

# 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.



**EDUCATE TEXAS**  
a public-private initiative of Communities Foundation of Texas

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

INPUTS	ACTIVITIES / OUTPUTS		SHORT-TERM OUTCOMES (1 YEAR)	MID / LONG-TERM OUTCOMES
<ul style="list-style-type: none"> <li>State resources</li> <li>Campus Leadership Board</li> <li>Campus/District Advisory Board</li> <li>Dedicated career counselor</li> </ul>	<p><b>IMPLEMENTATION</b></p> <ul style="list-style-type: none"> <li>Meet ECHS Blueprint requirements</li> <li>Meet with local workforce board to identify high-demand occupations</li> <li>Form <i>partnerships</i> with IHEs</li> <li>Form <i>partnerships</i> with industry partners</li> <li>Create <i>crosswalk</i> of postsecondary coursework</li> <li>Provide dedicated <i>career counselor</i></li> </ul> <p><b>PROCESS STRUCTURES</b></p> <ul style="list-style-type: none"> <li>Develop and maintain a <i>Leadership Team</i></li> <li>Develop and maintain an <i>Advisory Board</i></li> <li>Develop <i>sustainability plan</i></li> </ul>		<p><b>IMPLEMENTATION</b></p> <ul style="list-style-type: none"> <li>Students are TSI-tested and -ready</li> <li>Students have opportunities to earn significant postsecondary credit toward Industry Cluster (IC) occupations</li> <li>Students have work-based learning (WBL) opportunities</li> <li>Students have opportunities to earn certifications/credentials in IC occupations</li> <li>Career counselors have plans to disseminate IC information</li> </ul> <p><b>PROCESS STRUCTURES</b></p> <ul style="list-style-type: none"> <li>ICIA has active Leadership Team</li> <li>ICIA has active Advisory Board</li> <li>ICIA has sustainability plan</li> </ul>	<p><u>Mid-term Outcomes (2-4 years)</u></p> <p><b>IMPLEMENTATION</b></p> <ul style="list-style-type: none"> <li>More students are TSI-tested, -ready, and -complete</li> <li>Students obtain significant postsecondary credit toward IC occupations</li> <li>Students participate in WBL</li> <li>Students earn certifications/credentials toward IC occupations</li> <li>MS and HS students are aware of IC occupations and opportunities</li> </ul> <p><b>PROCESS STRUCTURES</b></p> <ul style="list-style-type: none"> <li>Leadership Team effectively addresses issues</li> <li>Advisory Board ensures activities align with goals of ICIA, IHE, and industry partners</li> <li>Program operation continues beyond grant</li> </ul>
<ul style="list-style-type: none"> <li>EdTX staff expertise</li> <li>Individualized support</li> <li>State and national experts</li> </ul>	<p><b>SITE VISTS</b></p> <ul style="list-style-type: none"> <li>Conduct 4 <i>in-person visits</i> to each ICIA site</li> <li>Advise on industry partner match and WBL</li> <li>Ensure career counselor receives PD</li> <li>Ensure fidelity, budgeting, <i>sustainability plan</i></li> <li>Support marketing/<i>communications plan</i></li> </ul> <p><b>ADVISORY AND LEADERSHIP SUPPORT</b></p> <ul style="list-style-type: none"> <li>Help structure Advisory Board engagement</li> <li>Help facilitate Leadership Team meetings</li> <li>Recruit and convene <i>Statewide Advisory Board</i></li> </ul> <p><b>RESOURCE SUPPORT</b></p> <ul style="list-style-type: none"> <li>Provide virtual support (<i>webinars, phone calls</i>) on CTE, industry, and workforce engagement</li> <li>Develop and share <i>tools/resources</i></li> <li>Support grantees to document and share best practices/lessons learned <i>artifacts</i></li> <li>Organize Best Practices Summit August 2017</li> <li>Design, analyze, and synthesize <i>grantee evaluation tool</i> and <i>evaluation protocol</i></li> </ul>			<p><b>SITE VISTS</b></p> <ul style="list-style-type: none"> <li>Targeted TA meets grantee needs</li> <li>Grantees understand and carry out program and reporting</li> <li>Grantee capacity increases in WBL, career counseling, and communication</li> </ul> <p><b>ADVISORY AND LEADERSHIP SUPPORT</b></p> <ul style="list-style-type: none"> <li>Advisory Boards &amp; Leadership Teams are engaged</li> <li>Grantees and partners have support from Statewide Advisory Board</li> </ul> <p><b>RESOURCE SUPPORT</b></p> <ul style="list-style-type: none"> <li>Grantees have supportive tools</li> <li>Program knows effectiveness of efforts for continuous improvement</li> </ul>