	10.5	8.0	8.6
Other	24.5	19.3	22.1	18.9	21.0	21.5
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
<b>Number of grantees</b>	<b>102</b>	<b>114</b>	<b>131</b>	<b>95</b>	<b>176</b>	<b>186</b>

Table B.32.b – Percent of Grantees by Capacity-Building Activities, by Community College and Technical College as Grantee Organization

Organization type	Partner collaborations	New training program	Expansion of existing training program	Certifications	Curriculum development	Recruitment
Community college	47.9	55.5	59.6	45.9	85.6	89
Technical college	38.9	61.1	83.3	55.6	77.8	88.9
Other	53.2	46.8	61.7	38.3	78.7	85.1
<b>Total</b>	<b>48.3</b>	<b>54.0</b>	<b>62.1</b>	<b>45.0</b>	<b>83.4</b>	<b>88.2</b>
<b>Number of grantees</b>	<b>102</b>	<b>114</b>	<b>131</b>	<b>95</b>	<b>176</b>	<b>186</b>



**Table B.33.a – Percent of Grantees by Region, by Capacity-Building Activities**

Region	Partner collaborations	New training program	Expansion of existing training program	Certifications	Curriculum development	Recruitment
Northeastern (Region I)	8.8	13.2	9.2	9.5	10.8	8.6
Mid-Atlantic (Region II)	6.9	11.4	9.2	15.8	10.2	9.1
Southeastern (Region III)	21.6	20.2	28.2	20.0	23.9	24.2
Southwestern (Region IV)	18.6	23.7	19.8	20.0	19.9	21.0
Midwestern (Region V)	26.5	21.9	22.9	21.1	22.7	22.6
Western (Region VI)	17.6	9.6	10.7	13.7	12.5	14.5
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
<b>Number of grantees</b>	<b>102</b>	<b>114</b>	<b>131</b>	<b>95</b>	<b>176</b>	<b>186</b>

**Table B.33.b – Percent of Grantees by Capacity-Building Activities, by Region**

Region	Partner collaborations	New training program	Expansion of existing training program	Certifications	Curriculum development	Recruitment
Northeastern (Region I)	45.0	75.0	60.0	45.0	95.0	80.0
Mid-Atlantic (Region II)	35.0	65.0	60.0	75.0	90.0	85.0
Southeastern (Region III)	44.0	46.0	74.0	38.0	84.0	90.0
Southwestern (Region IV)	41.3	58.7	56.5	41.3	76.1	84.8
Midwestern (Region V)	57.4	53.2	63.8	42.6	85.1	89.4
Western (Region VI)	64.3	39.3	50	46.4	78.6	96.4
<b>Total</b>	<b>48.3</b>	<b>54.0</b>	<b>62.1</b>	<b>45.0</b>	<b>83.4</b>	<b>88.2</b>
<b>Number of grantees</b>	<b>102</b>	<b>114</b>	<b>131</b>	<b>95</b>	<b>176</b>	<b>186</b>

**Table B.34.a – Percent of Grantees by Industry, by Proposed Products**

Industry	Curriculum	Web site	Facilities/ equipment	Career ladder/ lattice	Distance learning	Blended curriculum	Outreach/ recruitment materials
Advanced manufacturing	18.6	21.3	18.0	15.9	10.7	25.4	20.4
Aerospace	2.7	6.4	3.0	1.5	1.9	0.0	2.7
Automotive	2.2	0.0	3.0	1.5	2.9	1.5	2.7
Biotechnology	4.4	2.1	4.2	4.6	2.9	3.0	4.1
Construction	10.4	8.5	9.0	9.9	5.8	9.0	10.9
Energy	9.8	8.5	10.2	8.3	7.8	9.0	10.9
Forestry	1.1	0.0	1.2	1.5	1.0	0.0	1.4
Health care	37.2	38.3	41.9	40.2	57.3	41.8	33.3
Hospitality	2.2	0.0	1.2	3.0	1.0	3.0	2.0
Information technology	2.2	2.1	1.8	2.3	1.0	1.5	2.7
Transportation	5.5	6.4	3.0	6.1	2.9	1.5	6.1
Other	3.8	6.4	3.6	5.3	4.9	4.5	2.7
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
<b>Number of grantees</b>	<b>183</b>	<b>47</b>	<b>167</b>	<b>132</b>	<b>103</b>	<b>67</b>	<b>147</b>

**Table B.34.b – Percent of Grantees by Proposed Products, by Industry**

Industry	Curriculum	Web site	Facilities/ equipment	Career ladder/ lattice	Distance learning	Blended curriculum	Outreach/ recruitment materials
Advanced manufacturing	91.9	27.0	81.1	56.8	29.7	46.0	81.1
Aerospace	100.0	60.0	100.0	40.0	40.0	0.0	80.0
Automotive	80.0	0.0	100.0	40.0	60.0	20.0	80.0
Biotechnology	100.0	12.5	87.5	75.0	37.5	25.0	75.0
Construction	100.0	21.1	79.0	68.4	31.6	31.6	84.2
Energy	94.7	21.1	89.5	57.9	42.1	31.6	84.2
Forestry	100.0	0.0	100.0	100.0	50.0	0.0	100.0
Health care	75.6	20.0	77.8	58.9	65.6	31.1	54.4
Hospitality	100.0	0.0	50.0	100.0	25.0	50.0	75.0
Information technology	100.0	25.0	75.0	75.0	25.0	25.0	100.0
Transportation	90.9	27.3	45.5	72.7	33.3	9.1	81.8
Other	100.0	42.9	85.7	100.0	71.4	42.9	57.1
<b>Total</b>	<b>86.7</b>	<b>22.3</b>	<b>79.1</b>	<b>62.6</b>	<b>48.8</b>	<b>31.8</b>	<b>69.7</b>
<b>Number of grantees</b>	<b>183</b>	<b>47</b>	<b>167</b>	<b>132</b>	<b>103</b>	<b>67</b>	<b>147</b>

**Table B.35.a – Percent of Grantees by Round, by Proposed Products**

Round	Curriculum	Web site	Facilities/ equipment	Career ladder/ lattice	Distance learning	Blended curriculum	Outreach/ recruitment materials
Round 1	31.1	31.9	34.7	28	30.1	40.3	27.9
Round 2	32.8	23.4	31.7	33.3	35.9	34.3	32.7
Round 3	36.1	44.7	33.5	38.6	34	25.4	39.5
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
<b>Number of grantees</b>	<b>183</b>	<b>47</b>	<b>167</b>	<b>132</b>	<b>103</b>	<b>67</b>	<b>147</b>

**Table B.35.b – Percent by Grantees by Proposed Products, by Round**

Round	Curriculum	Web site	Facilities/ equipment	Career ladder/ lattice	Distance learning	Blended curriculum	Outreach/ recruitment materials
Round 1	81.4	21.4	82.9	52.9	44.3	38.6	58.6
Round 2	83.3	15.3	73.6	61.1	51.4	31.9	66.7
Round 3	95.7	30.4	81.2	73.9	50.7	24.6	84.1
<b>Total</b>	<b>86.7</b>	<b>22.3</b>	<b>79.1</b>	<b>62.6</b>	<b>48.8</b>	<b>31.8</b>	<b>69.7</b>
<b>Number of grantees</b>	<b>183</b>	<b>47</b>	<b>167</b>	<b>132</b>	<b>103</b>	<b>67</b>	<b>147</b>

Table B.36.a – Percent of Grantees as Community College and Technical College, by Proposed Products

Organization type	Curriculum	Web site	Facilities/ equipment	Career ladder/ lattice	Distance learning	Blended curriculum	Outreach/ recruitment materials
Community college	70.5	78.7	70.1	71.2	68.0	70.1	70.1
Technical college	7.7	4.3	7.8	8.3	10.7	11.9	6.8
Other	21.9	17.0	22.2	20.5	21.4	17.9	23.1
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
<b>Number of grantees</b>	<b>183</b>	<b>47</b>	<b>167</b>	<b>132</b>	<b>103</b>	<b>67</b>	<b>147</b>

Table B.36.b – Percent of Grantees as Proposed Products, by Community College and Technical College as Grantee Organization

Organization type	Curriculum	Web site	Facilities/ equipment	Career ladder/ lattice	Distance learning	Blended curriculum	Outreach/ recruitment materials
Community college	88.4	25.3	80.1	64.4	47.9	32.2	70.5
Technical college	77.8	11.1	72.2	61.1	61.1	44.4	55.6
Other	85.1	17.0	78.7	57.4	46.8	25.5	72.3
<b>Total</b>	<b>86.7</b>	<b>22.3</b>	<b>79.1</b>	<b>62.6</b>	<b>48.8</b>	<b>31.8</b>	<b>69.7</b>
<b>Number of grantees</b>	<b>183</b>	<b>47</b>	<b>167</b>	<b>132</b>	<b>103</b>	<b>67</b>	<b>147</b>

Table B.37.a – Percent of Grantees by Region, by Proposed Products

Region	Curriculum	Web site	Facilities/ equipment	Career ladder/ lattice	Distance learning	Blended curriculum	Outreach/ recruitment materials
Northeastern (Region I)	9.8	10.6	8.4	10.6	8.7	13.4	10.2
Mid-Atlantic (Region II)	9.8	6.4	9.6	9.1	4.9	4.5	10.2
Southeastern (Region III)	24.6	38.3	24.6	23.5	27.2	20.9	24.5
Southwestern (Region IV)	20.8	19.1	23.4	21.2	18.4	22.4	19.7
Midwestern (Region V)	21.9	21.3	20.4	22.7	23.3	22.4	22.4
Western (Region VI)	13.1	4.3	13.8	12.9	17.5	16.4	12.9
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
<b>Number of grantees</b>	<b>183</b>	<b>47</b>	<b>167</b>	<b>132</b>	<b>103</b>	<b>67</b>	<b>147</b>

Table B.37.b – Percent of Grantees by Proposed Products, by Region

Region	Curriculum	Web site	Facilities/ equipment	Career ladder/ lattice	Distance learning	Blended curriculum	Outreach/ recruitment materials
Northeastern (Region I)	90.0	25.0	70.0	70.0	45.0	45.0	75.0
Mid-Atlantic (Region II)	90.0	15.0	80.0	60.0	25.0	15.0	75.0
Southeastern (Region III)	90.0	36.0	82.0	62.0	56.0	28.0	72.0
Southwestern (Region IV)	82.6	19.6	84.8	60.9	41.3	32.6	63.0
Midwestern (Region V)	85.1	21.3	72.3	63.8	51.1	31.9	70.2
Western (Region VI)	85.7	7.1	82.1	60.7	64.3	39.3	67.9
<b>Total</b>	<b>86.7</b>	<b>22.3</b>	<b>79.1</b>	<b>62.6</b>	<b>48.8</b>	<b>31.8</b>	<b>69.7</b>
<b>Number of grantees</b>	<b>183</b>	<b>47</b>	<b>167</b>	<b>132</b>	<b>103</b>	<b>67</b>	<b>147</b>

Table B.38.a – Percent of Grantees by Industry, by Target Population

Industry	Dislocated workers	Entry-level workers	Incumbent workers	Youth before high school	Youth in high school	Hispanics	African Americans	American Indians	Low-income and disadvantaged
Advanced manufacturing	23.8	18.0	23.2	19.6	18.9	13.8	37.5	14.3	17.8
Aerospace	0.0	3.3	2.2	7.4	3.1	0.0	0.0	0.0	1.7
Automotive	4.8	0.0	2.9	1.8	3.1	0.0	12.5	0.0	2.6
Biotechnology	7.9	0.0	3.6	0.0	4.3	0.0	0.0	0.0	5.9
Construction	6.4	11.5	7.3	7.1	8.5	24.1	12.5	14.3	6.8
Energy	11.1	8.2	8.7	5.4	9.2	0.0	0.0	0.0	5.9
Forestry	0.0	3.3	1.5	1.8	1.2	3.5	0.0	0.0	0.9
Health care	33.3	31.2	37.0	41.1	41.5	48.3	37.5	71.4	44.1
Hospitality	1.6	4.9	1.5	1.8	0.6	0.0	0.0	0.0	3.4
Information technology	3.2	3.3	2.2	5.4	1.8	3.5	0.0	0.0	3.4
Transportation	4.8	8.2	6.5	7.1	5.5	6.9	0.0	0.0	3.4
Other	3.2	8.2	0.7	1.8	3.1	0.0	0.0	0.0	4.2
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
<b>Number of grantees</b>	<b>63</b>	<b>61</b>	<b>138</b>	<b>56</b>	<b>164</b>	<b>29</b>	<b>8</b>	<b>7</b>	<b>118</b>

Table B.38.b – Percent of Grantees by Target Population, by Industry

Industry	Dislocated workers	Entry-level workers	Incumbent workers	Youth before high school	Youth in high school	Hispanics	African Americans	American Indians	Low-income and disadvantaged
Advanced manufacturing	40.5	29.7	86.3	29.7	81.1	10.8	8.1	2.7	56.8
Aerospace	0.0	40.0	60.0	80.0	100.0	0.0	0.0	0.0	40.0
Automotive	60.0	0.0	80.0	20.0	100.0	0.0	20.0	0.0	60.0
Biotechnology	62.5	0.0	62.5	0.0	87.5	0.0	0.0	0.0	87.5
Construction	21.1	36.8	52.6	21.1	73.7	36.8	5.3	5.3	42.1
Energy	36.8	26.3	63.2	15.8	79.0	0.0	0.0	0.0	36.8
Forestry	0.0	100.0	100.0	50.0	100.0	50.0	0.0	0.0	50.0
Health care	23.3	21.1	56.7	25.6	75.6	15.6	3.3	5.6	57.8
Hospitality	25.0	75.0	50.0	25.0	25.0	0.0	0.0	0.0	100.0
Information technology	50.0	50.0	75.0	75.0	75.0	25.0	0.0	0.0	100.0
Transportation	27.3	71.4	81.8	36.4	81.8	18.2	0.0	0.0	36.4
Other	28.6	45.5	71.4	14.3	71.4	0.0	0.0	0.0	71.4
<b>Total</b>	<b>29.9</b>	<b>28.9</b>	<b>65.4</b>	<b>26.5</b>	<b>77.7</b>	<b>13.7</b>	<b>3.8</b>	<b>3.3</b>	<b>55.9</b>
<b>Number of grantees</b>	<b>63</b>	<b>61</b>	<b>138</b>	<b>56</b>	<b>164</b>	<b>29</b>	<b>8</b>	<b>7</b>	<b>118</b>

Table B.39.a – Percent of Grantees by Round, by Target Population

Round	Dislocated workers	Entry-level workers	Incumbent workers	Youth before high school	Youth in high school	Hispanics	African Americans	American Indians	Low-income and disadvantaged
Round 1	34.9	18.0	29.7	21.4	34.8	37.9	25.0	14.3	37.3
Round 2	22.2	26.2	32.6	33.9	32.3	31.0	25.0	28.6	31.4
Round 3	42.9	55.7	37.7	44.6	32.9	31.0	50.0	57.1	31.4
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>1000</b>
<b>Number of grantees</b>	<b>63</b>	<b>61</b>	<b>138</b>	<b>56</b>	<b>164</b>	<b>29</b>	<b>8</b>	<b>7</b>	<b>118</b>

Table B.39.b – Percent of Grantees by Target Population, by Round

Round	Dislocated workers	Entry-level workers	Incumbent workers	Youth before high school	Youth in high school	Hispanics	African Americans	American Indians	Low-income and disadvantaged
Round 1	31.4	15.7	58.6	17.1	81.4	15.7	2.9	1.43	62.9
Round 2	19.4	22.2	62.5	26.4	73.6	12.5	2.8	2.78	51.4
Round 3	39.1	49.3	75.4	36.2	78.3	13	5.8	5.80	53.6
<b>Total</b>	<b>29.9</b>	<b>28.9</b>	<b>65.4</b>	<b>26.5</b>	<b>77.7</b>	<b>13.7</b>	<b>3.8</b>	<b>3.3</b>	<b>55.9</b>
<b>Number of grantees</b>	<b>63</b>	<b>61</b>	<b>138</b>	<b>56</b>	<b>164</b>	<b>29</b>	<b>8</b>	<b>7</b>	<b>118</b>

Table B.40.a – Percent of Grantees as Community College and Technical College, by Target Population

Organization type	Dislocated workers	Entry-level workers	Incumbent workers	Youth before high school	Youth in high school	Hispanics	African Americans	American Indians	Low-income and disadvantaged
Community college	76.2	67.2	71.7	62.5	68.9	65.5	87.5	42.9	70.3
Technical college	12.7	11.5	8.0	7.1	9.8	0.0	12.5	28.6	8.5
Other	11.1	21.3	20.3	30.4	21.3	34.5	0.0	28.6	21.2
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
<b>Number of grantees</b>	<b>63</b>	<b>61</b>	<b>138</b>	<b>56</b>	<b>164</b>	<b>29</b>	<b>8</b>	<b>7</b>	<b>118</b>

Table B.40.b – Percent of Grantees by Target Population, by Community College and Technical College as Grantee Organization

Organization type	Dislocated workers	Entry-level workers	Incumbent workers	Youth before high school	Youth in high school	Hispanics	African Americans	American Indians	Low-income and disadvantaged
Community college	32.9	28.1	67.8	24.0	77.4	13.0	4.8	2.1	56.8
Technical college	44.4	38.9	61.1	22.2	88.9	0.0	5.6	11.1	55.6
Other	14.9	27.7	59.6	36.2	74.5	21.3	0.0	4.3	53.2
<b>Total</b>	<b>29.9</b>	<b>28.9</b>	<b>65.4</b>	<b>26.5</b>	<b>77.7</b>	<b>13.7</b>	<b>3.8</b>	<b>3.3</b>	<b>55.9</b>
<b>Number of grantees</b>	<b>63</b>	<b>61</b>	<b>138</b>	<b>56</b>	<b>164</b>	<b>29</b>	<b>8</b>	<b>7</b>	<b>118</b>

Table B.41.a – Percent of Grantees by Region, by Target Population

Region	Dislocated workers	Entry-level workers	Incumbent workers	Youth before high school	Youth in high school	Hispanics	African Americans	American Indians	Low-income and disadvantaged
Northeastern (Region I)	12.7	6.6	10.1	7.1	8.5	13.8	25.0	0.0	9.3
Mid-Atlantic (Region II)	11.1	9.8	11.6	8.9	9.2	10.3	0.0	0.0	8.5
Southeastern (Region III)	28.6	26.2	21.7	25.0	25.0	6.9	0.0	14.3	23.7
Southwestern (Region IV)	17.5	21.3	21.7	23.2	21.0	31.0	50.0	42.9	21.0
Midwestern (Region V)	20.6	24.6	21.0	25.0	20.7	20.7	25.0	14.3	19.0
Western (Region VI)	9.5	11.5	13.8	10.7	15.2	17.2	0.0	28.6	22.0
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
<b>Number of grantees</b>	<b>63</b>	<b>61</b>	<b>138</b>	<b>56</b>	<b>164</b>	<b>29</b>	<b>8</b>	<b>7</b>	<b>118</b>

Table B.41.b – Percent of Grantees by Target Population, by Region

Region	Dislocated workers	Entry-level workers	Incumbent workers	Youth before high school	Youth in high school	Hispanics	African Americans	American Indians	Low-income and disadvantaged
Northeastern (Region I)	45.0	20.0	70.0	20.0	70.0	20.0	10.0	0.0	55.0
Mid-Atlantic (Region II)	35.0	30.0	80.0	25.0	75.0	15.0	0.0	0.0	50.0
Southeastern (Region III)	36.0	32.0	60.0	28.0	82.0	4.0	0.0	2.0	56.0
Southwestern (Region IV)	23.9	28.3	65.2	28.3	76.1	19.6	8.7	6.5	54.4
Midwestern (Region V)	27.7	31.9	61.7	29.8	72.3	12.8	4.3	0.47	55.3
Western (Region VI)	21.4	25.0	67.9	21.4	89.3	17.9	0.0	0.0	64.3
<b>Total</b>	<b>29.9</b>	<b>28.9</b>	<b>65.4</b>	<b>26.4</b>	<b>77.7</b>	<b>13.7</b>	<b>3.8</b>	<b>3.8</b>	<b>55.9</b>
<b>Number of grantees</b>	<b>63</b>	<b>61</b>	<b>138</b>	<b>56</b>	<b>164</b>	<b>29</b>	<b>8</b>	<b>8</b>	<b>118</b>

Table B.42.a – Percent of Grantees in Each Region by Industry

	Northeastern (Region I)	Mid-Atlantic (Region II)	Southeastern (Region III)	Southwestern (Region IV)	Midwestern (Region V)	Western (Region VI)	Total
<b>Industry</b>							
Advanced manufacturing	30.0	20.0	16.0	17.4	17.0	10.7	17.5
Aerospace	0.0	5.0	4.0	4.4	0.0	0.0	2.4
Automotive	0.0	5.0	2.0	4.4	0.0	3.6	2.4
Biotechnology	10.0	5.0	6.0	0.0	4.3	0.0	3.8
Construction	0.0	20.0	8.0	8.7	8.5	10.7	9.0
Energy	10.0	5.0	4.0	15.2	10.6	7.2	9.0
Forestry	0.0	0.0	2.0	2.2	0.0	0.0	1.0
Health care	45.0	20.0	50.0	37.0	46.8	46.4	42.7
Hospitality	5.0	5.0	0.0	0.0	2.1	3.6	1.9
Information technology	0.0	0.0	2.0	4.4	2.1	0.0	1.9
Transportation	0.0	15.0	2.0	4.4	6.4	7.1	5.2
Other	0.0	0.0	4.0	2.2	2.1	10.7	3.3
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

Table B.42.b. – Percent of Grantees in Each Industry, by Region

	Northeastern (Region I)	Mid-Atlantic (Region II)	Southeastern (Region III)	Southwestern (Region IV)	Midwestern (Region V)	Western (Region VI)	Total
<b>Industry</b>							
Advanced manufacturing	16.2	10.8	21.6	21.6	21.6	8.1	100.0
Aerospace	0.0	20.0	40.0	40.0	0.0	0.0	100.0
Automotive	0.0	20.0	20.0	40.0	0.0	20.0	100.0
Biotechnology	25.0	12.5	37.5	0.0	25.0	0.0	100.0
Construction	0.0	21.1	21.1	21.1	21.1	15.8	100.0
Energy	10.5	5.3	10.5	36.8	26.3	10.5	100.0
Forestry	0.0	0.0	50.0	50.0	0.0	0.0	100.0
Health care	10.0	4.4	27.8	18.9	24.4	14.4	100.0
Hospitality	25.0	25.0	0.0	0.0	25.0	25.0	100.0
Information technology	0.0	0.0	25.0	50.0	25.0	0.0	100.0
Transportation	0.0	27.3	9.1	18.2	27.3	18.2	100.0
Other	0.0	0.0	28.6	14.3	14.3	42.9	100.0
<b>Total</b>	<b>9.5</b>	<b>9.5</b>	<b>23.7</b>	<b>21.8</b>	<b>22.3</b>	<b>13.3</b>	<b>100.0</b>

Table B.43.a – Type of Grantee Organization, by Industry

Industry	Community college	Educational organization	Public workforce investment system	Technical college	Total
Advanced manufacturing	17.8	10.8	10	33.3	17.5
Aerospace	2.1	2.7	0.0	5.6	2.4
Automotive	2.7	0.0	0.0	5.6	2.4
Biotechnology	4.1	0.0	0.0	11.1	3.8
Construction	9.6	10.8	0.0	5.6	9.0
Energy	8.9	13.5	10.0	0.0	9.0
Forestry	0.7	2.7	0.0	0.0	0.9
Health care	39.0	56.8	50	38.9	42.7
Hospitality	1.4	0.0	20	0.0	1.9
Information technology	2.1	2.7	0.0	0.0	1.9
Transportation	4.8	0.0	0.0	0.0	3.3
Other	6.8	0.0	10.0	0.0	5.2
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
<b>Number of grantees</b>	<b>146</b>	<b>37</b>	<b>10</b>	<b>18</b>	<b>211</b>

Table B.43.b – Industry, by Type of Grantee Organization

Industry	Community college	Educational organization	Public workforce investment system	Technical college	Total
Advanced manufacturing	70.3	10.8	2.7	16.2	100.0
Aerospace	60.0	20.0	0.0	20.0	100.0
Automotive	80.0	0.0	0.0	20.0	100.0
Biotechnology	75.0	0.0	0.0	25.0	100.0
Construction	73.7	21.1	0.0	5.3	100.0
Energy	68.4	26.3	5.3	0.0	100.0
Forestry	50.0	50.0	0.0	0.0	100.0
Health care	63.3	23.3	5.6	7.8	100.0
Hospitality	50.0	0.0	50.0	0.0	100.0
Information technology	75.0	25.0	0.0	0.0	100.0
Transportation	100.0	0.0	0.0	0.0	100.0
Other	90.9	0.0	9.1	0.0	100.0
<b>Total</b>	<b>69.2</b>	<b>17.5</b>	<b>4.7</b>	<b>8.5</b>	<b>100.0</b>
<b>Number of grantees</b>	<b>146</b>	<b>37</b>	<b>10</b>	<b>18</b>	<b>211</b>

Table B.44.a – Percent Round, by Type of Grantee Organization

Round	Community college	Educational organization	Public workforce investment system	Technical college	Total
Round 1	31.5	51.4	0.0	27.8	33.2
Round 2	30.8	43.2	30.0	44.4	34.1
Round 3	37.7	5.4	70.0	27.8	32.7
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
<b>Number of grantees</b>	<b>146</b>	<b>37</b>	<b>10</b>	<b>18</b>	<b>211</b>



Table B.44.b – Percent Type of Grantee Organization, by Round

Round	Community college	Educational organization	Public workforce investment system	Technical college	Total
Round 1	65.7	27.1	0.0	7.1	100.0
Round 2	62.5	22.2	4.2	11.1	100.0
Round 3	79.7	2.9	10.1	7.2	100.0
<b>Total</b>	<b>69.2</b>	<b>17.5</b>	<b>4.7</b>	<b>8.5</b>	<b>100.0</b>
<b>Number of grantees</b>	<b>146</b>	<b>37</b>	<b>10</b>	<b>18</b>	<b>211</b>

Table B.45.a – Percent Region, by Type of Grantee Organization

Region	Community college	Educational organization	Public workforce investment system	Technical college	Total
Northeastern (Region I)	11.0	8.1	10.0	0.0	9.5
Mid-Atlantic (Region II)	13.7	0.0	0.0	0.0	9.5
Southeastern (Region III)	26.7	16.2	0.0	27.8	23.7
Southwestern (Region IV)	16.4	40.5	20.0	27.8	21.8
Midwestern (Region V)	20.5	13.5	50.0	38.9	22.3
Western (Region VI)	11.6	21.6	20.0	5.6	13.3
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
<b>Number of grantees</b>	<b>146</b>	<b>37</b>	<b>10</b>	<b>18</b>	<b>211</b>

Table B.45.b – Percent Type of Grantee Organization, by Region

Region	Community college	Educational organization	Public workforce investment system	Technical college	Total
Northeastern (Region I)	80.0	15.0	5.0	0.0	100.0
Mid-Atlantic (Region II)	100.0	0.0	0.0	0.0	100.0
Southeastern (Region III)	78.0	12.0	0.0	10.0	100.0
Southwestern (Region IV)	52.2	32.6	4.3	10.9	100.0
Midwestern (Region V)	63.8	10.6	10.6	14.9	100.0
Western (Region VI)	60.7	28.6	7.1	3.6	100.0
<b>Total</b>	<b>69.2</b>	<b>17.5</b>	<b>4.7</b>	<b>8.5</b>	<b>100.0</b>
<b>Number of grantees</b>	<b>146</b>	<b>37</b>	<b>10</b>	<b>18</b>	<b>211</b>

**APPENDIX C: Descriptive Tables of CBJTG Outcomes as of June 2008  
(Source: Grantee Quarterly Reporting System)**

**Table C.1 – Descriptive Statistics for Trainee Outcomes**

Trainee outcome	Mean	Median	Range	N
Exiters				
Includes zero	121.6	2	0–3,216	201
Excludes zero	239.6	110.5	1–3,216	102
Participants served				
Includes zero	306.1	86	0–5,889	201
Excludes zero	424.3	189	1–5,889	145
Number beginning education/job training activities				
Includes zero	259.4	63	0–5,889	201
Excludes zero	380.6	176	1–5,889	137
Number completing education/job training activities				
Includes zero	137.0	10	0–5,313	201
Excludes zero	257.3	105	1–5,313	107
Number receiving a degree or certificate				
Includes zero	106.6	5	0–5,159	201
Excludes zero	206.1	70.5	2–5,159	104

**Table C.2 – Descriptive Statistics for Trainee Characteristics**

Demographic variable	Mean	Median	Range	N
Male				
Includes zero	142.1	26	0– 5,664	201
Excludes zero	193.1	58	1– 5,664	148
Female				
Includes zero	145.9	17	0– 2,405	201
Excludes zero	205.1	59	1– 2,405	143
Hispanic/Latino				
Includes zero	29.0	2	0– 844	201
Excludes zero	47.0	12	1– 844	124
American Indian or Alaska Native				
Includes zero	5.0	0	0– 298	201
Excludes zero	11.5	3	1– 298	82
Asian				
Includes zero	5.8	0	0– 131	201
Excludes zero	13.5	7	1– 131	87
Black or African American				
Includes zero	44.2	3	0– 1,338	201
Excludes zero	72.8	20.5	1– 1,338	122
Native Hawaiian or other Pacific Islander				
Includes zero	1.4	0	0– 88	201
Excludes zero	7.2	1.5	1– 88	40
White				
Includes zero	195.2	39	0– 4,258	201
Excludes zero	276.3	89.5	1– 4,258	142

Demographic variable	Mean	Median	Range	N
More than one race				
Includes zero	3.0	0	0– 174	201
Excludes zero	10.5	2	1– 174	53
Hispanic/Latino more than one race				
Includes zero	.5	0	0– 36	201
Excludes zero	5.7	2	1– 36	16
Eligible veterans				
Includes zero	10.7	1	0– 455	201
Excludes zero	21.3	7	1– 455	101
Persons with a disability				
Includes zero	3.1	0	0– 95	201
Excludes zero	9.1	3	1– 95	68

**Table C.3– Descriptive Statistics for Capacity-Building Outcomes**

Capacity-building outcome	Mean	Median	Range	N
Federal leveraged resources received	\$115,302	\$0	\$0– \$5,044,707	201
Nonfederal leveraged resources received	\$573,402	\$129,503	\$0–\$10,000,000	201
Instructors hired	20	7	0–262	201
Students enrolled	404	78	0–5,889	201