



Center for the Economics and Management of Education and Training Systems

Summer Institute 2017

Economic Policy Development Research Program for Educational Reform Leaders

June 28 – July 7, 2017

PROGRAM

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PROGRAMME DIRECTORS

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For more information, see:
<http://www.cemets.ethz.ch/>

The Center for the Economics and Management of Education and Training Systems (CEMETS)

A Research Center of the KOF Swiss Economic Institute at ETH Zurich

In cooperation with the Swiss Leading House on "Economics of Education, Firm Behaviour and Training Policies"

A Research Programme of the State Secretariat for Education, Research and Innovation

Programme Directors:
Prof. Dr. Uschi Backes-Gellner and Prof. Dr. Stefan C. Wolter

CEMETS Summer Institute 2017 – PROGRAM

This document is the program for the annual Economic Policy Development Research Program for Education Reform Leaders from the Center for the Economics and Management of Education and Training Systems (CEMETS). It provides scheduling information for participants.

For more information on CEMETS and its activities, please visit www.cemets.ethz.ch

The Center on the Economics and Management of Education and Training Systems (CEMETS) is dedicated to the improvement of vocational education and training worldwide through support of economic policy development for educational reform leaders, and through the education of the next generation of scholars. It accomplishes these goals through a development program that offers knowledge and assistance to reform efforts worldwide and brings together the best minds in research and practice. As a second project, CEMETS promotes the training of the next generation of leading scholars and reform practitioners by working with the Swiss Leading House for Economics of Education, Firm Behaviour, and Training Policy and its Doctoral Course Programme in Economics of Education.

CEMETS' flagship project is its annual Economic Policy Development Research Program for Education Reform Leaders. The three-phase program includes a preparatory period in which participants are guided through defining their reform issue and its context. The two-week intensive summer school brings together key stakeholders and policy-makers in education reforms at the metropolitan, state, and national level with leading scholars, young researchers, and other reform practitioners. Participants receive knowledge and feedback from colleagues and leading researchers in public finance, personnel economics, and education economics. In the third phase, reformers benefit from an international network of education leaders and receive continuing support and feedback from the research community.

SUMMER INSTITUTE SCHEDULE

Date Day	June 28 Wed.	June 29 Thur.	June 30 Fri.	July 1 Sat.	July 2 Sun.	July 3 Mon.	July 4* Tue.	July 5* Wed.	July 6 Thur.	July 7 Fri.	
Meet	13:00	8:15	8:15	8:30		8:30	8:30	8:30	8:30	8:30	
8:00	Free										
8:15											
8:30		Travel	Travel								
8:45					L2: Caves						
9:00							C5: Washing- ton State	SV: Glättli, SwissMEM	C8: Costa Rica	C10: Serbia	L10: Backes- Gellner
9:15											
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12:00											
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12:30											
12:45											
13:00	Welcome Coffee										
13:15											
13:30											
13:45	Kickoff Meeting										
14:00											
14:15											
14:30	Break										
14:45											
15:00											
15:15	ABM: Hoffman, JFF										
15:30											
15:45											
16:00											
16:15	L1: Renold										
16:30											
16:45											
17:00											
17:15											
17:30											
17:45	Break, hotel check-in										
18:00											
18:15											
18:30											
18:45											
19:00	Travel										
19:15											
19:30	Kickoff Apéro & Dinner										
19:45											
20:00											
21:00											

SV = Site Visit; C = Case Presentation; L = Lecture; ABM = Advisory Board Member

*Special program for R4D project steering committee members

SPECIAL R4D PROJECT SCHEDULE

Date Day	June 28 – July 3 Wed. – Mon.	July 4* Tue.	July 5* Wed.	July 6 – July 7 Thur. – Fri.
Meet		8:30	8:30	
8:00				
8:15				
8:30				
8:45				
9:00		Steering Committee Meeting	C8: Costa Rica	
9:15				
9:30				
9:45				
10:00		Break	Break	
10:15				
10:30				
10:45				
11:00		C6: Chile	Steering Committee Meeting	
11:15				
11:30				
11:45				
12:00		Lunch	Lunch	
12:15				
12:30				
12:45				
13:00				
13:15				
13:30				
13:45	Same as general program	C7a: Nepal	C9: Benin	Same as general program
14:00				
14:15				
14:30		Break	Break	
14:45				
15:00		C7b: Nepal (Master)		
15:15				
15:30				
15:45				
16:00		Break		
16:15				
16:30				
16:45				
17:00		Steering Committee Meeting	Steering Committee Meeting	
17:15				
17:30				
17:45				
18:00		Travel		
18:15				
18:30				
18:45				
19:00		R4D Dinner Restaurant Commihalle (R4D-CEMETS participants, R4D SC, FBB-staff)	Free Evening	
19:15				
19:30				

SV = Site Visit; C = Case Presentation; L = Lecture; ABM = Advisory Board Member

*Special program for R4D project steering committee members

CEMETS Summer Institute 2017 – PROGRAM

Wednesday, June 28



Time	Event	Location
Morning	Individual check-in at the Hotel – if possible	
13:00	Welcome coffee	ETH Zurich Building LEE, E 101
13:30-14:30	Kickoff Meeting and Introductions	LEE E 101
14:30	Break	
15:00-16:00	ABM-Speaker: Nancy Hoffmann – Gold Standard Vice President at Jobs for the Future (JFF)	LEE E 101
16:00-17:00	Lecture 1: Ursula Renold Analytical Framework: Comparing VET Systems	LEE E 101
Abstract		
<p>This lecture will deal with the analytical framework for VET systems. Education systems can be described in different ways, and the most relevant features are, among others: governance, the approach to VET, and the functions and structure of the VET system. Furthermore, the embeddedness of VET pathways in the education system as a whole, transition mechanisms from one level to another, and how actors from education- and employment-system institutions work together. Those features have an impact on the curriculum value chain—especially curriculum design, application and feedback—and should therefore be analyzed carefully.</p> <p>The goal of the lecture is to understand how we can compare education systems, and assess your awareness of all these relevant parts of successful programs. Ideally, a VET system can offer career pathways to adequate employment and/or progressive routes to higher education.</p>		
17:00-19:00	Break, check-in at your hotel	Your hotel
19:00	Meet in hotel lobby – travel to ETH Dozentenfoyer	Your hotel
19:15-21:30	Kickoff Apéro & Dinner	ETH Dozentenfoyer

WiFi Login: cemets2017

Password: Summer2017

CEMETS Summer Institute 2017 – PROGRAM

Thursday, June 29

Time	Event	Location
08:15	Meet at Zurich Main Station, under angel	Zurich train station
		
08:30	Travel to Swisscom	by tram
09:00-11:45	Site Visit: Swisscom Mr. Marc Marthaler	Swisscom AG Förrlibuckstr. 181 4th Floor 8005 Zurich
		About Swisscom* <p>Swisscom, Switzerland's leading telecom company and one of its leading IT companies, is headquartered close to the capital city Berne. Swisscom's international activities are concentrated mainly in Italy, where its subsidiary Fastweb is one of the biggest broadband providers. More than 21,000 employees generated sales of CHF 2.83 billion in the first quarter of 2017. Swisscom is one of the most sustainable companies in Switzerland and Europe.*</p> <p>Swisscom employs over 18,000 people at locations throughout Switzerland, including more than 940 apprentices. Around one third have daily contact with customers, either in sales or in customer service.*</p> <p><i>*From their website at https://www.swisscom.ch/en/about/jobs/next-apprenticeship-internship-traineeship.html</i></p>
11:45	Walk to restaurant	
12:00	Lunch – Restaurant Toscano	Ristorante Toscano Puls 5, Giessereistr. 18 8005 Zurich
13:30-15:45	Site Visit: CYP Smart Education Ms. Alexia Böniger (CEO) Mr. Pascal Joye, Ms. Linda Wegmüller	CYP Association Puls 5, Giessereistr. 18 8005 Zurich
		About CYP Smart Education* <p>CYP is the leading centre of modern learning and was founded in 2003 in cooperation with the Swiss Bankers Association and five banks, including Credit Suisse, UBS and other banks. CYP provides a sound education in banking and finance for apprentices and adults all over Switzerland. The head office is located in Zurich.*</p> <p><i>*From their website at http://cyp.ch/en/</i></p>
15:45	Walk to KV Business School	

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16:00-17:45

Site Visit: KV Business School
Mr. René Portenier

KV Business School
Limmatstrasse 310
8005 Zurich



About KV Zurich Business School*

The KV Zurich Business School is the largest commercial vocational school in Switzerland. Whether basic education or training, we are the region of Zurich's competence center for commercial and business education. We advise and support students reliably and competently on your way of lifelong learning. For young people, we offer the three classic profiles: basic skills (B-profile), extended basic training (E-profile), and extended basic training with the vocational baccalaureate degree (M-profile). We also offer the KV2 and BM2 courses for adults. Whether entry or advancement, refresher or expertise, languages or marketing, accounting, human resources, or management, you will find the right training program here.*

**Translated from their website: <http://www.kvz-schule.ch/>*

17:45

Debriefing

KV Business School

18:00

Travel back to your hotel
Free Evening

by tram



CEMETS Summer Institute 2017 – PROGRAM

Friday, June 30

Time	Event	Location
08:15	Meet at Zurich Main Station, under angel	Zurich train station
		
08:30	Travel to Migros	by tram
09:00-12:00	Site Visit: MIGROS Talent Management, BDS Mr. Silvan Muffler (GMZ, Genossenschaft Migros ZH) Ms. Edith Rutschmann (MGB, Migros Genossenschaftsb.)	Migros Center ZH Pfingstweidstr. 101 8005 Zurich
		
	<h3>About Migros</h3> <p>Migros is Switzerland's largest retail company, its largest supermarket chain and largest employer. It is also one of the forty largest retailers in the world. It is structured in the form of a cooperative society (the Federation of Migros Cooperatives), with more than two million members.</p> <p>“Migros is a little different than most other companies in Switzerland: it is bigger, more versatile, differently organized and it is an important part of Swiss society.”*</p> <p><i>*From https://en.wikipedia.org/wiki/Migros and from: https://www.facebook.com/Migros/about/?entry_point=page_nav_about_item&ref=page_internal</i></p>	
12:00	Travel back to ETH LEE	
12:15	Lunch - Catering	Foyer E 101
13:15-13:30	Introduction to Case Discussions	LEE E 101
13:30-15:00	Case 1: Colorado (CareerWise 1), USA	LEE E 101
15:00	Break	
15:30-17:00	Case 2: Colorado (CareerWise 2), USA	LEE E 101
17:00	Debriefing	LEE E 101
17:15	Free Evening	



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Saturday, July 1

Time	Event	Location
08:30-9:30	Lecture 2: Katie Caves Measuring Key Characteristics of VET Systems	LEE E 101
Abstract		
<p>This lecture discusses how we measure and research international VET systems. Key characteristics of VET systems include their outcomes, how well they link the education and employment systems, how well they meet the demand for training and skills from individuals and companies, and how they change over time. We discuss the KOF research tools for measuring these: the KOF Youth Labor Market Index (KOF YLMI), KOF Education-Employment Linkage Index (KOF EELI), KOF Willingness to Train Survey (KOF WTT), and the ongoing VET reform implementation research we carry out using the cases that come to the CEMETS summer institute. We will measure your current and goal systems using the KOF EELI, then present the results on the last day of the institute.</p>		
09:30-1:00	Case 3: South Africa	LEE E 101
11:00	Break	
11:30-3:00	Lecture 3: Ursula Renold <i>VET Governance and its Impact on the Curriculum Value Chain</i>	LEE E 101
Abstract		
<p>The Curriculum Value Chain is an analytical framework for analyzing educational processes in VET end-to-end: through design, application, and monitoring. It focuses on the relationships between actors from the education and employment systems.</p> <p>Based on an analytical instrument, you will be able to assess how strong the linkage is between education and employment systems in your own country/state/unit, and what strengths and weaknesses you need to consider compared to the best-performing countries. The goal of the lecture is to learn what matters with regard to all relevant phases of the curriculum value chain.</p>		
13:00	Lunch – Catering	Foyer E 101
14:00-5:30	Case 4: Colorado (Denver Public Schools), USA	LEE E 101
15:30	Break	
16:00-7:30	Lecture 4: Marko Köthenbürger Public and Private Funding of Vocational and Professional Education and Training	LEE E 101
Abstract		
<p>Vocational and professional education and training (VPET) systems are at the intersection of a private provision of education through firms and a public provision of education through different levels of government. Issues that are of importance in this context include the employer engagement in the provision of publicly-funded education,</p>		

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the extent of positive externalities for the economy which justify public intervention, and the organization of financial flows within the public sector and between the private and the public sector. Reference points in this context include the Swiss VPET system as well as those of Germany and Austria.

17:30	Debriefing	LEE E 101
17:45	Break and travel to Restaurant	by tram
18:30-1:30	Organized Dinner with VET Alumni and guests	Zunfthaus zur Zimmerleuten



Sunday, July 2

Time

Event

Location

Free day!

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Monday, July 3

Time	Event	Location
08:30-10:00	Case 5: Washington State, USA	LEE E 101
10:00	Break	
10:30-12:00	ABM Speaker: Suzi & Eric LeVine United States Ambassador to Switzerland & Liechtenstein (Ret.)	LEE E 101
12:00	Lunch – Catering	Foyer E 101
13:30-15:00	Lecture 5: Stefan Wolter How can Firms be Convinced to Create Training Places? (1)	LEE E 101
Abstract		
<p>This lecture will deal with the different economic models that can explain why some firms offer training and many others do not. This first part of the lecture will demonstrate how labor market regulations, the education system, social partner agreements, and many other factors affect a firm's decision to be active in the training market. The goal of the lecture is to learn how to assess whether the economic conditions for firms are attractive enough to offer apprenticeships, traineeships, or internships—and in the case that they are not, how to change them.</p>		
15:00-16:00	Cost-Benefit Work Time	LEE E 101
16:00-16:30	Cost-Benefit Wrap-up	LEE E 101
16:30	Break	
17:00-18:00	SV Speaker: VET System Evaluation – Bertelsmann Foundation Clements Wieland, Senior Project Manager	LEE E 101
<p>BertelsmannStiftung About the Bertlesmann Foundation*</p> <p>The Bertelsmann Stiftung promotes social change through project work that focuses on ensuring society's long-term viability. Working with a wide range of partners, the Stiftung aims to identify early on social problems and challenges and develop effective solutions. As an initiator and driver of necessary reforms, we draw on knowledge and expertise to stimulate productive dialogue on the most pressing issues of our day and provide policymakers with new insight.</p> <p>The Bertelsmann Stiftung addresses various topics in education, including career guidance in schools, school-to-work transitions and Germany's dual vocational training system. The Stiftung initiates and moderates discussions on these issues, provides professional insight by way of expert opinions, and supports the exchange of ideas on the international level.</p>		
18:00	Debriefing	LEE E 101
18:15	Free Evening	

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Tuesday, July 4

Time	Event	Location
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08:30-10:00	SV Speaker: SwissMEM VET Arthur W. Glättli, CEO	LEE E 101
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**The Role of Professional Organization (Swissmem*) in the Swiss VET System
Competence-based Curriculum Development ***

Swissmem unites the Swiss mechanical and electrical engineering industry and associated technology-oriented sectors. The ability to compete internationally is not a matter of course – it must be worked on. A location able to compete is the basis of success. The commitment of Swissmem applies to Switzerland, the context for work and thought, for this reason.

Continuous basic work has made Swissmem into a centre of strategic commercial and employer skills. This allows us to represent the concerns of the sector to politicians, national and international organizations, representatives of employees and the public. Apart from this, Swissmem offers to the companies numerous practice-oriented services, which help them to maintain their ability to compete and to meet new challenges successfully.

**From their website at <http://www.swissmem.ch/en/organization-members/the-association/portrait.html>*

**Special program for R4D group*

10:00	Break	
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10:30-12:00	Case 6: Chile	LEE E 101
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12:00	Lunch - Catering	Foyer E 101
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13:00-14:30	Case 7a: Nepal	LEE E 101
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14:30	Break	
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14:45-15:45	Case 7b: Nepal (TVET Management Master)	LEE E 101
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15:45	Break	
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16:15-17:45	Lecture 6: Uschi Backes-Gellner	LEE E 101
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Why should young people decide to do an apprenticeship?

Abstract *

This part of the course program analyzes if and how it pays off for individuals to go for an apprenticeship training in a dual vocational education system. We will look into myths and facts on returns to apprenticeship training in comparison to academic education in a dual VET system like that of Switzerland. The short and especially long term returns to education are crucial for the attractiveness of apprenticeship training among youth and their parents.

In a first step, we will look into (un)employment patterns, average earnings and their variance, heterogeneous returns to education for different types of individuals, occupational mobility, career options, permeability, and mixed educational pathways.

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In the second step, we will look into different factors affecting these returns on investment for individuals, and thereby into the attractiveness of apprenticeship training in a dual VET system. Among these factors will be training curricula and how they guarantee future-oriented training content and skill bundles that are transferable across companies and occupations, apprentice pay and training quality, and wages for graduates of apprenticeship programs.

The goal is to understand how these different factors interact to make apprenticeship training attractive to individuals and what it takes to make apprenticeship training economically attractive to young individuals especially.

**Special program for R4D group*

17:45	Debriefing	LEE E 101
18:00	Free Evening <i>(or travel for R4D group)</i>	
18:30-21:30	R4D Dinner (R4D participants, SC Members and R4D staff)	Commihalle Stampfenbachstr. 8



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Wednesday, July 5		
Time	Event	Location
08:30-10:00	Case 8: Costa Rica	LEE E 101
10:00	Break	
10:30-12:00	Lecture 7: Thomas Bolli Combining School and Workplace Environments	LEE E 101
	Abstract	
	<p>This lecture focuses on three aspects of combining school and workplace environments in the context of the apprenticeship. The first aspect consists of defining VET and apprenticeship as well as highlighting the variety in their relevance around the world. The second aspect discusses the benefits of combining school and workplace environments with a particular focus on the development of soft skills. The third aspect presents the challenges of combining school and workplace environment from a theoretical perspective and links these challenges to the practical problems arising in the application of dual VET as well as to the institutional solutions that exist to address these challenges.</p> <p style="color: #800080;">*Special program for R4D group</p>	
12:00	Lunch - Catering	Foyer E 101
13:00-14:30	Case 9: Benin	LEE E 101
14:30	Break	
15:00-16:30	SV-Speaker: Career Counseling Anja Roth, BIZ Horgen	LEE E 101
	About the Career Counseling Centers of the Canton of Zurich	
	<p>The Center of Career Counseling (BIZ) of the Canton of Zurich provides career guidance services to Zurich's population. This includes counseling, providing information online and in our job information centers. Furthermore we help our clients to put their plans into practice. The aim is always to help clients to clarify their strengths, interests, personality and individual values.</p> <p style="color: #800080;">*Special program for R4D group</p>	
16:30-18:00	Debriefing, then work/prep time (time for questions/support)	LEE E 101
18:00	Free Evening	

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Thursday, July 6

Time	Event	Location
08:30-10:00	Case 10: Serbia	LEE E 101
10:00-11:00	ABM Speaker: Mr. Noel Ginsburg Chairman and CEO, Intertech Plastics; Founding Executive Board Chair, CareerWise Colorado; President, CEMETS Alumni	LEE E 101
11:00	Break	
11:30-12:45	Lecture 8: Stefan Wolter How can Firms be Convinced to Create Training Places? (2)	LEE E 101
Abstract		
<p>This second lecture deals in more detail with computing costs and benefits of training from a firm's perspective. Participants will gain insight into how to compute such net benefits or costs based on actual observations in firms at the micro and the macro level. Participants will also learn how to use this technique to make ex ante simulations before a reform starts. The goal of the lecture is to learn how to assess whether the economic conditions for firms are attractive enough to offer apprenticeships, traineeships, or internships—and in the case that they are not, how to change them.</p>		
13:00	Lunch – ETH Restaurant	ETH Dozentenfoyer
14:30-16:00	Lecture 9: Ursula Renold Implementation Planning for Strategic VET Projects	LEE E 101
Abstract		
<p>Developing a new reform concept is already a challenging task and requires interdisciplinary thinking and multi-stakeholder involvement. Implementing reform projects that apply at the system level is much more complex. The analytical framework set out in Lecture 1 must be considered from the first step onwards. In addition, reforms usually start with a pilot project to demonstrate proof of concept, or with a draft of a legal document (constitution, law, etc.) or strategy. However, systemically implementing and up-scaling a successful pilot project or a new law requires major financial and personal resources and must fulfil all the key functions of the VET system. This lecture highlights aspects of such implementation planning.</p>		
16:00	Break	
16:15-17:45	ABM-Speaker: Mr. Valentin Vogt President Swiss Confederation of Employers' Association	LEE E 101
17:45	Debriefing	LEE E 101
18:00	Free Evening (or travel for Advisory Board)	
18:30-21:30	Advisory Board Meeting & Dinner (Advisory board members and CEMETS staff only)	Hotel Schweizerhof Zurich

CEMETS Summer Institute 2017 – PROGRAM

Friday, July 7

Time	Event	Location
08:30-10:00	Lecture 10: Prof. Uschi Backes-Gellner On the relationship between apprenticeship training and firm innovation	LEE E 101
Abstract		
<p>This part of the course program analyzes how apprenticeship training can enhance innovation (one potential long-term benefit of such a program), thereby increasing the motivation of companies to participate. We will again look into myths and facts, this time on the relationship between apprenticeship and innovation in a dual VET system.</p> <p>We will look into the advantages and disadvantages of vocational skills in comparison to academic skills. We identify different pathways to innovation and how VET and the participation in apprenticeship training can foster innovation in companies. We also provide evidence on educational spillovers within firms and particularly investigate whether and when workers with academic education profit from working in teams with workers with dual-track VET training.</p> <p>We will also study the factors affecting the link between vocational training and innovation. These factors are—among others—training content, time spent on productive work, quality of training, future orientation of training, duration of apprenticeships, curriculum development process, and certification requirements. The goal is to understand how different factors interact to make apprenticeship training an important driver of innovation.</p>		
10:00	Break	
10:30-11:00	KOF EELI Results (Katie Caves)	LEE E 101
<p>We will present and discuss your KOF EELI results from the questionnaire you completed earlier in the institute. This should help you understand the strengths and weaknesses of your current and planned VET system, and prioritize next steps.</p>		
11:00-12:15	Final Plan Presentations <ul style="list-style-type: none"> • 11:00 – 11:20: C1 Colorado (CareerWise 1) • 11:25 – 11:45: C2 Colorado (CareerWise 2) • 11:50 – 12:15: C4 Colorado (Denver Public Schools) 	LEE E 101
12:15	Lunch - Catering	Foyer E 101
13:00-14:15	Final Plan Presentations <ul style="list-style-type: none"> • 13:00 – 13:20: C3 South Africa • 13:25 – 13:45: C5 Washington State • 13:50 – 14:15: C6 Chile 	LEE E 101
14:20-16:00	Final Plan Presentations <ul style="list-style-type: none"> • 14:20 – 14:40: C7 Nepal • 14:45 – 15:05: C8 Costa Rica • 15:10 – 15:35: C9 Benin • 15:40 – 16:00: C10 Serbia 	

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16:00-7:00

Evaluations and Outlook

LEE E 101

We will share any final suggestions or ideas, both from our experts and from our participants. The goal is that you return home with an experience- and evidence-based plan for your reform project. We will complete course evaluation forms and discuss the strengths and weaknesses of the course. Finally, we will discuss next steps and planning for the third phase of CEMETS and your final reports.

17:00

Free time, travel to Dozentenfoyer

19:00-21:00

Final Celebration Dinner

ETH Dozentenfoyer



Participants

Reform Case Teams

Team	Name	Title	Institution
Benin	Léandre Akponon	Director of Training Engineering	FODEFCA
	Apollinaire Goudou	Career Counselor & Trainer	FODEFCA, University of Abomey-Calavi
CareerWise Colorado (2 teams)	Gretchen Morgan	Chief Learning Officer	CareerWise Colorado
	Michael Sullivan	Executive Director	Sedgwick County Economic Development
	Erik Williams	Director of Community Engagement	Vail Valley Partnerships
	Brad Revare	Director of Business Partnerships	CareerWise Colorado
	Karen Smith	School Counselor	Legacy High School
	Penny Eucker	Executive Director	The STEM School & Academy K-12
	Final team member TBA		
Chile	Marcela Arellano Ogaz	Executive Secretary of Technical Training	Ministry of Education
	Mathias Gomez Montecino	Researcher of Educational Policy	Educación 2020
	Patricio Carrasco	Researcher of Educational Policy	Educación 2020
Costa Rica	Alicia Eugenia Vargas Porras	Vice Minister	Ministry of Public Education (MEP)
	Lourdes Maria Serrano Delgado	Supporting Professional of Occupational Guidance	National Institute of Learning (INA)
Denver Public Schools	Joe Saboe	Director of DPS CareerConnect	Denver Public Schools
	Steven Santana	CareerResidency Manager	Denver Public Schools
	Stacy Miller	Deputy Director of DPS CareerConnect	Denver Public Schools
	Randy Johnson	Executive Director of Postsecondary Readiness	Denver Public Schools
	Sean Precious	High School Instructional Superintendent	Denver Public Schools
	Scott Mendelsberg	High School Instructional Superintendent	Denver Public Schools
	Nicole Veltze	Assistant Superintendent	Denver Public Schools
Nepal	Usha Bhandari	Senior Program Officer	Swiss Agency for Development and Cooperation (SDC)
	Hari Lamsal	Joint Secretary	Ministry of Education
	Baikuntha Aryal	Joint Secretary	Ministry of Education
	Kul Bahadur Basnet	Vice Chairperson	Council for Technical Education and Vocational Training (CTEVT)

Serbia	Mirjana Kovacevic	Division Director	Chamber of Commerce and Industry Serbia
	Jelena Jakovljević	Deputy director of Education Division	Chamber of Commerce and Industry Serbia
	Gabrijela Grujic	Advisor to the Minister for dual education	Ministry of Education, Science and Technological Development
	Ann Kathrin Hentschel	Team Leader of project „Reform of Vocational Education in Serbia“	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
South Africa	David Kokie Mabusela	Chief Director: National Artisan Development	National Artisan Development, Department of Higher Education and Training
	Trevor Fumane Mboweni	Acting Director: Artisan Development	National Artisan Development, Department of Higher Education and Training
	Binaben Akoobhai	Research and Development Manager	Swiss South Africa Cooperation Initiative
Washington	Amy Liu	Sr. Office Education and Workforce Programs	Microsoft
	Christopher Nesmith	Career and Technical Education Director	West Valley Yakima Schools
	Michaela Miller	Deputy Superintendent	Office of Superintendent of Public Instruction (OSPI)
	Shana Peschek	Director	Construction Center of Excellence
	Briana Durham	Interim Director of Specialized Programs	Aerospace Joint Apprenticeship Committee (AJAC)
	Marie Bruin	Workforce Initiatives	Employment Security Department
	Gilda Wheeler	Career Connected Learning Program Manager	Washington STEM
	Nova Gattman	Legislative Director	Workforce Training and Education Board
	Tim Knue	Executive Director	WA-ACTE (Washington Association for Career and Technical Education)
	Final team member TBA		

Research for Development (R4D) Project Leaders & Members

Name	Title	Institution
Isabel Günther	Professor of Development Economics	ETH Zurich, Switzerland
Guy Nouatin	Professor, Faculty of Agronomy	University of Parakou, Benin
Paola Bordon	Professor of Economics	Universidad de Chile, Chile
Jacqueline Garcia Fallas	Director, Professor	Institute of Education Research (INIE), Costa Rica
Mahesh Parajuli	Professor & Dean, School of Education	Kathmandu University, Nepal
Johanna Kemper	Post-Doctoral Researcher, KOF Swiss Economic Institute	ETH Zurich, Switzerland
Jutta Bürgi	Doctoral Student, KOF Swiss Economic Institute	ETH Zurich, Switzerland

Site Visit Partners

Name	Title	Institution
Silvan Muffler	Leader of Vocational Education and Training	Migros Talent Management, BDS
Julien Hautle	Head of Next Generation for the Central Region	Swisscom
Linda Wegmüller	Responsible Banking Expertise	CYP Smart Education
René Portenier	Principal	KV Business School

Swiss VET Alumni – Young Professionals

Name	Title	Institution
Julie Bitterli	Head of Division Cardboard Packaging	AWZ Employment and Housing Center Foundation for Disabled
Marco Erni	Master Student, MSc ETH Program Robotics, Systems and Control	ETH Zurich
Reto Erni	Doctoral Student, Carreira Group ETH (Organic Chemistry)	ETH Zurich
TBA		
TBA		

CEMETS Staff

Name	Title	Institution
Silvia Walter	Administration and Support, KOF Swiss Economic Institute	ETH Zurich
Mirjam Häubi	VET development specialist	CEMETS external collaborator

Doctoral Students & Other Guests

Name	Title	Institution
Maria Esther Egg	Doctoral Student, KOF Swiss Economic Institute	ETH Zurich
Filippo Pusterla	Doctoral Student, KOF Swiss Economic Institute	ETH Zurich
Ladina Rageth	Doctoral Student, KOF Swiss Economic Institute	ETH Zurich
Katharina Jaik	Doctoral Student, Dept. of Economics	University of Bern
Peter Hoeschler	Doctoral Student, Institute of Business Admin.	University of Zurich
Simone Tuor Sartore	Doctoral Student, Institute of Business Admin.	University of Zurich
Patrick Lehnert	Doctoral Student, Institute of Business Admin.	University of Zurich

Lecturers



Prof. Dr. Ursula Renold is head of the Education Systems field of research in the KOF Swiss Economic Institute at the ETH Zurich. Dr. Renold and her team work closely with international institutions as well as with Swiss trade and industry to compile comparative country studies on selected areas of the education systems as well as to develop recommendations on potential areas of cooperation. Ursula was a Visiting Fellow at Harvard Graduate School of Education between September 2012 and March 2013. Prior to this, she was Director General of the Federal Office for Professional Education and Technology (OPET). Ursula studied history, economics and sociology and gained a Ph.D. in 1998. Since 2010, she has been Honorary Professor in Professional Education at the University of Applied Labor Studies of the Federal Employment Agency in Mannheim.



Prof. Dr. Marko Köthenbürger is a professor of Public Economics at ETH Zurich and Vicedirector of KOF Swiss Economic Institute. He is also head of the Public Economics field of research at KOF Swiss Economic Institute. Prior to his current position, he held positions at the University of Munich, University of Copenhagen and University of Bern. He was also research director of the CESifo research network. His research is on fiscal federalism and the intergovernmental financial flows involved in the provision of public services such as education. He is member of the CESifo research network and Editor of "Economics of Governance".



Prof. Dr. Uschi Backes-Gellner is holding the Chair for Business and Personnel Economics at the University of Zurich. Since 2008 she is also Vice-Dean of the Faculty of Business, Economics and Informatics. She studied economics and received her doctoral degree in business administration at the University of Trier in 1987. After visiting positions at Northwestern University, Evanston, U.S., and the University of California, Berkeley, she was working at the Institute for Labor Law and Industrial Relations in the European Community. From 1995 to 2002 she was Full Professor for Business and Personnel Economics at the University of Cologne. In 2000 she was visiting scholar at Cornell University and since 2002 she is

Professor of Business and Personnel Economics at the University of Zurich. Her work focuses on topics in the field of Economics of Human Resources Management, on Innovation and Economics of Vocational Education in particular. She was a member of the Steering Committee on the Continuing Training Law of the Swiss Federal Government. Since 2011 she is a member of the Swiss Federal Committee on "Vocational Education".



Prof. Dr. Stefan Wolter is the Managing Director of the Swiss Coordination Centre for Research in Education since 1999. Before that he was Chief Economist of the Federal Office for Industry and Labor. He is also a professor of economics of education at the economics department of the University of Bern, chair of the group of national experts on vocational education and training of the OECD as well as amongst other functions, governing board member of the Centre for Educational Research and Innovation (CERI) and delegate to the education policy committee of the OECD. Between

2005 and 2011 he was the founding president of the Swiss Federal Institute for Vocational Education and Training (SFIVET). He has also been a Visiting Researcher and Scholar at Harvard, University of Munich and the W.E. Upjohn Institute for Employment Research and is a Research Fellow of CESifo (Munich) and IZA (Bonn) and on the board of trustees of the Leibniz Institute for Educational Trajectories at the University of Bamberg (D).



Dr. Thomas Bolli is a postdoctoral researcher in the research center for comparative education systems at the Swiss Federal Institute of Technology (ETH) in Zurich. Before starting this position in April of 2013, he was awarded a Swiss National Science Foundation grant to visit the University of Lancaster as a postdoctoral researcher. He wrote his PhD thesis on the production and measurement of knowledge capital in the research center for innovation at the Swiss Federal Institute of Technology (ETH) in Zurich. Building on this, his research interests consist of the statistical analysis of knowledge, in particular applying microeconometrics to questions regarding the economics of education, research, and innovation.



Dr. Katherine Caves is a postdoctoral researcher in the research center for comparative education systems at the Swiss Federal Institute of Technology (ETH) in Zurich. She has a bachelor's degree from the University of California at Berkeley and earned her master's degree in the field of Education. Her PhD research was on the economics of education at the University of Zurich. Her research interests center around the economic, institutional, and infrastructure foundations of strong vocational education and training (VET) systems all over the world, especially what those foundations are in successful VET systems and how they can be developed in nascent VET systems. In addition to this project, she is currently working on identifying the success factors and barriers to labor market-oriented education systems reforms with the Center for the Economics and Management of Education and Training Systems (CEMETS).

Speakers from Policy & Practice



Suzan "Suzi" LeVine served as the United States Ambassador to Switzerland and Liechtenstein from June 2014 until January 2017 during which time she expanded foreign direct investment (FDI) into the US; helped prevent violent extremism; helped American citizens in Switzerland regain access to banking services, and advanced the global diversity dialogue. Specifically, for FDI, she was instrumental in the signing of a Joint Declaration of Intent between Switzerland and the United States to collaborate on apprenticeship and, more importantly, partnered with 30 companies to bring and/or expand their Swiss style apprenticeship model into the United States. She also secured many billions of dollars in investment and hundreds of jobs into the United States – with \$3B alone announced at a special White House roundtable she catalyzed with Swiss business and government leaders. She was recognized for her effort on apprenticeship with a custom certificate of appreciation from the Department of

Labor as well as a nomination for the State Department Sue M. Cobb award. Since resigning her position, she has continued her focus on lifelong career readiness in the United States by joining the CareerWise Colorado board and co-chairing, along with her husband, the Seattle Region Partnership. The LeVines are also serving at the invitation of Washington State Governor Inslee on the Career Connect Washington taskforce.

Her role in the public sector as Ambassador is the latest turn in a diverse and non-linear career in which she has sustained a laser focus on impact. Her previous private and non-profit sector positions focused on education, technology, community, innovation, travel, social responsibility, and youth outreach. In a professional capacity, she worked at Microsoft as a Director of Communications and Strategic Partnerships and at Expedia as a Vice President for Sales and Marketing in Luxury Travel. Twice during her career, she was a stay-at-home mom, during which time she co-founded two non-profit organizations – an innovative Jewish community model, The Kavana Cooperative, and an advisory board for an early learning research institute at the University of Washington, ILABS – the Institute for Learning and Brain Sciences. It was also at that time that she volunteered for the Presidential elections for Senator and then President Barack Obama, serving as a National Delegate, community organizer, and co-chair of four National Finance Committee subgroups: Pacific Northwesterners; Women; Jews; and Tech-geeks.

Suzi is a graduate of Brown University with a Bachelor of Arts in English and a Bachelor of Science in mechanical engineering with aerospace applications. She and her husband have two children, with whom they enjoy hiking, biking, traveling and playing with their dog. She can be reached on Facebook & Twitter @AmbSuzi.



Arthur Glättli studied engineering at the Fachhochschule Rapperswil after his apprenticeship. He graduated in 1979 and began postgraduate studies of medical technology at the New-Technikum Buchs. He worked until 1989 as a development engineer in high-tech companies and the St. Gallen Cantonal Hospital. After completing part-time studies at the baccalaureate school for adults in Zurich he joined global medical equipment supplier Sulzer Medica as a project manager. He was promoted to Marketing Director after the very successful launch of a knee prosthesis in the European market in 1992. During that time, he earned the Federal Diploma in marketing planning. After two years in product and key account management at Intermedics, a Texas subsidiary of Sulzer Orthopedics Inc., he returned to Switzerland in 1995.

Arthur Glättli moved to the Sulzer Group headquarters to Winterthur, where he gained experience in corporate communications and managed the infrastructure project for the elimination of Sulzer Medica. Between 2002 and 2006, Mr. Glättli worked as a consultant for Marketing and Public Relations. In 1998 he began part-time study at the Faculty of Philosophy at the University of Zurich. He graduated in 2005 with a degree in general history, art history, and German literature. In autumn 2006, he took over the management of the vocational education and training business unit at Swissmem, where he built on the Swiss Commission for professional development and quality in the MEM industry. At Swissmem, he is the head of education and innovation and presides over the VET Commission of this association.



Noel Ginsburg is the Chairman and CEO of Intertech Plastics, Inc. and Founding Executive Board Chair of CareerWise Colorado. In 1980, while still at the University of Denver, Noel founded Intertech Plastics, a manufacturer of medical and consumer goods products. Noel is also the founder of CareerWise Colorado, an appointee on the State Economic Development Commission, on the board of the Metro Denver Chamber of Commerce, and was founding chair of the Colorado Advanced Manufacturing Alliance. He served as board chair of the Mile High United Way twice, as well as the chair of the Allied Jewish Federation of Colorado, and president of the Denver Public Schools Foundation. Noel was a founding board member and past president of Colorado I Have A Dream, through which, Noel and his wife Leslie sponsored 42 inner-city children, supporting them through graduation. Additionally, Noel

received the MLK Social Responsibility Business Award in 1995, the Daniel L. Ritchie Award for Ethics in Business in 1998, the 2001 Leadership Denver Outstanding Alumnus Award, the 2012 Goodwill Community Leader Award and the Anti-Defamation League's 2016 Civil Rights Award.



Clemens Wieland studied economics at Tübingen and in Bilbao, Spain. He also pursued further advanced training in systemic transactional analysis in organizational studies from 2001 to 2008 (CTA). From 1995 to 1996 he worked as an employee at the Institute for Applied Economic Research (IAW) in Tübingen. From 1996 to 1999 he worked at the Institute for Economic Sciences at RWTH Aachen University, and as a lecturer at the VWA Aachen. Since 1999 he has been a member of the Bertelsmann Foundation and deals with the topics of youth unemployment and education.



Valentin Vogt has been President of the Confederation of Swiss Employer Associations since July 2011. He has also been Chairman of Burckhardt Compression Holdings AG in Winterthur since April 2011. From 2000 to 2011 he was CEO and Delegate to the Board of Burckhardt Compression AG. Previously, he held various management positions at the Sulzer Corporation both at home and abroad, most recently as a member of the Executive Committee. He studied at the University of St. Gallen, specializing in finance and accounting, and earned a degree in economics in 1984. Valentin Vogt was born in 1960, grew up in Rapperswil-Jona and now lives in the Zurich Oberland. He is married and has two adult children.



Nancy Hoffman is Senior Advisor at Jobs for the Future, a national NGO in Boston, Massachusetts. Dr. Hoffman is co-founder of the Pathways to Prosperity State Network with Bob Schwartz (Harvard Graduate School of Education). The Network seeks to ensure that many more youth complete high school, attain a postsecondary credential with currency in the labor market, and get launched on a career. Hoffman has held various teaching and administrative posts, and has consulted for the OECD and several countries on VET. Her most recent book, co-authored with Bob Schwartz, is *Learning for Careers: The Pathways to Prosperity Network* (forthcoming Harvard Education Press). She is also the author of *Schooling in the Workplace: How Six of the World's Best Vocational Education Systems Prepare Young People for Jobs and Life*, (Harvard Education Press, 2011). Hoffman holds a Ph.D. in comparative literature the (UC, Berkeley). She serves on the Massachusetts Board of Higher Education.



Anja Roth is a Career Counsellor at biz Horgen, Canton of Zurich. She has a Bachelor's Degree in European Studies, a LL.M. in International Human Rights Law and a MAS in Career Counselling. She works with clients in the age of 13 to 64 from all different economical and sociological backgrounds. She is also responsible for one specific school in the Canton of Zurich where she goes to regularly to work with the pupils on their career ideas and questions of personal strengths, interests and values. Anja Roth is interested in strategies to advance equal opportunities and to make best use of the permeability the Swiss education system offers.



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