Industry Cluster Innovative Academies (ICIA)

**THEORY OF CHANGE:** If ICIA's build on the existing Early College High School model and require key partnerships among high schools, regional employers and industry, and two- and four-year universities, then students will have opportunities to acquire dual credit, certifications, and degrees, as well as internships and mentorship opportunities, in high-demand occupations in key regional industry clusters.

**ASSUMPTIONS:** Each ICIA ECHS recruits students starting in middle school.

<table>
<thead>
<tr>
<th>INPUTS</th>
<th>ACTIVITIES / OUTPUTS</th>
<th>SHORT-TERM OUTCOMES (1 YEAR)</th>
<th>MID / LONG-TERM OUTCOMES</th>
</tr>
</thead>
<tbody>
<tr>
<td>State resources</td>
<td>IMPLEMENTATION - Meet ECHS Blueprint requirements</td>
<td>IMPLEMENTATION - Students are TSI-tested and-ready</td>
<td>Mid-term Outcomes (2-4 years)</td>
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<tr>
<td>Campus Leadership Board</td>
<td>Meet with local workforce board to identify high-demand occupations</td>
<td>Students have opportunities to earn significant postsecondary credit toward Industry Cluster (IC) occupations</td>
<td>IMPLEMENTATION - More students are TSI-tested, ready, and complete</td>
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<tr>
<td>Campus/District Advisory Board</td>
<td>Form partnerships with IHEs</td>
<td>Students obtain significant postsecondary credit toward IC occupations</td>
<td>Students participate in WBL</td>
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<tr>
<td>Dedicated career counselor</td>
<td>Form partnerships with industry partners</td>
<td>Students earn certifications/credentials toward IC occupations</td>
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<td>Create crosswalk of postsecondary coursework</td>
<td>Students have work-based learning (WBL) opportunities</td>
<td>MS and HS students are aware of IC occupations and opportunities</td>
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<td>Provide dedicated career counselor</td>
<td>Students have opportunities to earn certifications/credentials in IC occupations</td>
<td>PROCESS STRUCTURES - Leadership Team effectively addresses issues</td>
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<td>EdTX staff expertise</td>
<td>PROCESS STRUCTURES - Develop and maintain a Leadership Team</td>
<td>Career counselors have plans to disseminate IC information</td>
<td>Advisory Board ensures activities align with goals of ICIA, IHE, and industry partners</td>
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<td>Individualized support</td>
<td>Develop and maintain an Advisory Board</td>
<td>PROCESS STRUCTURES - ICIA has active Leadership Team</td>
<td>Program operation continues beyond grant</td>
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<td>State and national experts</td>
<td>Develop sustainability plan</td>
<td>ICIA has active Advisory Board</td>
<td>RESOURCE SUPPORT - Grantees have supportive tools</td>
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</tbody>
</table>

**SITE VISITS**
- Conduct 4 in-person visits to each ICIA site
- Advise on industry partner match and WBL
- Ensure career counselor receives PD
- Ensure fidelity, budgeting, sustainability plan
- Support marketing/communications plan

**ADVISORY AND LEADERSHIP SUPPORT**
- Help structure Advisory Board engagement
- Help facilitate Leadership Team meetings
- Recruit and convene Statewide Advisory Board

**RESOURCE SUPPORT**
- Provide virtual support (webinars, phone calls) on CTE, industry, and workforce engagement
- Develop and share tools/resources
- Support grantees to document and share best practices/lessons learned artifacts
- Organize Best Practices Summit August 2017
- Design, analyze, and synthesize grantee evaluation tool and evaluation protocol

**SITE VISITS**
- Targeted TA meets grantee needs
- Grantees understand and carry out program and reporting
- Grantee capacity increases in WBL, career counseling, and communication

**ADVISORY AND LEADERSHIP SUPPORT**
- Advisory Boards & Leadership Teams are engaged
- Grantees and partners have support from Statewide Advisory Board

**RESOURCE SUPPORT**
- Grantees have supportive tools
- Program knows effectiveness of efforts for continuous improvement

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