



A Catalyst for
**GROWTH
& PROGRESS**

Monthly Meeting March 2026

“Preparing Tomorrow’s Workforce” Education Summit Highlights for Employers



presented by:



*GHC Education Forum Chair
Alan Mullendore*

*GHC Executive Director
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GHC Education Forum

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John Schriever

Dave Shuster

Dr. David Sovine

Dr. Amy Summers

Dr. Gary Willow*

Bold* - *Denotes Summit Advisory Committee Members*



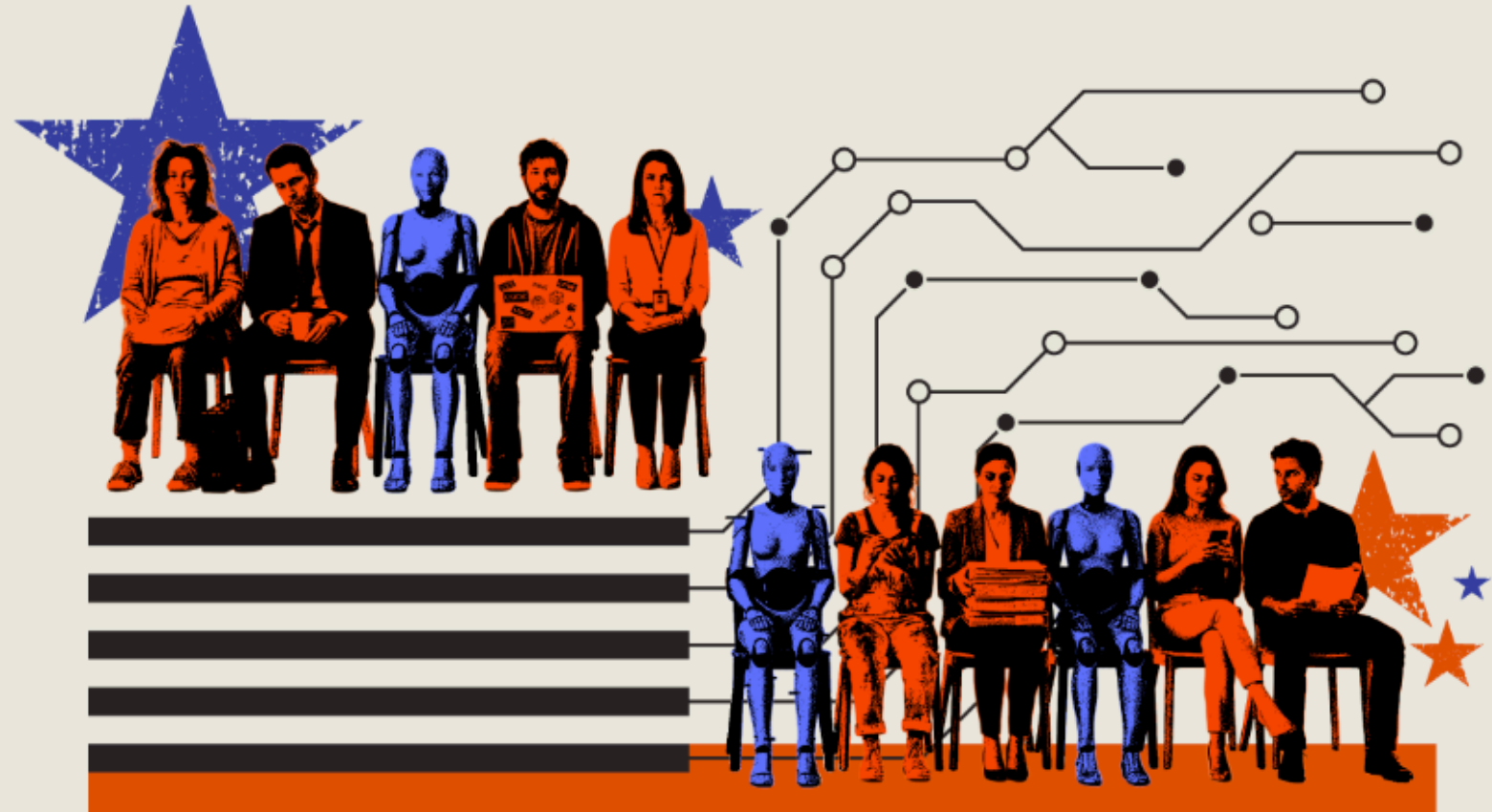
Tufts University Graduate School Study:
AI and the Emerging Geography of American Job Risk
American A.I. Jobs Risk Index
March 2026

<https://digitalplanet.tufts.edu/ai-and-the-emerging-geography-of-american-job-risk-page/>

**Will Wired Belts
Become the New
Rust Belts?**

AI and the Emerging Geography
of American Job Risk

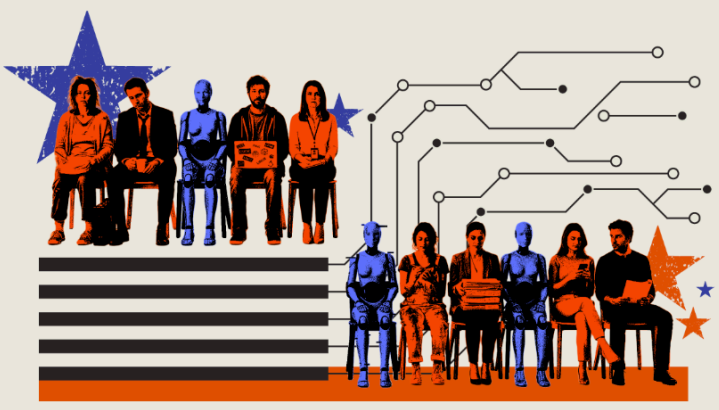
DOWNLOAD DATA



Will Wired Belts
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Tufts's University Graduate School Study: AI and the Emerging Geography of American Job Risk *American A.I. Jobs Risk Index*

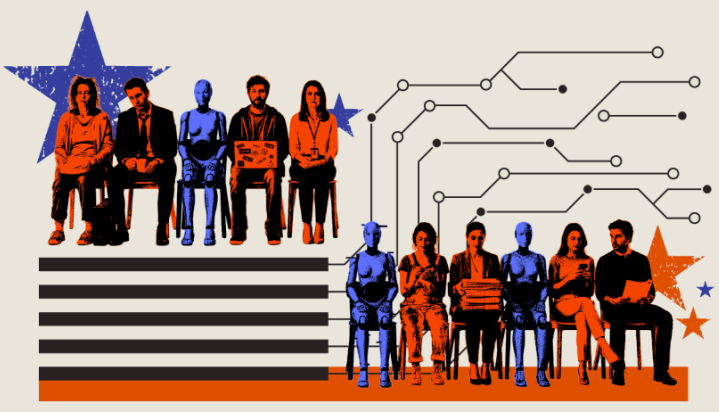
Over the next 2-5 years, study projects:

- **Industry-wide vulnerability to job displacement is approximately 6%**, with the steepest risks in Information (18%), Finance and Insurance (16%), and Professional, Scientific, and Technical Services (16%).
- **Occupations with high vulnerability to AI-driven job loss account for about \$757 billion in annual U.S. income**, or about 7.5% of total labor income from wages and salaries. The occupations with the most jobs affected: Authors (57%), Computer Programmers (55%), and Web Designers (55%) – *White collar jobs are most at risk*
- Major urban innovation hubs — New York, Los Angeles, **Washington DC**, San Francisco, Chicago, Dallas, and Boston — **are among the most at risk, each facing at least \$20 billion in annual income losses.**

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AI and the Emerging Geography
of American Job Risk

DOWNLOAD DATA



Tufts' University Graduate School Study: **AI and the Emerging Geography of American Job Risk** *American A.I. Jobs Risk Index*

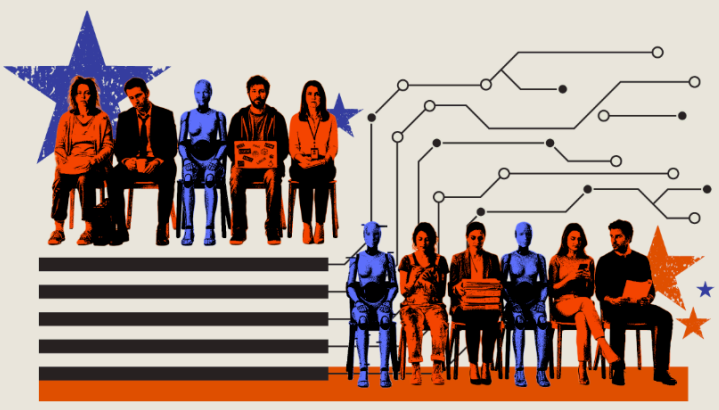
Over the next 2-5 years, study projects:

- At the state level, **DC, Massachusetts, Virginia, Maryland**, Washington and Colorado—**emerge as the most vulnerable US jurisdictions to AI**, when we consider the proportion of jobs at risk of displacement by AI. They are also projected to have the greatest economic impact, as measured by % income loss.
- **When considered across all categories, industry, occupation, cities and states, 9.3 million jobs are vulnerable to job loss due to AI** under our median adoption path, (Low estimate 2.7 to high estimate 19.5 million) **This could lead to a total income loss of between \$200 billion to \$1.5 trillion**, representing 2% to 15% of overall income from wages and salaries across the U.S.

Will Wired Belts
Become the New
Rust Belts?

AI and the Emerging Geography
of American Job Risk

DOWNLOAD DATA



Tufts' University Graduate School Study: **AI and the Emerging Geography of American Job Risk** *American A.I. Jobs Risk Index*

Other Findings:

- Don't buy the argument that AI—like earlier general-purpose technologies—will simply help us move to higher value work.
- For every 1 % job automation increase, there will be a 0.75 % job loss.
- 38% of American workers are AI-proof: mainly America's lowest-paid jobs
- 4 out of 10 AI job losses will be in 5 states: CA, TX, NY, FL, IL.
- Job-risk hotspots include prime innovation hubs, e.g. university towns, not just the mega-metros (*Durham-Chapel Hill (Research Triangle), Boulder, Ithaca, Madison, Ann Arbor*)
- Half of all projected job losses come from just 26 occupations. 8 occupations drive 25% of total displacement.

How is Maryland preparing for AI layoffs?

Study shows 40% of Maryland workers at risk as leaders weigh response

“About 40% of Maryland’s workforce is at a high automation risk, which is the largest share of any state in the country, only behind Washington, D.C.”

“Six of Maryland’s top 15 occupations face a high risk of automation, according to the study.”

*“You can’t think about the future of work without understanding how this generative **AI not only is capable, but I really think is designed to eliminate human labor.**”*

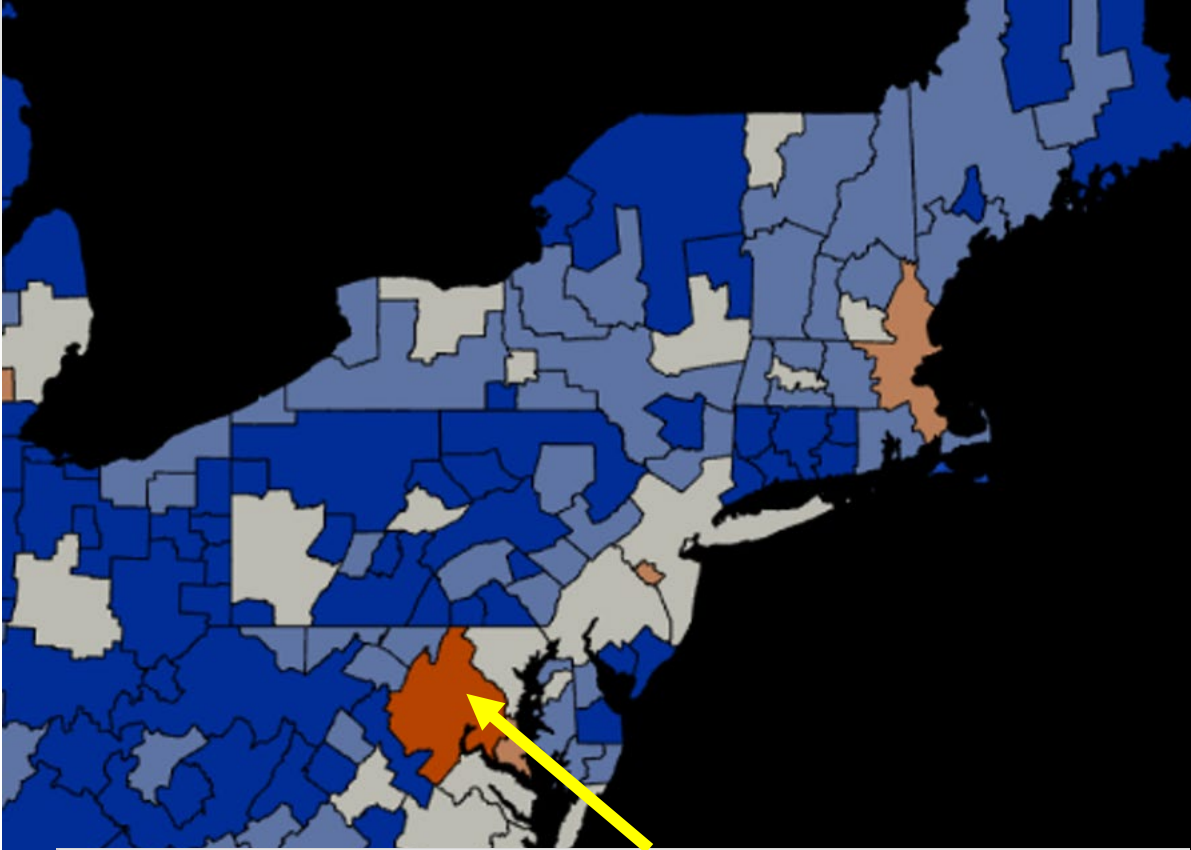
*“Reports this month revealed that **Amazon and Oracle planned mass layoffs totaling tens of thousands of workers** while ramping up investments in AI.”*

*“... government should **find more creative ways to ensure workers at risk of losing their job to automation find opportunities for retraining.**”*

Job Vulnerability to Artificial Intelligence: By Percentage Job Loss

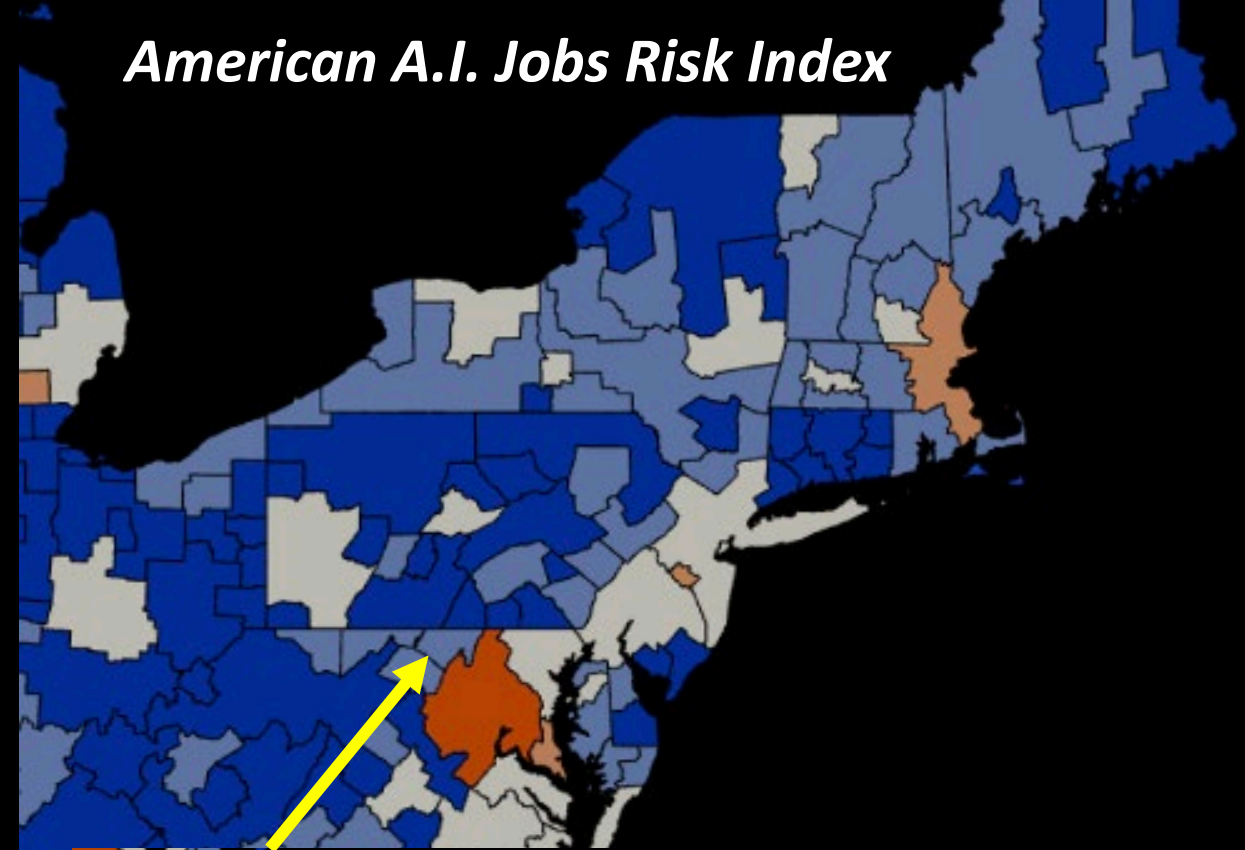


American A.I. Jobs Risk Index



Washington-Arlington-Alexandria, DC-VA-MD-WV

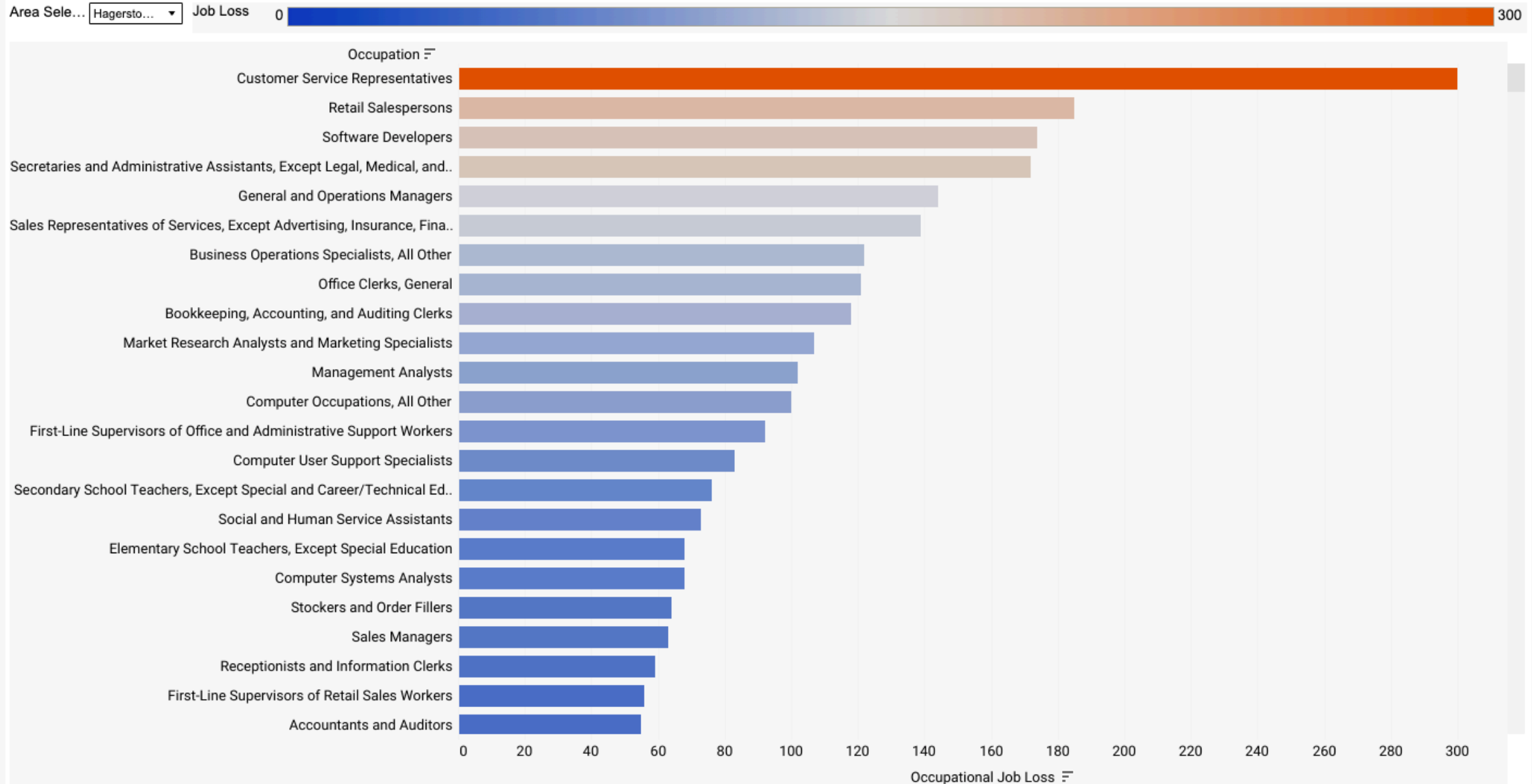
Job Loss (%):	9.07%
Net Job Loss:	276,160
All Considered Occupation:	3,045,820
Income Loss (%):	9.07%
Net Income Loss:	\$30,354.45M
Annual Income Estimate:	\$273.01B
Income to Job Loss Ratio:	1.23
Exposure Score:	55.3



Hagerstown-Martinsburg, MD-WV

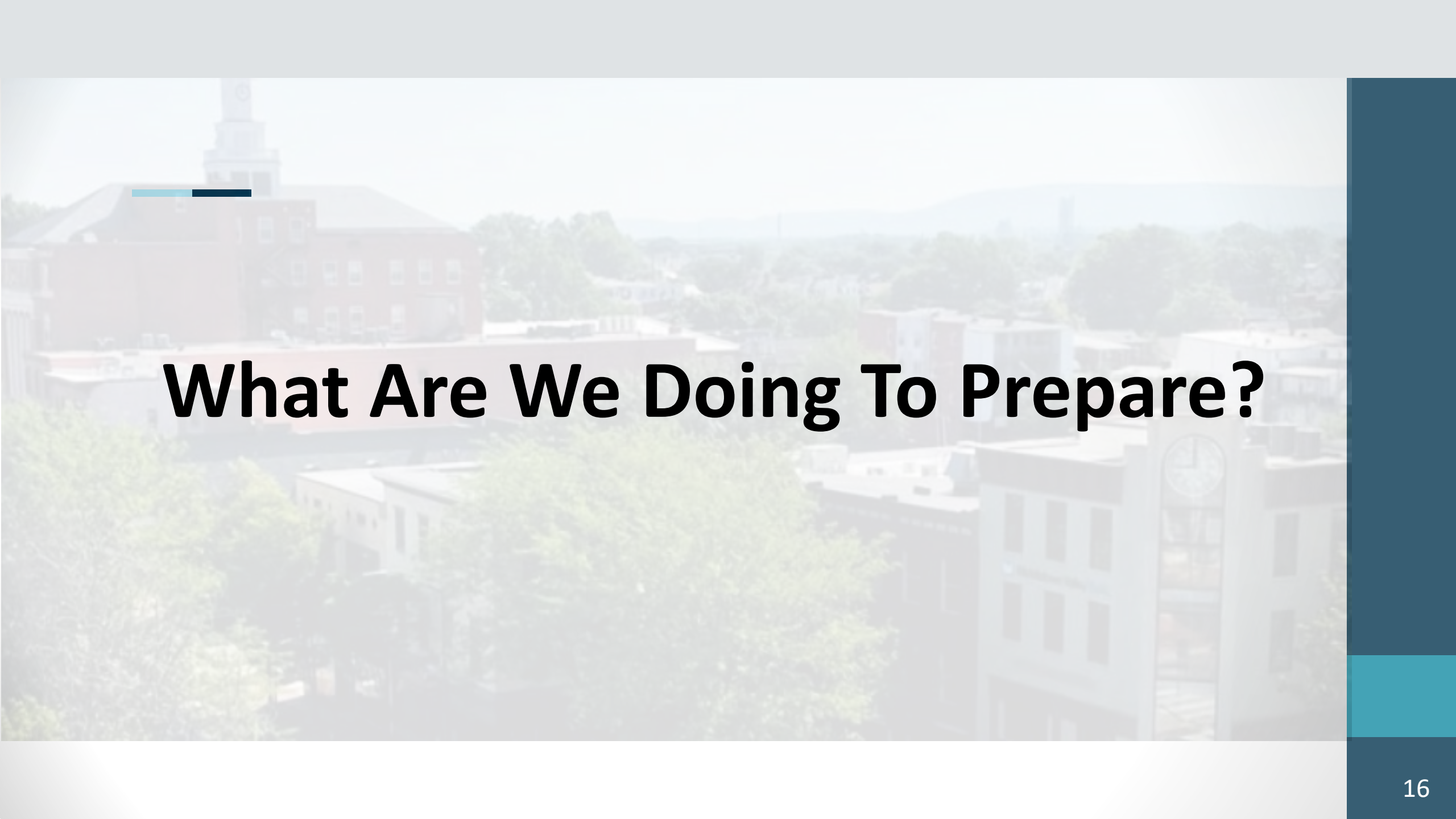
Job Loss (%):	4.74%
Net Job Loss:	4,616
All Considered Occupation:	97,430
Income Loss (%):	4.74%
Net Income Loss:	\$310.23M
Annual Income Estimate:	\$5.54B
Income to Job Loss Ratio:	1.18
Exposure Score:	48.8

Hagerstown/Martinsburg Region Job Loss by Occupation



Tomorrow belongs to the people who prepare for it today.





What Are We Doing To Prepare?

GHC Education Summit

February 25, 2026

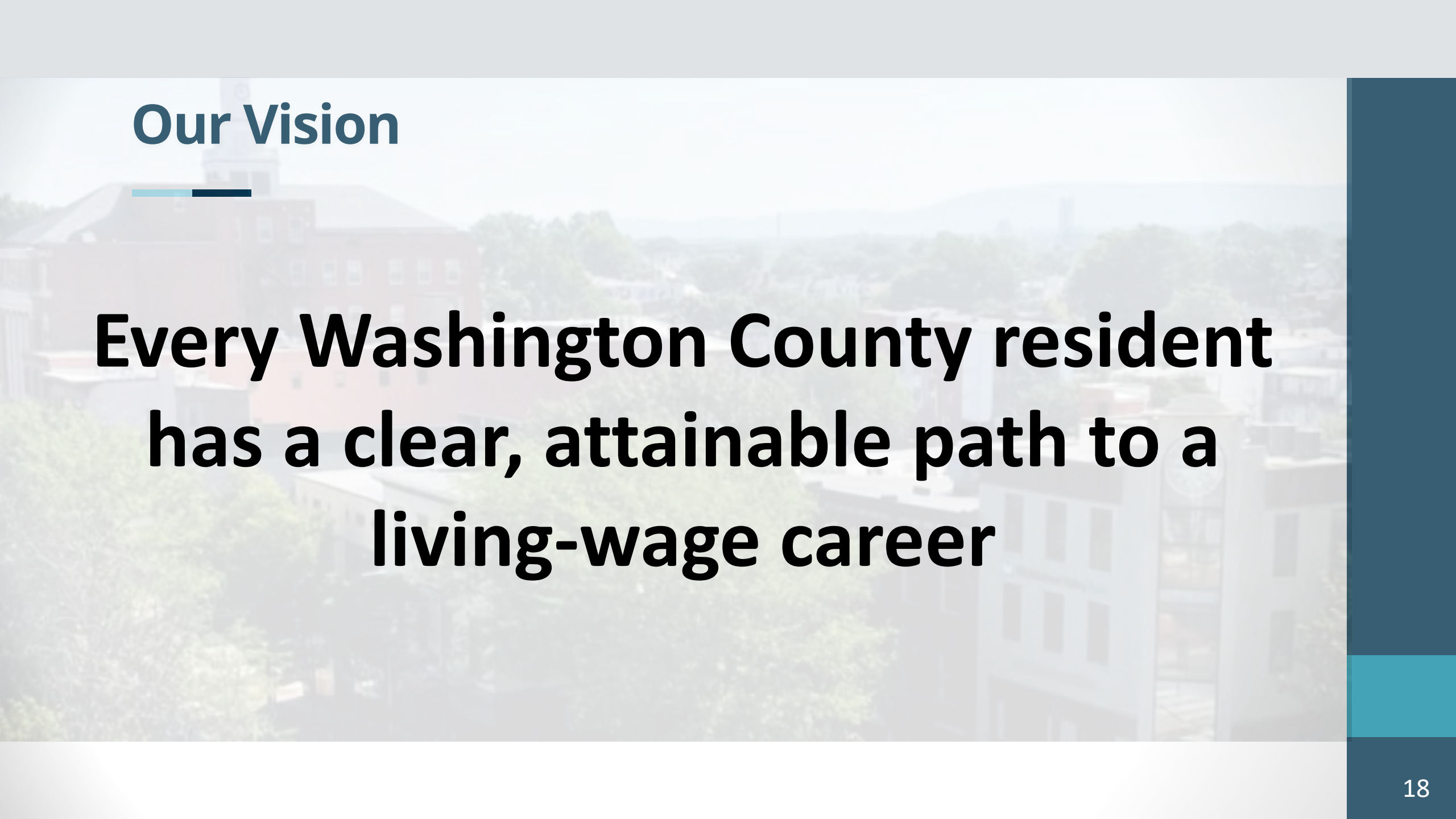
Who Was in the Room

The Summit convened more than 70 leaders representing education, business, nonprofit organizations, workforce development, healthcare, and community services. Participants included representatives from:

- Washington County Public Schools
- Hagerstown Community College
- University System of Maryland at Hagerstown
- Meritus School of Osteopathic Medicine
- Pittsburgh Institute of Aeronautics
- Local employers and industry partners
- Workforce development agencies
- Community and nonprofit organizations



Participants engaged in six facilitated breakout discussions, each focused on a distinct lever of cradle-to-career success.



Our Vision

**Every Washington County resident
has a clear, attainable path to a
living-wage career**

Today's Goal

**What Does Success Look Like After
Our Presentation Today?**

You'll UNDERSTAND:

Post-secondary
education enables a
living wage

Community
coordination can align
and amplify our efforts



Most of our students
are not completing
post-secondary
education

Corporations have a
role to play and
We're ready to act –
together – **but it must
be NOW**

Goals for this Summit and Beyond

Normalize **post-secondary attainment** expectations

Take individual or collective **action** to reach our goals



Align efforts across organizations to make change

Commit **time, influence, and resources in 2026**

Cradle to Career Readiness Data Ed Summit Findings





BREAKING NEWS ALERT

With The Educational and
Training Requirements Of
Tomorrow's Jobs,
Our Country Faces A Severe
Shortage Of Skilled Employees
and More Post-Secondary
Education and Career Training Is
Needed To Fill The Workforce
Skills Gap



- **GOAL 2025: By 2025, 60% of Americans will hold a high-quality college degree, certificate or other postsecondary credential.**

“Let’s Get Learning”:

• Jumpstarting A Major
Educational Movement
In Washington County

*The Greater Hagerstown Committee
Education Forum*



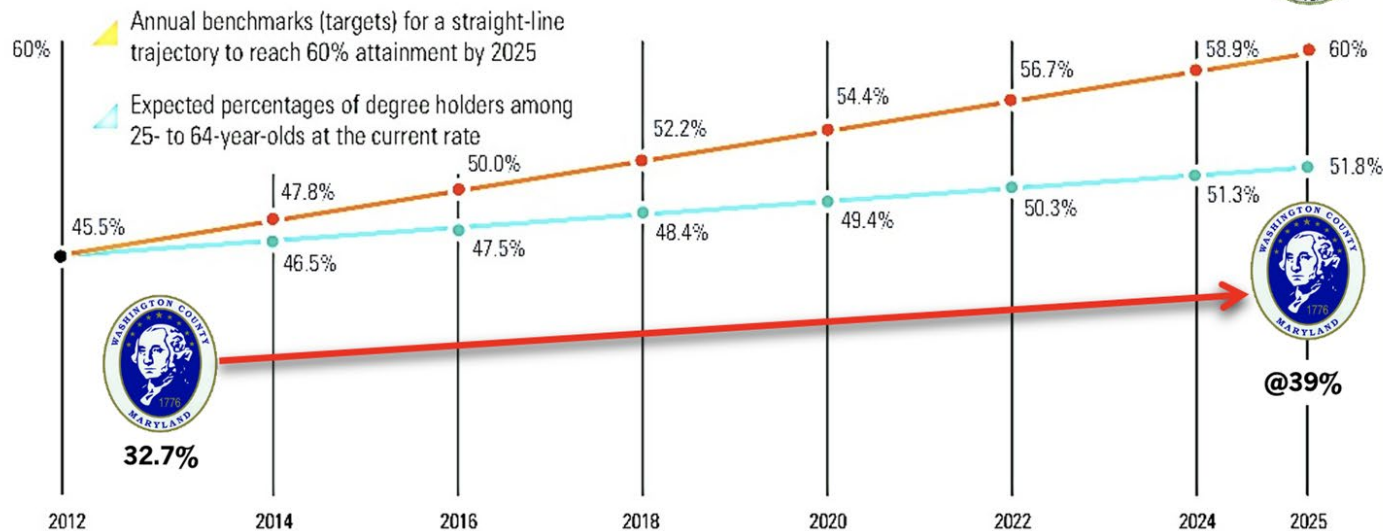
Lumina[™]
FOUNDATION

60%
2025

Maryland Falls Short At 51.8%

Howard
County:
Currently At
72.1%

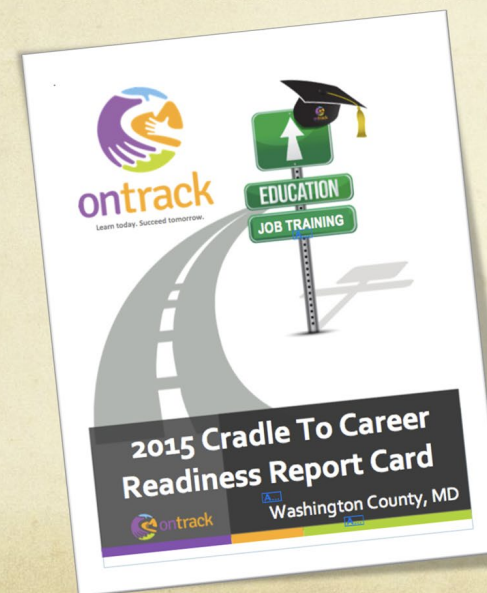
The path to 60% degree attainment in Maryland



Source: U.S. Census Bureau, 2000 Census, 2010, 2011, and 2012 American Community Survey



2015 Cradle To Career Report Card



Compilation of
Local Education
Statistics From
Cradle To Career
Related to
College And
Career Readiness

Lumina Foundation's GOAL 2040



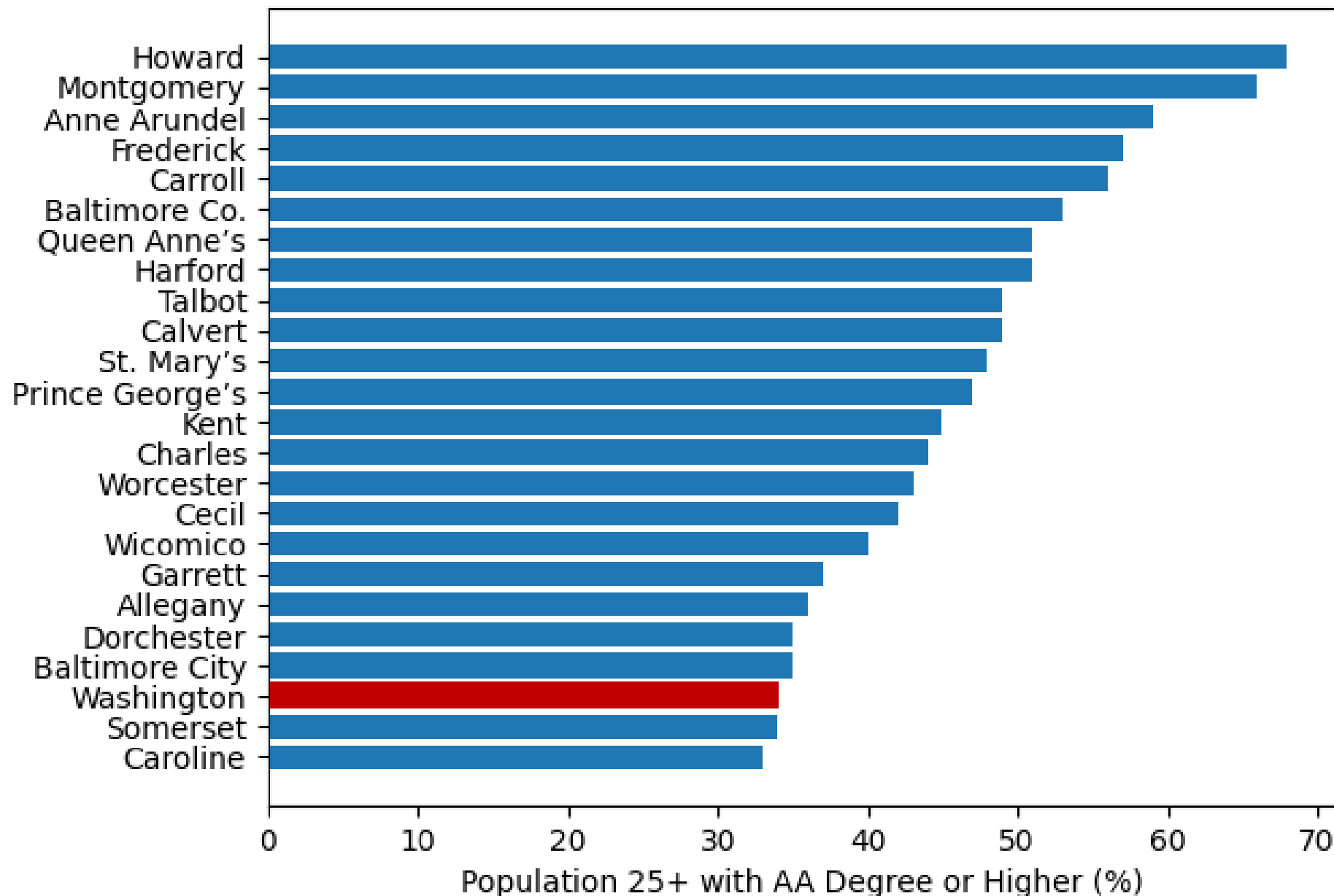
strong communities. At Lumina Foundation, we believe that higher education should be a tool for economic prosperity and a pathway to a prosperous future for themselves and their families.

[Our Purpose](#)[Our Work](#)[News & Views](#)[Resources](#)[Events](#)[About](#)

By 2040, 75 percent of adults in the U.S. labor force will have college degrees or other credentials of value leading to economic prosperity.

**When Considering Living Wage Jobs,
85% of Living Wage Jobs Will Require Postsecondary Credentials**
(Living Wage = \$42,453 Single Adult, \$105,053 Family w/ 2 Children)

“Washington Co. vs MD Competitors: Postsecondary Attainment Gap”



MD Counties Ranked By Postsecondary Attainment:

Tier 1 — Highly Educated (55%–70%+)

Howard County (~67–70%)
Montgomery County (~65–68%)
Anne Arundel County (~58–60%)
Frederick County (~56–58%)
Carroll County (~55–57%)

Tier 2 — Above State Average (~45%–55%)

Baltimore County (~52–54%)
Harford County (~50–52%)
Queen Anne's County (~50–52%)
Calvert County (~48–50%)
Talbot County (~48–50%)
St. Mary's County (~47–49%)
Prince George's County (~46–48%)

Tier 3 — Mid-Tier (~40%–45%)

Kent County (~44–46%)
Charles County (~43–45%)
Worcester County (~42–44%)
Cecil County (~41–43%)

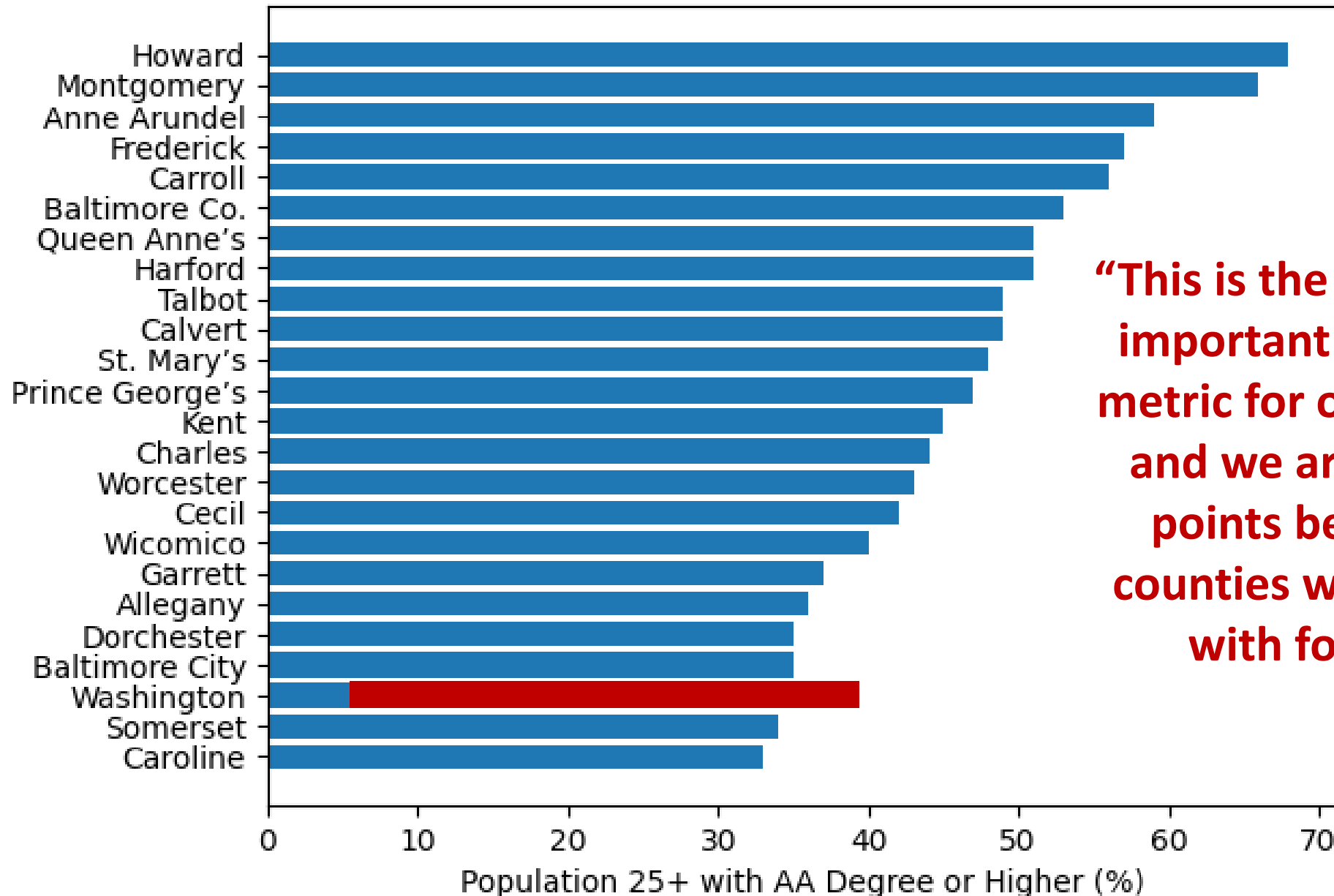
Tier 4 — Below State Average (~35%–40%)

Wicomico County (~39–41%)
Washington County (~33–35%)
Garrett County (~36–38%)
Allegany County (~35–37%)

Tier 5 — Lowest Attainment (~30%–35%)

Dorchester County (~34–36%)
Somerset County (~33–35%)
Caroline County (~32–34%)
Baltimore City (~34–36%)

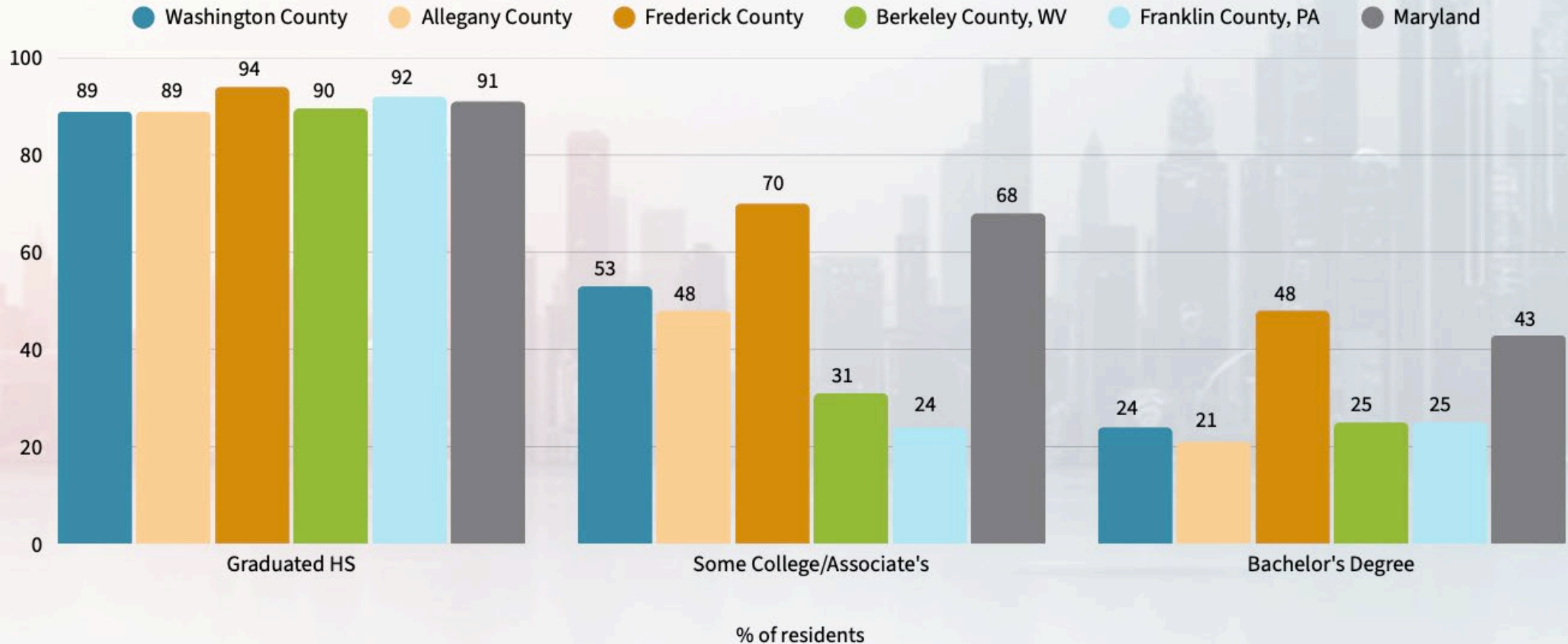
“Washington Co. vs MD Competitors: Postsecondary Attainment Gap”



“This is the single most important workforce metric for our future—and we are 20 to 30 points behind the counties we compete with for jobs.”

EDUCATIONAL ACHIEVEMENT BY COUNTY

[3]

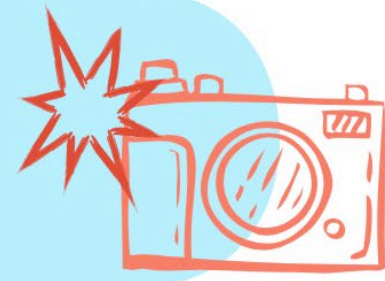


Far fewer people in Washington County earn an associate's degree or higher compared to the state of Maryland (33.7% vs. 51.3%). ***Ensuring that every resident can earn a living wage requires that we increase the number of residents earning post-secondary degrees and technical certifications.***

Community Snapshot:

WASHINGTON COUNTY

BY THE NUMBERS



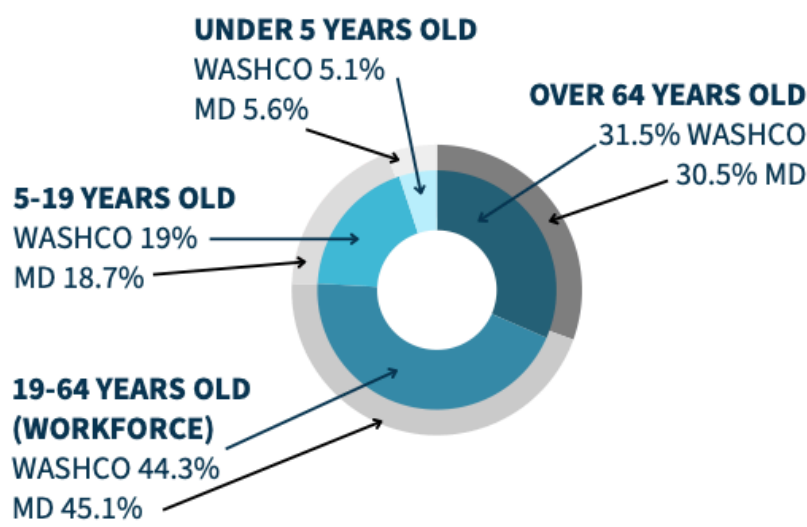
WASHINGTON COUNTY: POPULATION 157,228

Median **Individual** Earnings: **\$52,004**
Median **Household** Income: **\$74,157**

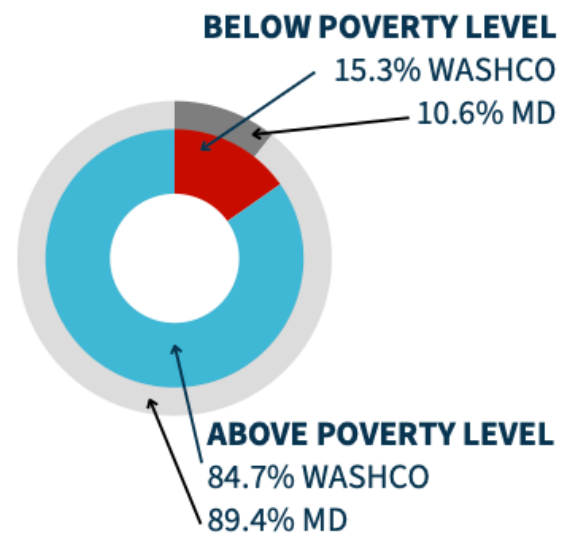
POPULATION GROWTH ^[9]

	2020 Pop	2024 Pop	Change
WASHCO	150.6K	157.2K	4.4%
Maryland	6.03M	6.26M	3.7%
US	326.6M	340.1M	4.1%

POPULATION BY AGE ^[9]

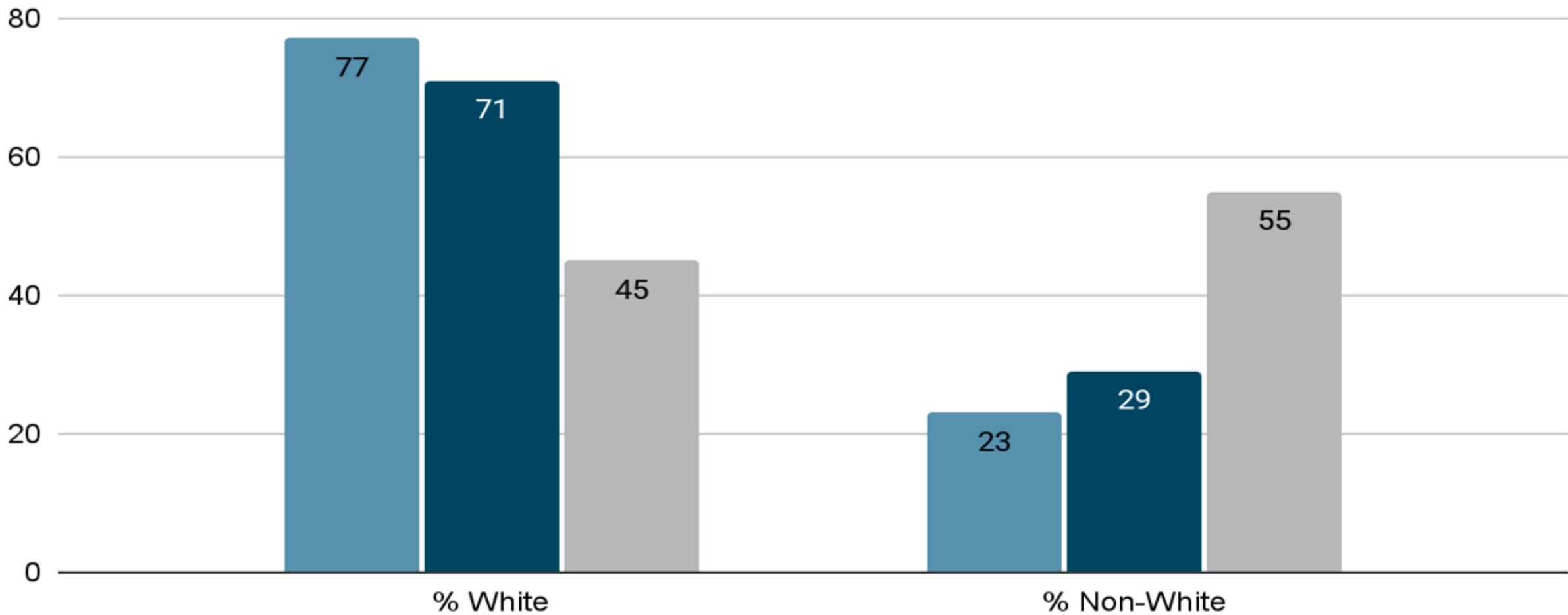


CHILD POVERTY STATUS ^[11]



Our Growing Diversity

Washington County 2019 Washington County 2024 Maryland 2024



Industry Sector Growth

“Local job growth has been strongest in the fields of transportation and warehousing, professional and technical services, and construction, while health care remains the county’s largest employer.”

Washington County's Sector Growth [7] Between 2013 and 2023			
Sector	2013	2023	Change
Transportation & Warehousing	5.6%	7%	1.4%
Professional, Scientific, & Technical Services	5.9%	7%	1.1%
Construction	7.6%	8.6%	1%
Public Administration	7.3%	8%	0.7%
Utilities	0.8%	1.4%	0.6%
Health Care & Social Assistance	13.3%	13.8%	0.5%
Management of Companies & Enterprises	0%	0.3%	0.3%
Real Estate & Rental & Leasing	1.3%	1.6%	0.3%
Educational Services	8%	8.2%	0.2%
Agriculture, Forestry, Fishing & Hunting	1%	1.2%	0.2%
Arts, Entertainment, & Recreation	1.4%	1.6%	0.2%
Waste Management Services	4.1%	4.1%	0%
Mining, Quarrying, & Oil & Gas Extraction	0.2%	0.1%	-0.1%
Other Services, Except Public Administration	4.6%	4.5%	-0.1%
Information	2%	1.8%	-0.2%
Wholesale Trade	2.7%	2.4%	-0.3%
Accommodation & Food Services	6.2%	5.4%	-0.8%
Retail Trade	13.4%	12.3%	-1.1%
Manufacturing	8.6%	7.1%	-1.5%
Finance & Insurance	6.1%	3.7%	-2.4%

Washington County's Top 14 Employers in 2025

Employer	# Jobs	Sector	Difference (from 2020)
Meritus Health	4,400	Healthcare	1,660
Washington County Public Schools	3,705	Education	605
FedEx Ground	2,654	Transportation/Logistics	1,754
State of Maryland	1,855	Government	1,855
Volvo Group	1,836	Manufacturing	536
Washington County Government	1,418	Government	66
Amazon (<i>arrived 2021</i>)	1,200	Transportation/Logistics	1,200
FiServ (<i>formerly First Data</i>)	993	Financial Services	-1,192
The Bowman Group	861	Real Estate Development	116
Hagerstown Community College	700	Education	235
AC&T Co.	608	Petroleum	*
Walmart	565	Retail	*
ARC of Washington County	552	Social Services	*
Moore RMG	545	Business Services	0

* Not on the 2020 top 15 Employer List

Primary Jobs & Industries

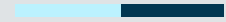
- **Healthcare**
- **Education**
- **Transportation/Logistics**
- **Government**
- **Manufacturing**

Top 5 Employers

Meritus Health
Washington County Public Schools
FedEx Ground
State of Maryland
Volvo Group



What is a Living Wage in Washington County?



Living Wage

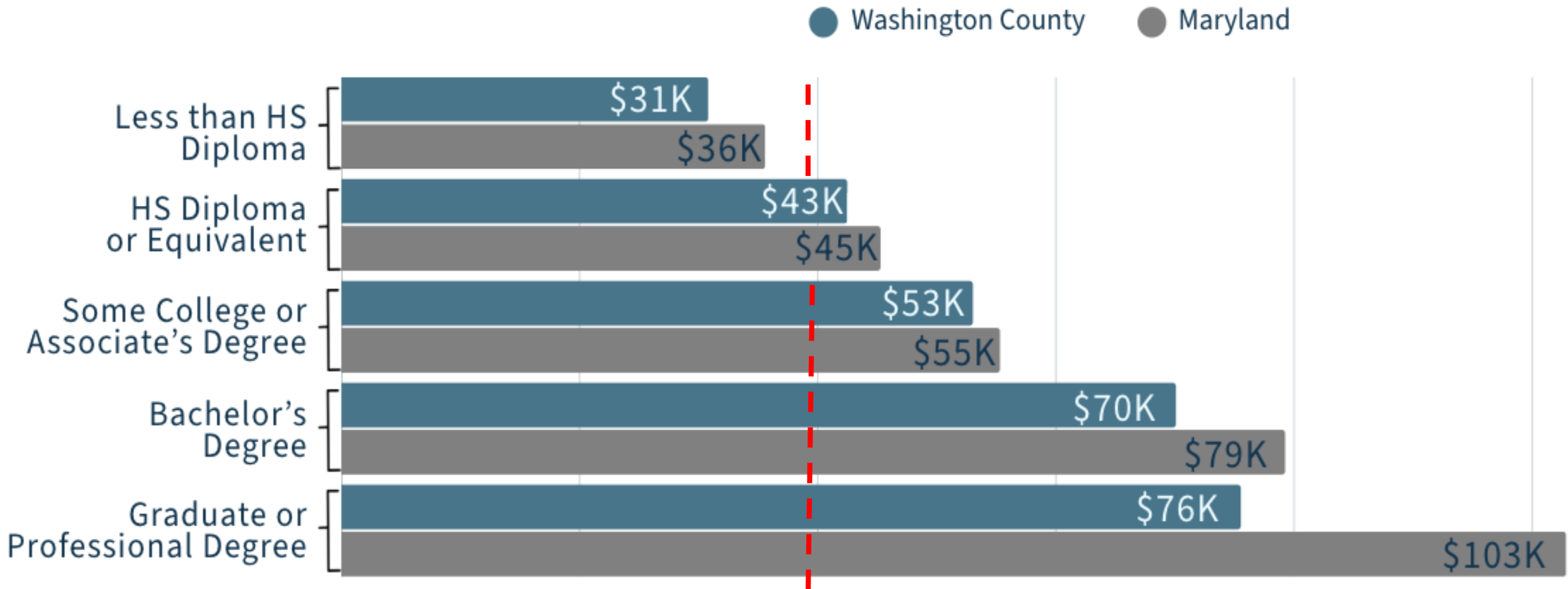
Minimum income required to cover basic living expenses without public assistance

What is a Living Wage in Washington County?



Household Size		Living Wage	
		Hourly	Yearly
1 Adult	0 Children	\$20.41	\$42,453
	1 Child	\$36.49	\$75,899
	2 Children	\$45.51	\$94,661
	3 Children	\$58.27	\$121,202
2 Adults (both working)	0 Children	\$14.52	\$60,505
	1 Child	\$20.70	\$85,496
	2 Children	\$25.27	\$105,053
	3 Children	\$30.60	\$127,238

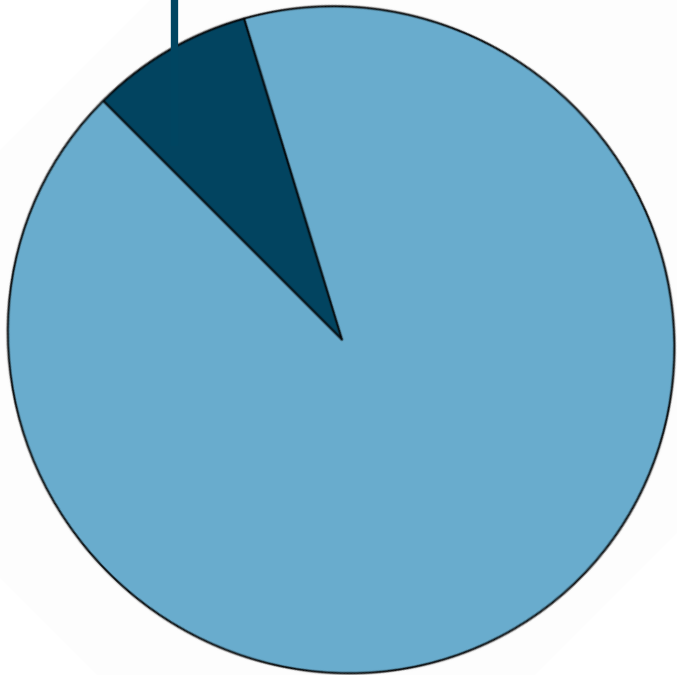
Yearly Earnings by Educational Attainment (*average*)



--- Living Wage for Single / No Children

Youth Disconnection

- **8% of young adults aged 16-24 in Washington County do not attend school or hold a job**



**Cost to Washington
County Taxpayers**

=

\$9 million per year

A Framework for Action

**Awareness and
Aspiration**



**Access and Navigation
Support**

**Ability to
Persist**

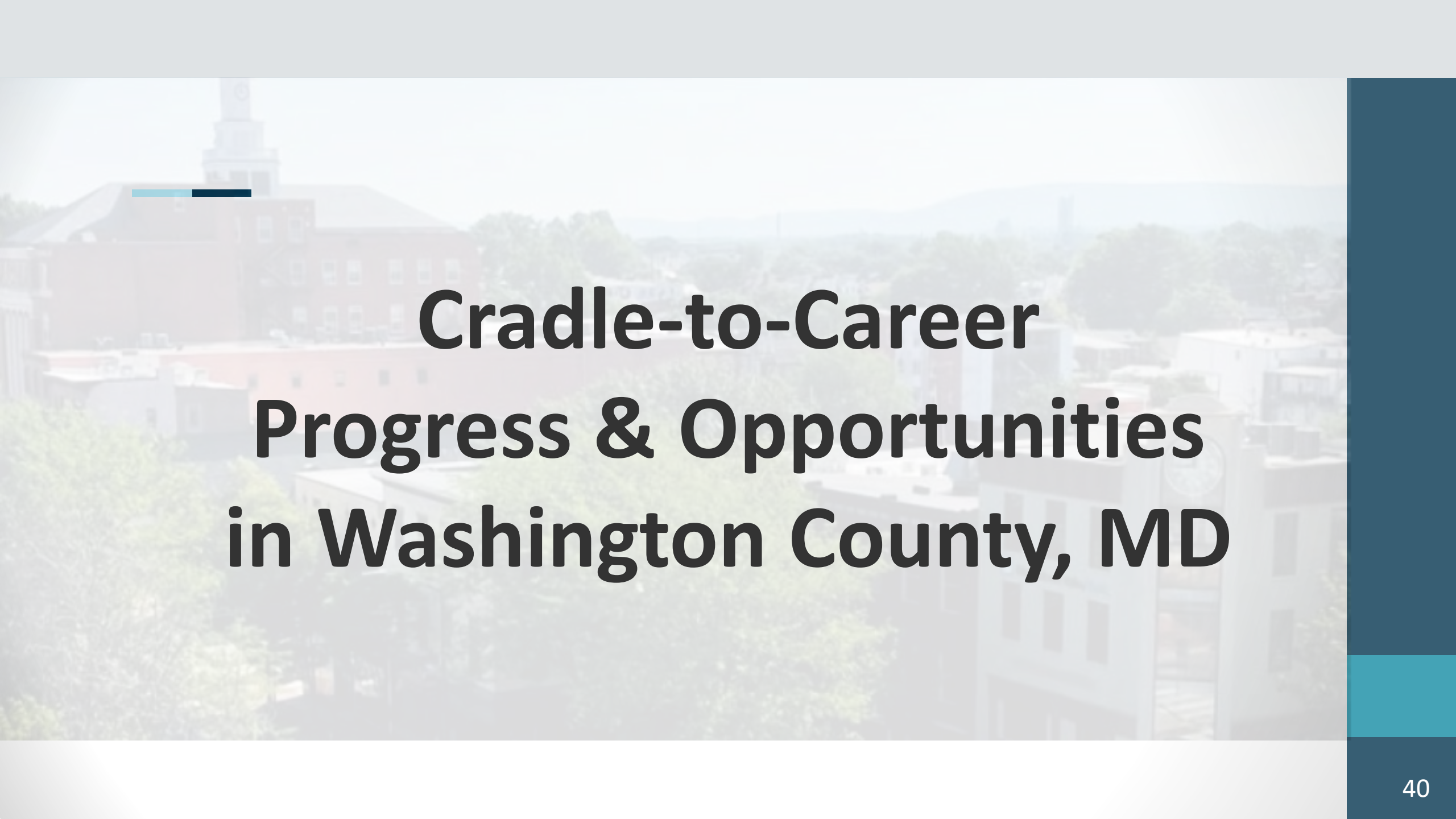


**Credential-to-Career
Connections**

**Readiness and
Foundational Skills**



**Financing and
Affordability**

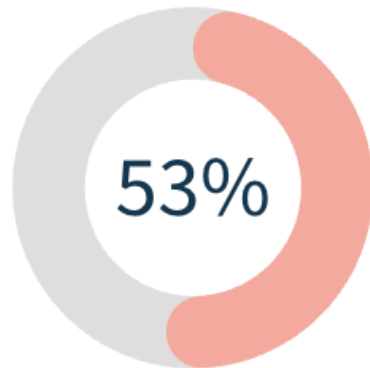


Cradle-to-Career Progress & Opportunities in Washington County, MD

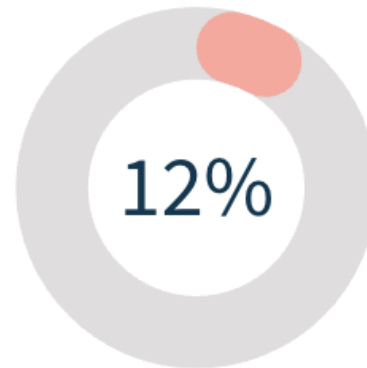
Our Future Workforce: WCPS

Total Enrollment: 22,722 students

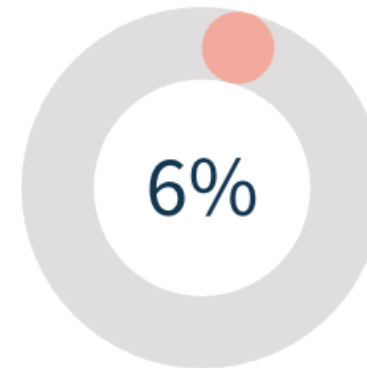
**ECONOMICALLY
DISADVANTAGED**



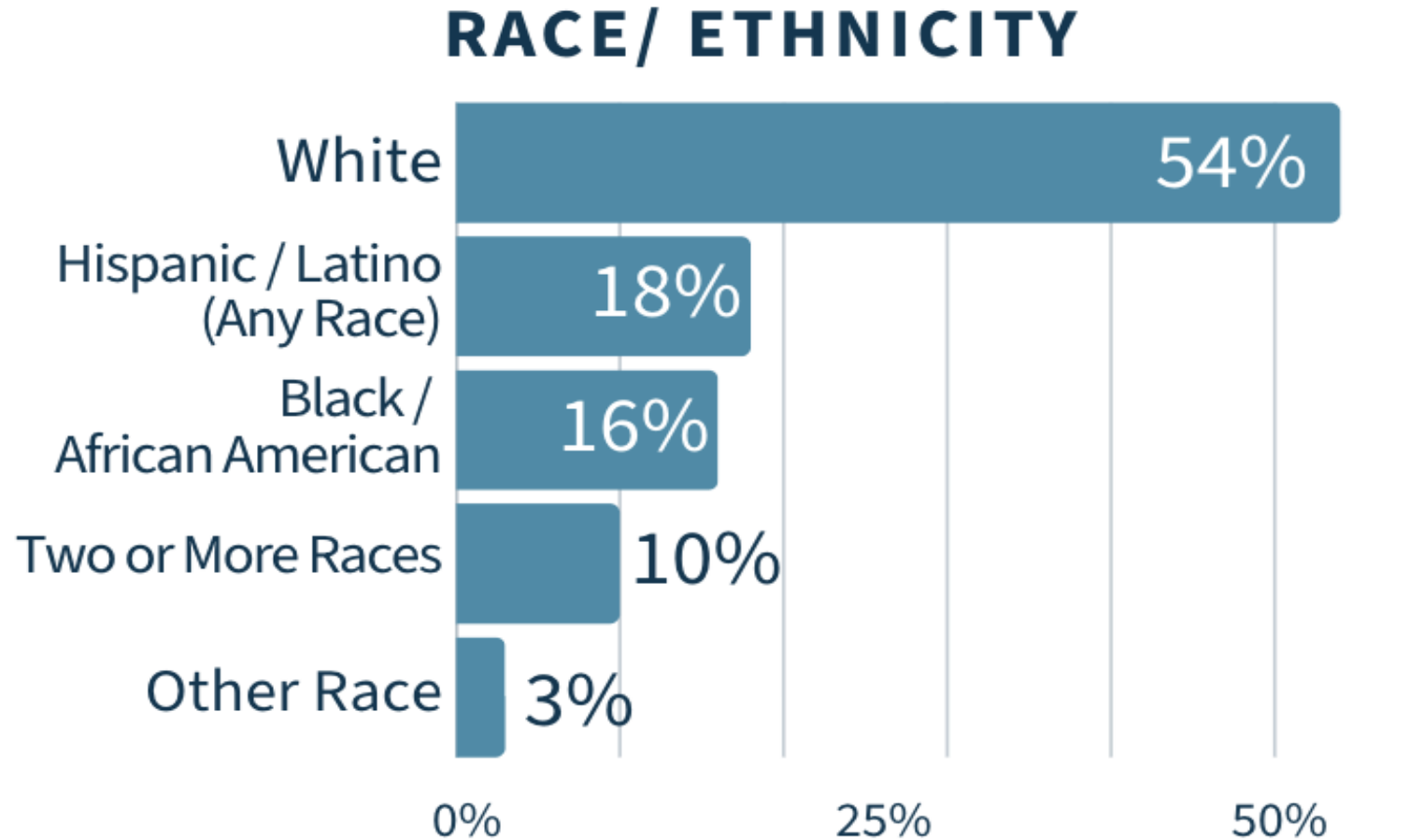
**STUDENTS WITH
DISABILITIES**



**MULTILINGUAL
LEARNERS**



K-12 Demographics



**General
population
=
71% White**

	ELEMENTARY SCHOOL					HIGH SCHOOL (Class of 2025)				POST - SECONDARY	ADULTHOOD
OUTCOMES	Kindergarten Readiness	Literacy Proficiency		Math Proficiency		College and Career Ready				College Enrollment	Prepared for Career
INDICATORS	% Meeting Standards on KRA	% Proficient Grade 3-8 MCAP ELA	% Proficient English 10 MCAP ELA	% Proficient Grades 3-8 MCAP Math	% Proficient Algebra 1 MCAP Math	% Completing CTE Program	% Passing CTE Assessment	% Dually Enrolled at HCC	Graduation Rate	% Enrolling in College	Pop 25+ with Associates or Higher
2019	43%	36.9%	47%	35%	44%	30%	25%	21%	93.1%	59.7% (12 mo) 61.1% (16 mo)	29.2%
2025	55.4% (2023-24) ↑	51.5% ↑	75% ↑	30% ↓	31% ↓	55% ↑	26% ↑	74% ↑	89.7% ↓	53.6% (12 mo) 60.7% (16 mo) ↓	33% ↑
2025 GOAL	70%	70%	50%	70%	50%	40%	34%	30%	94%	65%	35%



Although we met **just three 2025 goals** in the time since our previous report was published, we are making slow but steady progress. **Our aim now should be to accelerate improvement on all of the metrics described above.**

Progress Since 2019



- Literacy Proficiency
- CTE Program Completion
- Dual Enrollment
- Kindergarten Readiness

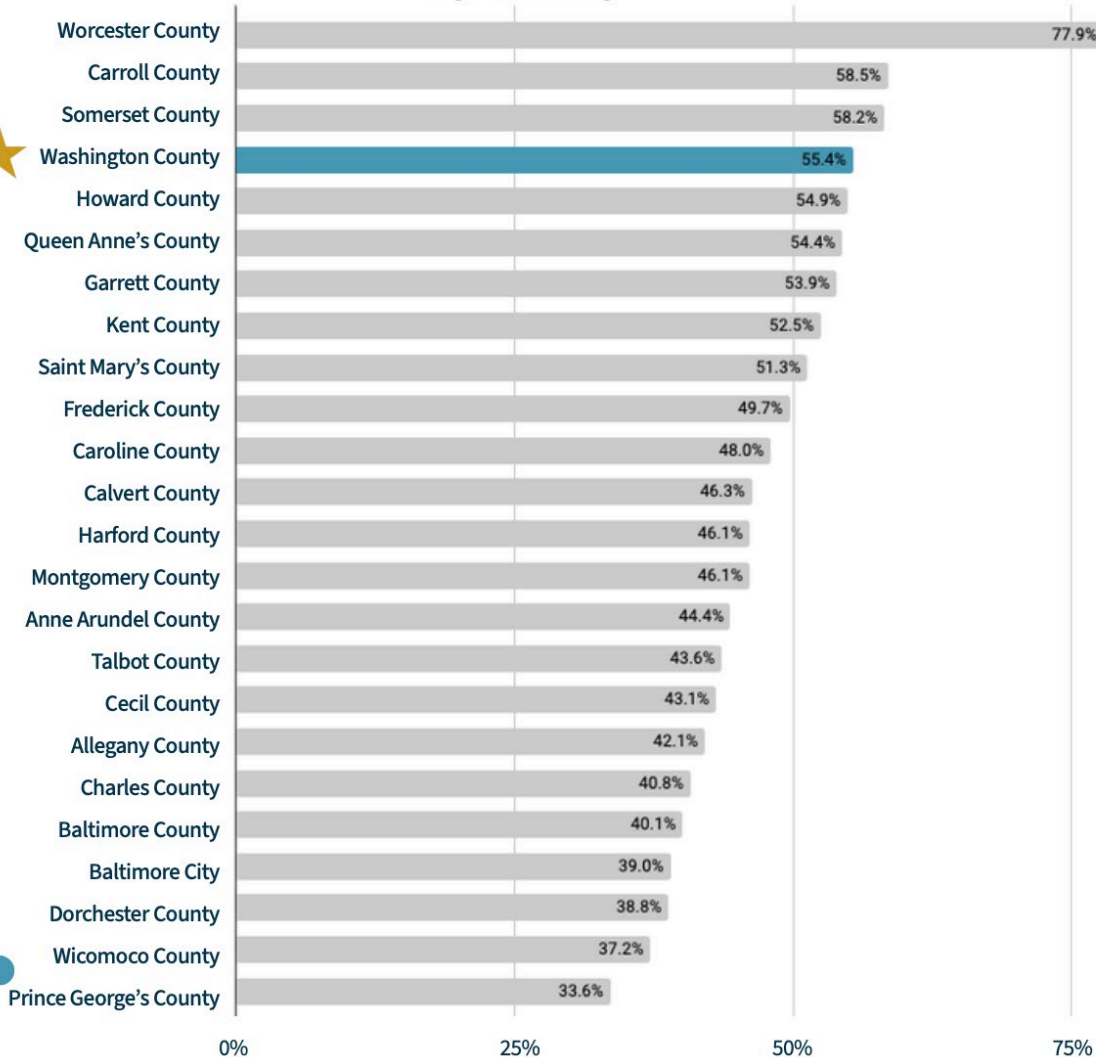


- Math Proficiency
- HS Graduation
- College Enrollment and Attainment

Early Childhood: Kindergarten Readiness

Kindergarteners Demonstrating Readiness

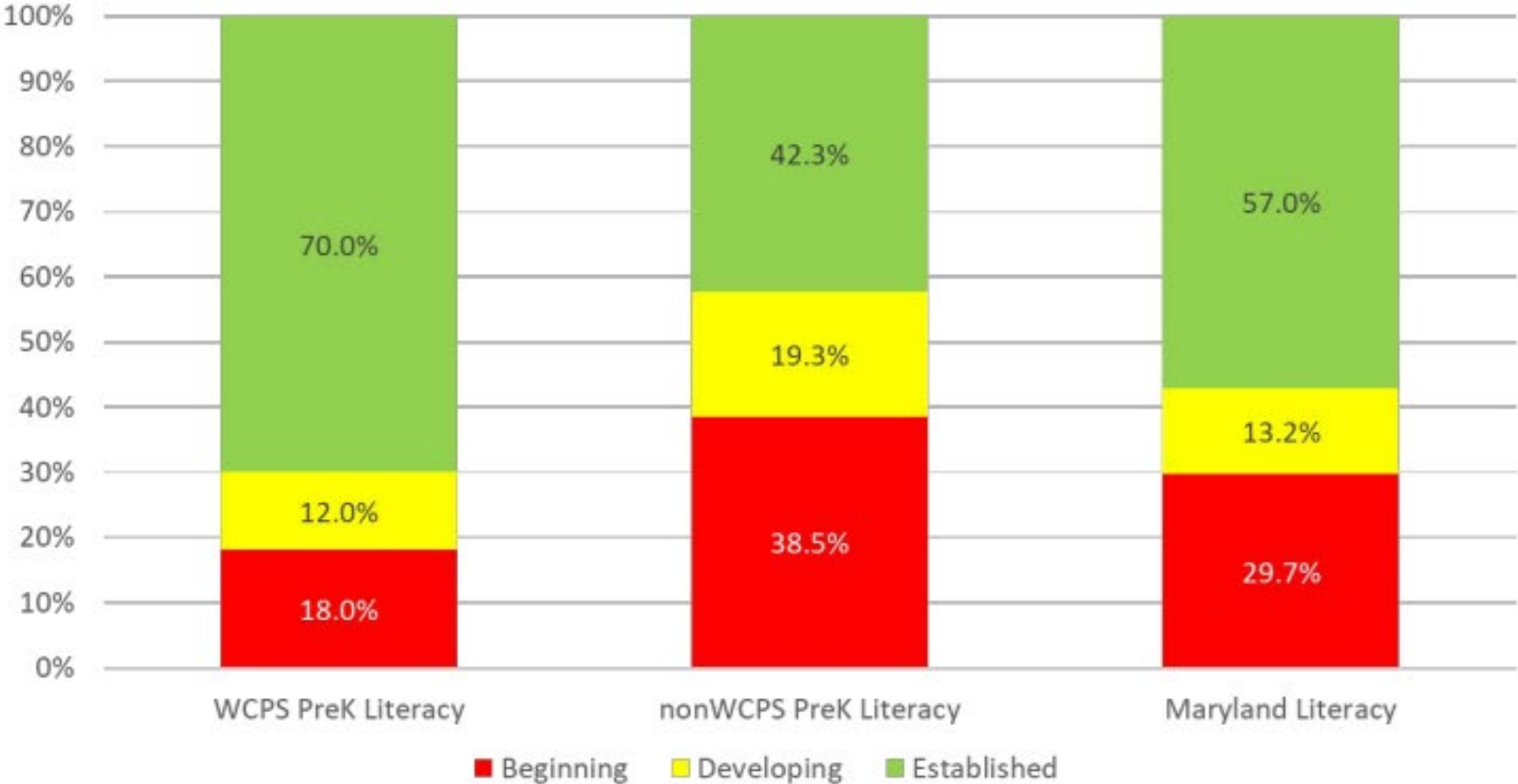
by County ^[15]



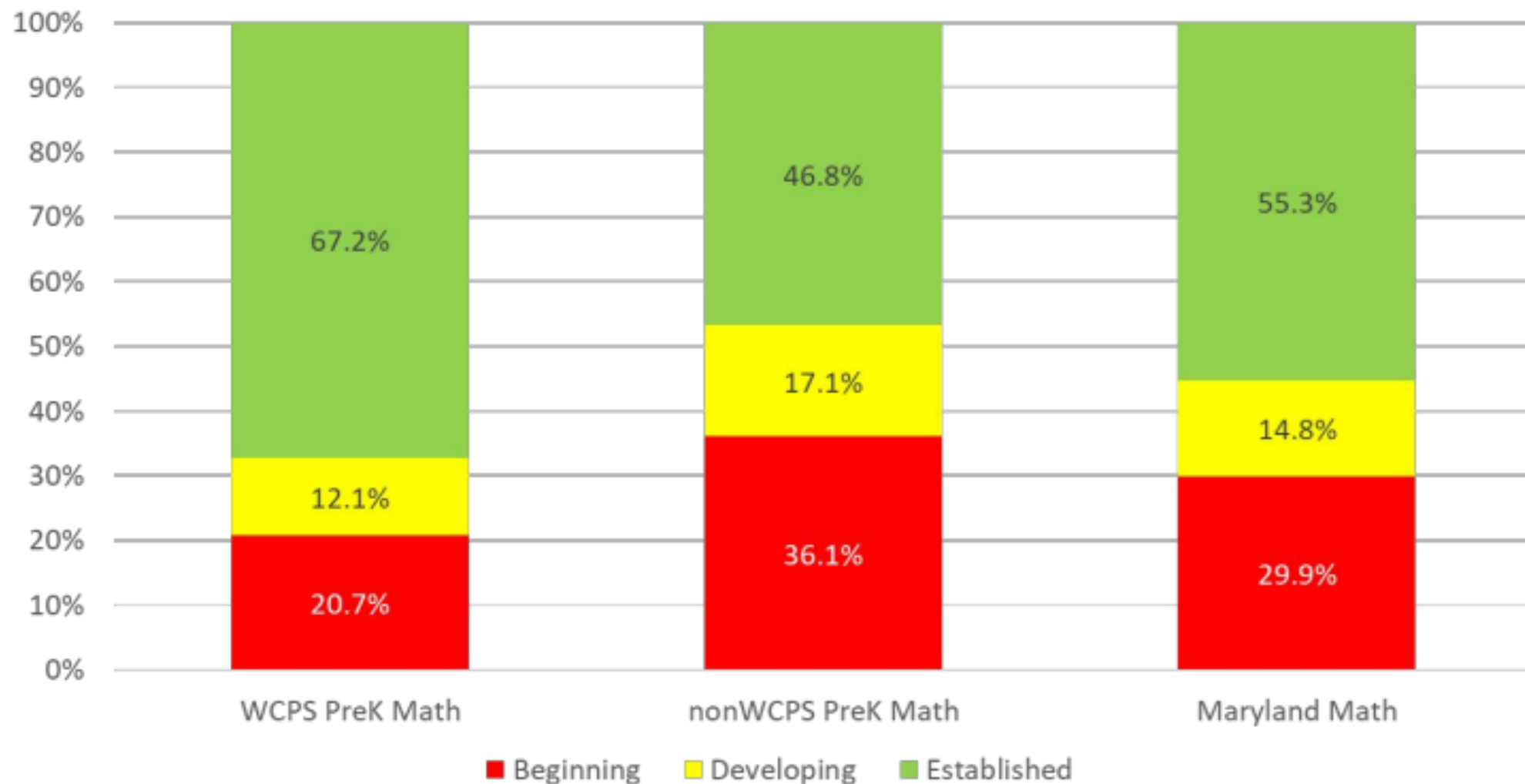
In just over five years, we jumped from **23rd** to **4th** in the state.



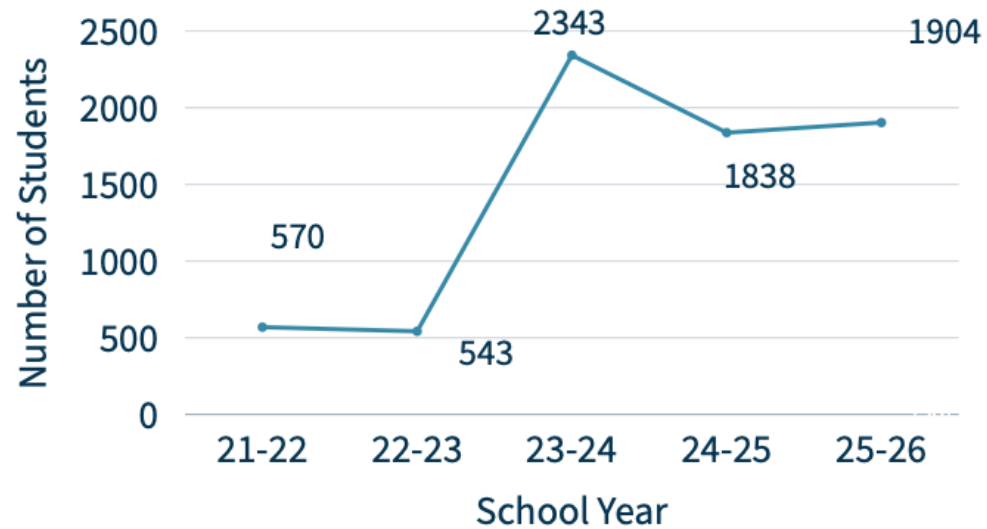
KRA STAR EARLY LITERACY



KRA STAR MATH



WCPS DUAL ENROLLMENT AT HCC



CLASS OF 2025

74%

Students **earning dual credit**

69

Students **completing an apprenticeship**

48

Students **earning an associate's degree**

GRADUATES ENROLLING IN CTE PROGRAMS

56.4%

GRADUATES COMPLETING CTE PROGRAMS

32.6%

GRADUATES PASSING CTE EXAM ^[39]

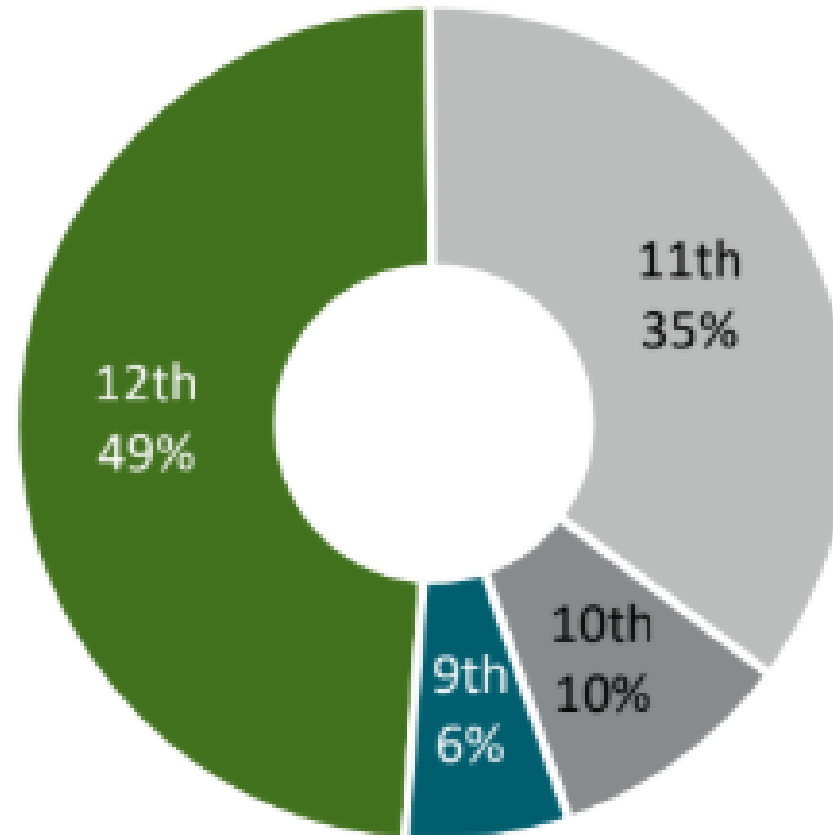
26%



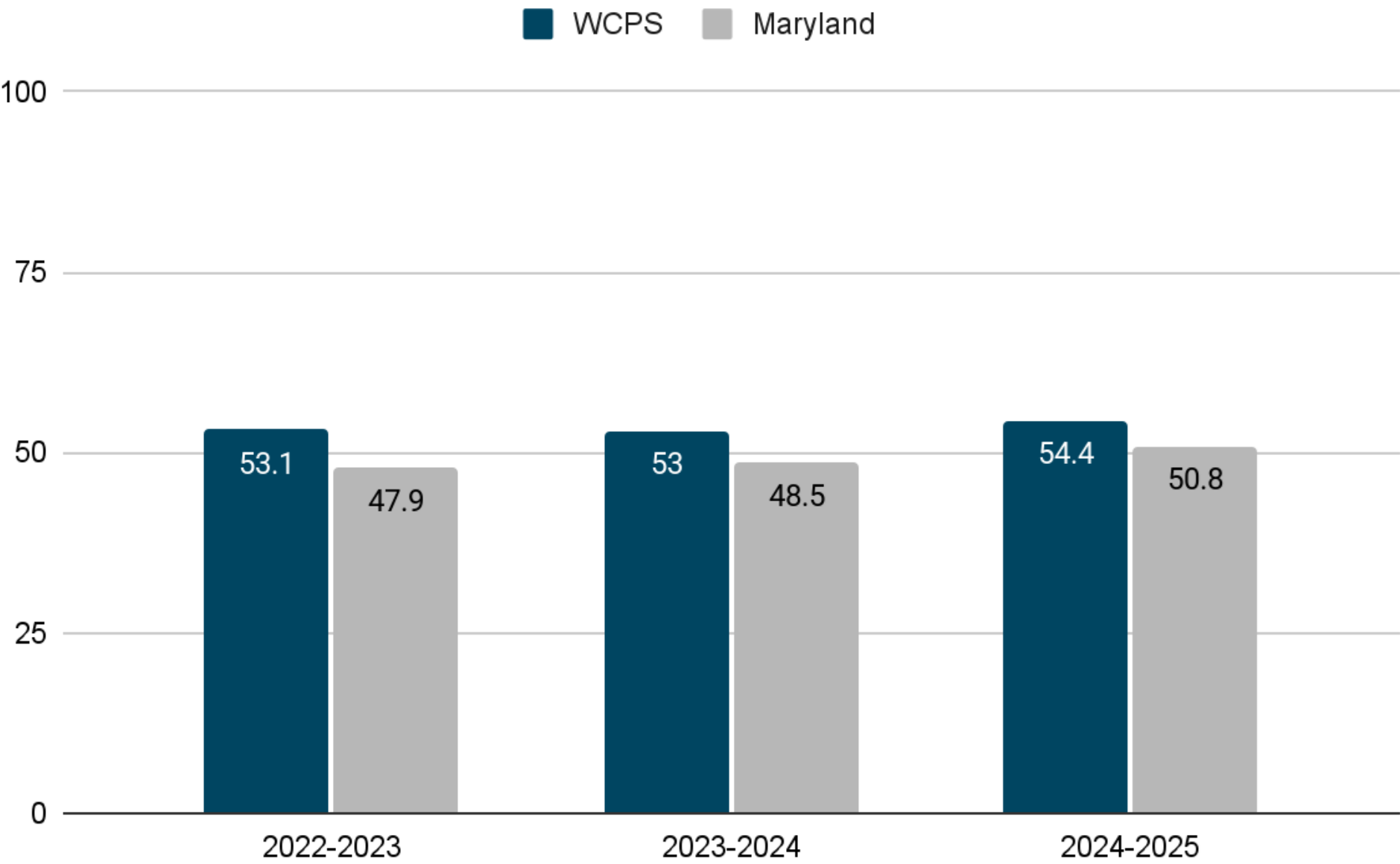
Dual Enrollment / Dual Credit

**Over 2000 WCPS
students
participated in
Dual Credit during
the 2024 - 2025
school year**

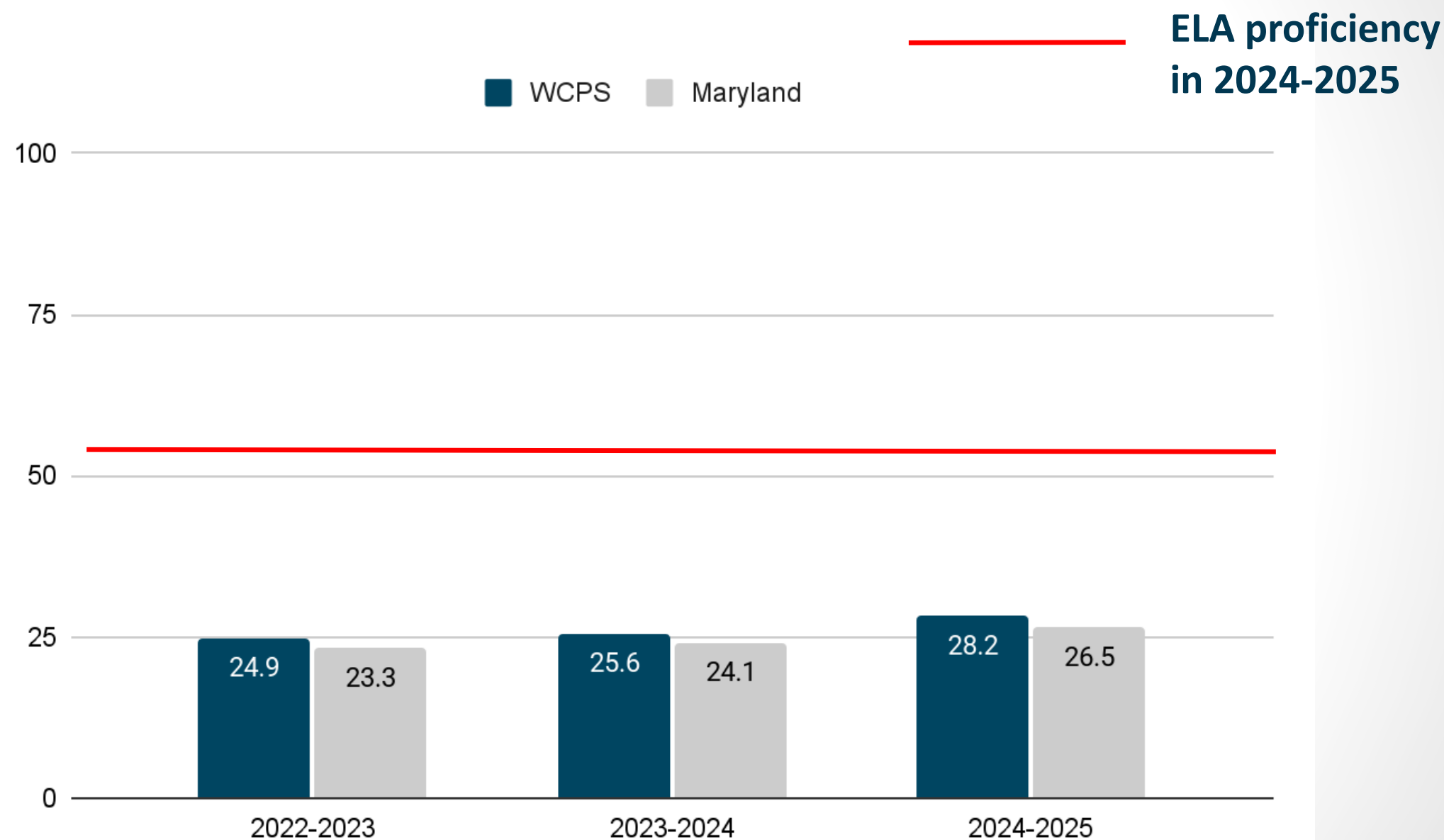
Grade Level of Dual Credit Participants



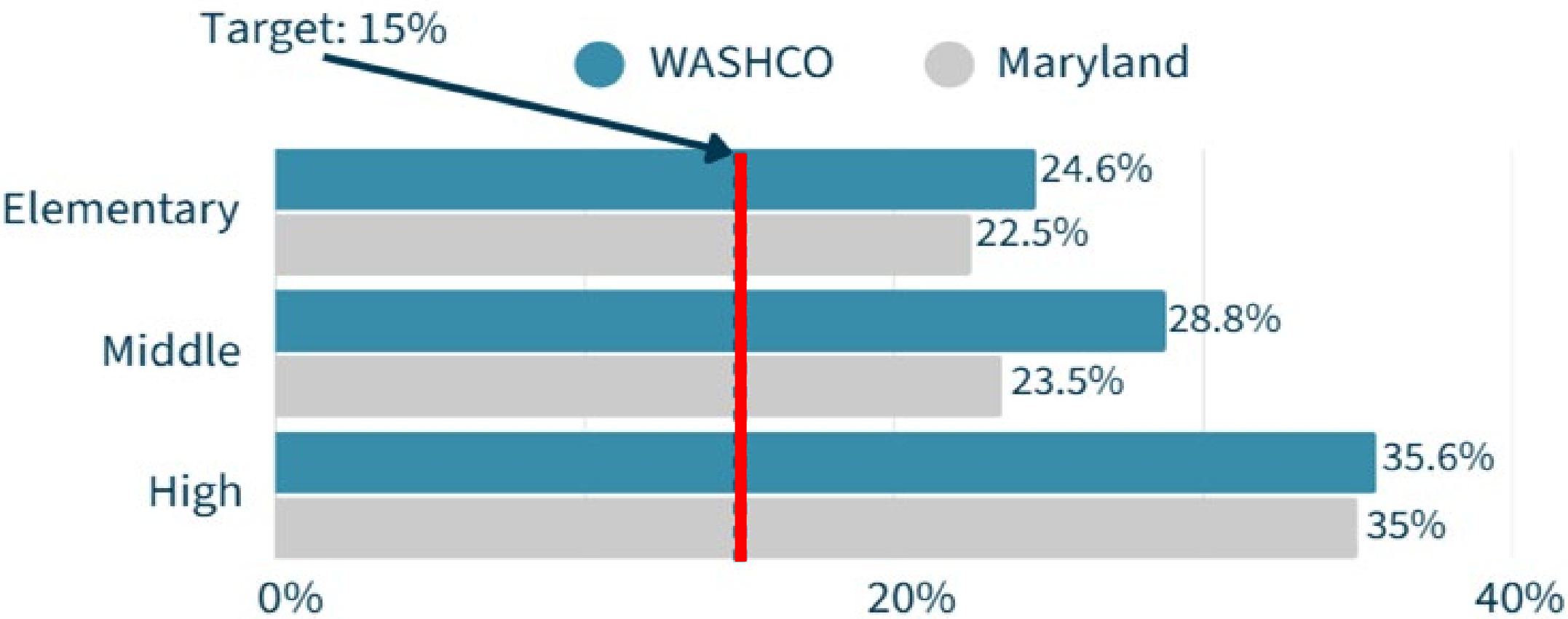
MCAP ELA Proficiency



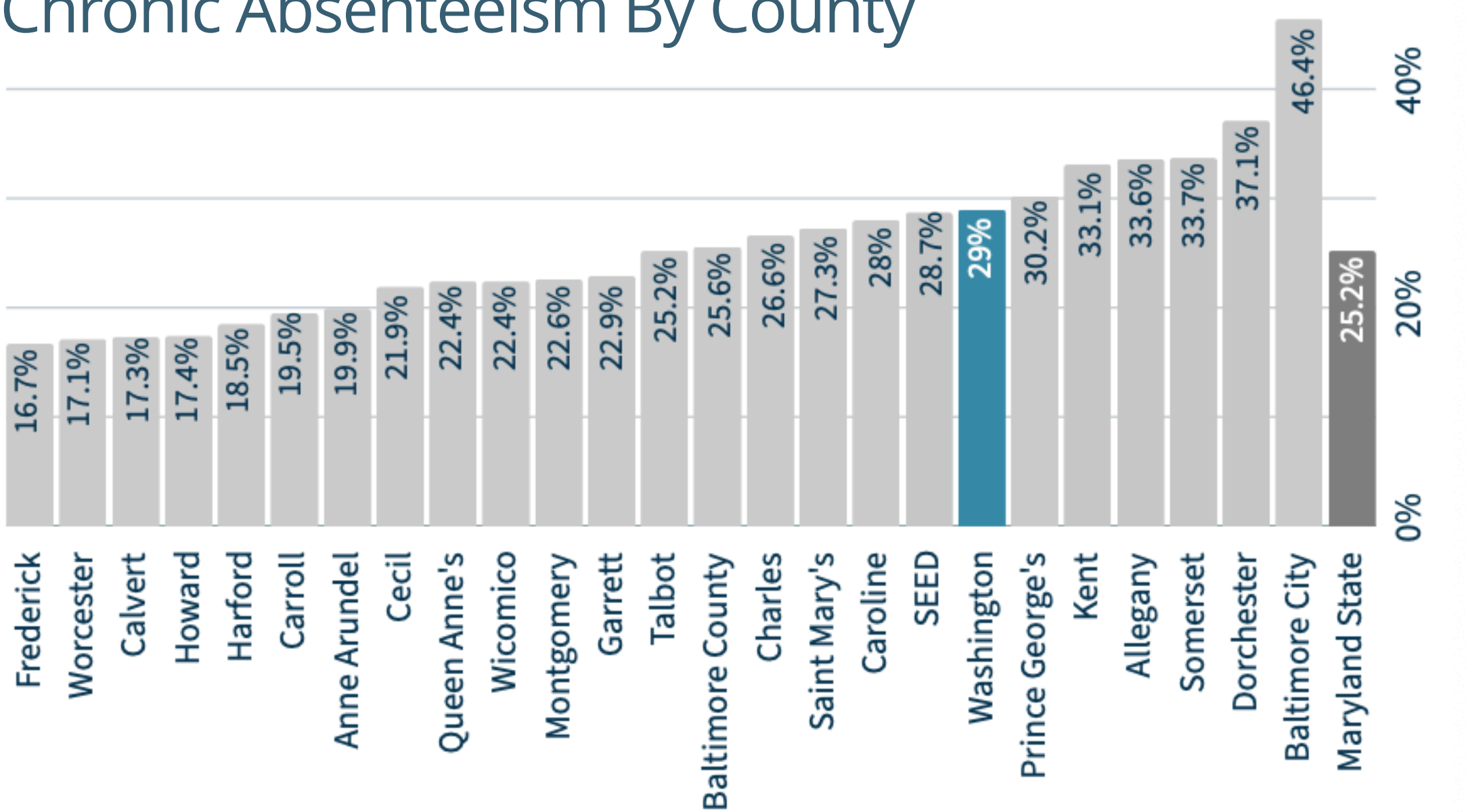
MCAP Math Proficiency



Chronic Absenteeism



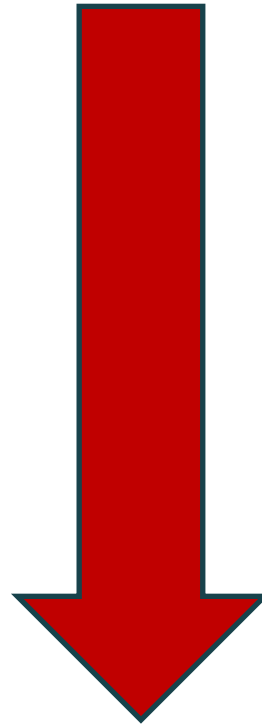
Chronic Absenteeism By County



High School Graduation Rate

93.1%

2019



89.7%

2025

Key Summit Findings At A Glance:

1	Washington County has strong education and workforce partnerships
2	The challenge is coordination , not a lack of programs
3	Career awareness and the importance of post-secondary training must begin earlier
4	Coordinated, consistent messaging is needed to reach families and stakeholders equitably
5	Childcare and navigation barriers limit participation
6	Mindset and belief barriers affect aspiration
7	The classroom environment should mirror the workplace environment wherever possible
8	Success must be measured by credential completion

1. Washington County Has Strong Education and Workforce Partnerships

Participants were consistent in recognizing the community's existing strengths. Washington County is not starting from scratch; rather, we have genuine infrastructure, genuine commitment, and genuine momentum

- a. Kindergarten readiness has improved dramatically
- b. Dual enrollment at Hagerstown Community College has grown significantly
- c. CTE pathways, apprenticeships, and access to career coaches are expanding
- d. A collaborative culture exists across agencies, with strong willingness to share data and align efforts
- e. Washington County Public Schools is recognized as a national bright spot in literacy education

Post-Secondary Options in Our Region



Post-Secondary Options at HCC

Dual Enrollment

**Adult Basic Education
and ESL**

**Traditional
Undergraduate Courses
of Study**



Adult Learning

**Credit / Non-Credit
offerings**

**Barr Construction
Institute**

Post-Secondary Options at USMH



Undergraduate:

- Applied Computer Science (New Fall 2026)
- Business Administration
- Education
- Liberal Studies
- Psychology
- Accounting
- Criminal Justice
- Cybersecurity Management
- Cybersecurity Technology
- Management Info. Systems

- ATB Dual Enrollment (Associate to Bachelor's)
- Social Work - Undergraduate

Graduate:

- Education
- Physician Assistant Studies (M.M.S.)
- Social Work
- Business Administration (MBA)

2. The Problem Is Coordination, Not Programs

Across every lever, participants identified a common thread: Washington County boasts numerous programs, partnerships, and resources but they are not yet working together in a cohesive, visible, and sustained way. The gap is not a lack of activity; it is fragmentation

- a. Families experience the system as confusing and hard to navigate
- b. Information about opportunities is not reaching all audiences equitably or consistently
- c. Programs often operate in silos, with limited coordination across transition points
- d. Messaging is fragmented — different agencies use different language, channels, and messengers

3. Career Awareness and the Importance of Postsecondary Training Must Start Earlier

Every group independently concluded that current efforts engage students and families too late. Career awareness, academic readiness, and family engagement must begin well before high school — in many cases, in elementary school or earlier

- a. Career conversations and credential awareness should begin by 4th grade
- b. Pre-K expansion (especially for 3-year-olds) was identified as a high-leverage investment
- c. Engagement must reach parents and caregivers early in life — before mindset barriers take hold
- d. Early literacy and math must be prioritized as the foundation for all future pathways

4. Coordinated, Consistent Messaging Is Needed to Reach Families and Stakeholders Equitably

Programs and pathways are not reaching all families because community messaging is fragmented, inconsistent, and often inaccessible. Different agencies use different language, channels, and messengers, leaving many families — especially those with lower incomes or less experience navigating education systems — without a clear understanding of available opportunities or why they matter.

- a. Families often receive inconsistent information across schools and organizations
- b. Information on post-secondary options, wages, and career benefits is not reaching families early enough
- c. Low-income families, families of color, and first-generation students are less likely to receive clear, actionable pathway information
- d. A shared community message around post-secondary attainment and return on investment is still lacking
- e. Employers, healthcare providers, coaches, and community organizations are underused messengers

5. Practical Barriers — Especially Childcare — Are Blocking

Across multiple levers, participants identified childcare access and affordability as among the most significant and under addressed barriers to educational persistence. Other practical barriers (transportation, cost of living, and navigation complexity) compound the challenge.

- a. Parents pursuing education often cannot find or afford childcare, especially outside of standard hours
- b. Cost of living and wage pressures make it difficult for families to prioritize education without financial support
- c. Navigation complexity — too many systems, too much jargon — discourages families from accessing available supports
- d. The “some college, no degree” population represents a significant missed opportunity that requires targeted re-engagement

6. Mindset and Beliefs Are as Important as Information

Summit participants were candid about a challenge that goes beyond awareness: many residents do not yet believe that post-secondary credentials are attainable or worth pursuing. Generational patterns of low attainment, limited exposure to success stories, and a sense of learned helplessness are real barriers that information alone cannot overcome.

- a. Exposure to local success stories, role models, and visible career pathways builds belief and aspiration
- b. ROI messaging — clear, compelling data on wage outcomes by credential — is underutilized
- c. **Post-secondary attainment must become the community's default expectation, starting in grade school**
- d. Multiple trusted messengers (employers, coaches, alumni, families) are needed to reach different audiences

7. Classrooms Life Should Mirror Work Life to Prepare Students for Careers

Summit participants emphasized that academic preparation alone is not enough — students need learning environments that reflect the expectations, culture, and rhythms of the modern workplace. Bridging that gap requires intentional design across K-12 and post-secondary settings.

- a. Workplace norms like punctuality, collaboration, communication, and problem-solving should be built into classroom culture
- b. Financial literacy should be integrated into career pathways and real-world decision-making
- c. Job shadows, employer partnerships, and work-based learning should be a structured part of the student experience
- d. CTE and apprenticeship models should be expanded so more students can access them earlier

8. The Goal Is Completion, Not Just Enrollment

A significant shift in framing emerged across breakout groups: the community must move beyond measuring access and enrollment to prioritizing credential completion. Getting students into programs is necessary but not sufficient.

- a. Chronic absenteeism was identified as a leading warning sign and driver of non-completion
- b. Students need sustained, personalized support at every transition point — not just at entry
- c. Success metrics should include completion rates, graduation rates, and post-credential employment outcomes
- d. Wraparound supports — including financial assistance, counseling, and childcare — must accompany pathway enrollment



Priorities for Action:

#	Priority	What Participants Said
1	Expand & Modernize Childcare	Increase after-hours options, support childcare for parents pursuing education, and expand 3-year-old programming. Without childcare, persistence and completion stall.
2	Launch a Unified Messaging Strategy	Develop a shared, community-wide communication strategy centered on promotion post-secondary attainment with consistent language, multiple messengers, and early, equitable outreach to students, families, and employers. Messaging must move from fragmented to coordinated.

Priorities for Action:

#	Priority	What Participants Said
3	Address Chronic Absenteeism	Invest in early intervention, family engagement, and wraparound support to reduce absenteeism at all school levels. Attendance is foundational to every other lever.
4	Strengthen Credential-to-Career Alignment	Expand registered apprenticeships, deepen employer engagement, grow career awareness in elementary and middle school, and provide clear wage and ROI data to students and families

Priorities for Action:

#	Priority	What Participants Said
5	Invest in Family Engagement & Mindset Shifts	Use storytelling, role models, and community events to build belief and normalize post-secondary attainment as the expected path. Address generational barriers through sustain, relationship-based engagement.
6	Focus on Post-Secondary Completion – Not Just Access	Track and act on completion rates, graduation rates, and employment outcomes. Specifically target the “some college, no degree” population with re-engagement and credential completion pathways.

Priorities for Action:

#	Priority	What Participants Said
7	Strengthen Workplace Readiness and Professional Skills	Embed workplace norms, financial literacy, and real-world exposure into classroom environments at every level. Partner with employers to expand work-based learning, job shadows, and apprenticeship access – so students graduate not just credentialed, but career-ready

Tracking Progress:

Metric	Current Measure	Goal
Kindergarten readiness rate	55.4%	70%
3rd grade literacy proficiency	51.5%	70%
Math proficiency across grades	30%	70%
Chronic absenteeism rate	29%	15%
High school graduation rate	89.7%	95%
Post-secondary enrollment rate (12 months post-graduation)	53.6%	65%
Free and Reduced Meal (FARM) rate (proxy for economic mobility)	61.5%	45%
KEY METRIC: Adults ages 25+ with associate degree or higher	33.7%	60%

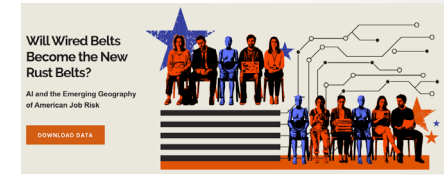
What Should We Be Doing?

**Tomorrow belongs to the people
who prepare for it today.**



What Should We Be Doing?

Source:

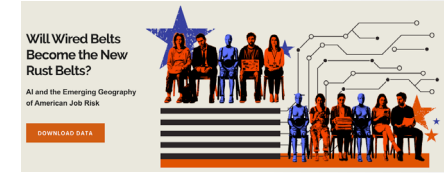


POLICYMAKERS AND POLITICAL ACTORS:

- Modernize the Safety Net to Reflect Labor Market Disruption
- Standardize AI Use Through Clear, Centralized Definitions
- Create a Unified AI Labor Market Measurement Initiative and Require Companies to Disclose AI Workforce Data
- Link AI Adoption Incentives to Worker Reskilling and Job Protection
- Create State-Led AI Workforce and Risk Assessment
- Push for regulation and policy safeguards at a state and local level

What Should We Be Doing?

Source:



CIVIL SOCIETY LEADERS AND ORGANIZATIONS:

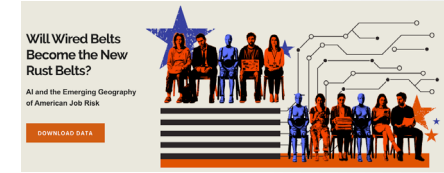
- Monitor and Expose AI's Workforce Impact
- Build Networks for Shared Learning for State and Local Actors
- Connect Economic Impact to Political Action
- Advocate for Targeted Reskilling and Education Reform

TECHNOLOGISTS:

- Work with Educators to Build State AI Talent Pipelines and Reimagine Education for Lifelong Learning

What Should We Be Doing?

Source:



BUSINESS LEADERS:

- Track and Publish Data on AI's Workforce Impact and How Workers are Using AI
- Embed Human Oversight and Responsible AI Principles into Company Culture and Processes
- Identify At-Risk Roles and Invest in Retraining and Internal Mobility
- Partner with Local Governments and Educational Institutions to Support At-Risk Communities

What Should We Be Doing?

Source: Ed Summit/GHC

BUSINESS LEADERS:

- Launch/expand paid internships & apprenticeships
- Fund tuition, certifications, and dual enrollment
- Align hiring with local credential pathways
- Provide mentors, speakers, and career exposure
- Be active in recruiting and hiring disconnected youth
 - *Each youth costs a community over \$9M over lifetime*
- Partner with GHC to scale solutions

Don't Let This Report Sit On a Shelf

- Bring these findings back to your board, your staff, your employees, and the people you serve.
- Share what you've learned through your networks
- Identify one or two concrete actions your organization can take **right now** — actions that advance these priorities and still align with your company's mission and goals.