



Center for the Economics and Management of Education and Training Systems

# Summer Institute 2016

Economic Policy Development Research Program for Educational Reform Leaders

June 22 – July 1, 2016

## PROGRAM

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### PROGRAM DIRECTORS

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<https://www.kof.ethz.ch/en/about-us/cemets/>

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

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](http://www.cemets.ethz.ch)

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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.

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## SUMMER INSTITUTE SCHEDULE

Date Day	June 22 Wed.	June 23 Thur.	June 24 Fri.	June 25 Sat.	June 26 Sun.	June 27 Mon.	June 28 Tue.	June 29 Wed.	June 30 Thur.	July 1 Fri.		
Meet	16:00	8:30	8:30	8:00	16:00	8:30	8:00	9:00	8:00	8:00		
8:00				C2: Oakland			C4: Singapore		Group Work	L9: Wolter		
8:15												
8:30												
8:45		Travel	Travel				SV: SkillSonics					
9:00		SV: Swisscom	SV: Careum	L2: Renold		Break	Break	L4: Köthenbürger	SV: Apprenticeship Promotion	SV: Swiss-MEM	Break	Break
9:15												
9:30												
9:45												
10:00												
10:15												
10:30		Travel	Travel									
10:45		Lunch	Lunch	L3: Caves		Lunch	Lunch	Lunch	Lunch	SV: AMB Suzi LeVine	Lunch	EELI Results
11:00												
11:15												
11:30												
11:45												
12:00												
12:15												
12:30												
12:45												
13:00	Lunch	Intro PBL	C1: Denver (BASIC)	Lunch	Project Work	Project Work	Lunch	Lunch	Project Work	Lunch		
13:15												
13:30												
13:45												
14:00												
14:15												
14:30												
14:45	SV: CYP	L1: Renold	C3: Mexico	Break	Tour	L5: Wolter	L6: Backes-Gellner	C6: India (EIFE)	L8: Backes-Gellner	Planning Session		
15:00												
15:15												
15:30												
15:45												
16:00											Welcome Coffee	
16:15	Kickoff Meeting	Debriefing	Debriefing	Tour	Cost-Benefit Work Time	C5: Nepal	L7: Bolli	SV: Career Guidance	Evaluation & Outlook			
16:30												
16:45												
17:00												
17:15												
17:30												
17:45												
18:00	Travel	Project Work	Project Work	Break & Travel	Debriefing	Debriefing	Debriefing	Debriefing	Break & Travel			
18:15												
18:30												
18:45												
19:00												
19:15												
19:30	Kickoff Apéro & Dinner			Apéro & Dinner						Final Dinner		
19:45												
20:00												
21:00												

SV = Site Visit; C = Case presentation; L = Lecture; PBL = Problem-based Learning

# PROGRAM

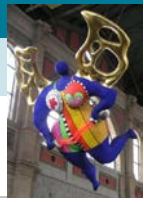
Wednesday, June 22

Time	Event	Location
Until 15:30	Individual check-in at the Hotel	
15:30 – 16:00	Welcome Coffee	ETH LEE, Foyer
16:00 – 18:45	<b>Kickoff Meeting and Introductions</b>	ETH LEE Leonhardstrasse 21 8092 Zurich Room LEE E-101
18:45 – 19:15	Travel to Dinner	
19:15 – 21:00	<b>Kickoff Apéro &amp; Dinner</b>	Restaurant Hotel Krone Schaffhauserstrasse 1 8006 Zurich

**WiFi Login: cemets2016**

**Password: Summer2016**

Thursday, June 23		
Time	Event	Location
08:30	Meet	Zurich Train Station, meet under angel
08:30 - 09:00	Travel to Swisscom	
09:00 - 11:45	<b>Site Visit: Swisscom</b>	Pfingstweidstrasse 51 8005 Zurich



**About Swisscom\***



Swisscom, Switzerland’s leading telecom company and one of its leading IT companies, is headquartered in Ittigen, close to the capital city Berne. Around 21,500 employees achieve a revenues of CHF 2.89 billion to the end of the 1st Quarter 2016. Swisscom is one of the most sustainable companies in Switzerland and Europe.

About 850 apprentices shape their future careers with us. By joining them, you can learn how to develop your aptitudes into expertise and put your personality to good use on a daily basis. Participate in challenging projects and tackle them as a team with your colleagues.

\*From their website at <https://www.swisscom.ch/en/about/jobs/apprenticeships.html>

11:45 - 12:00	Walk to Restaurant	
12:00 – 14:00	Lunch	Ristorante Toscano Puls 5, Giessereistrasse 18 8005 Zurich
14:00 - 17:00	<b>Site Visit: Centre for Young Professionals (CYP)</b> Banking and Finance, Training Center	Puls 5, Giessereistrasse 18 8005 Zurich

**About CYP\***



CYP is the leading centre of modern learning and was founded in 2003 in cooperation with the Swiss Banking 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.


\* From their website at <http://cyp.ch/en/>

17:00 – 17:15	<b>Debriefing and Information for next day</b>	Puls 5
17:15 onward	Free Evening	





**Friday, June 24**

Time	Event	Location
08:30	Meet and walk to Careum	ETH LEE
09:00 – 11:30	<b>Site Visit: Careum</b> Health Care, Training Center	Gloriastrasse 16 8006 Zurich
About Careum*		
	 <p>We are a center of excellence for the education of health professionals at the levels of basic vocational training and higher vocational education. We are currently training more than 1,700 students in our state-of-the-art learning environment. Our hands-on educational programs are based on current and future-oriented pedagogy and ensure efficient transfer into practice. Our goal is to prepare our trainees and students for professional lives in the field of healthcare.</p> <p>*Translated from their website: <a href="http://www.careum-bildungszentrum.ch/">http://www.careum-bildungszentrum.ch/</a></p>	
11:30 – 11:45	Walk to lunch	
11:45 – 13:00	Lunch	ETH Dozentenfoyer
13:00 – 13:15	Introduction Problem-based Learning (PBL)	ETH LEE
13:15 – 15:00	<b>Case 1: BASIC, Denver, Colorado, USA</b>	ETH LEE
15:00 – 15:30	Coffee Break	ETH LEE
15:30 – 17:15	<b>Lecture 1: Ursula Renold</b>	ETH LEE
<b>Analytical Framework: Comparing VET Systems</b>		
<p>This lecture will deal with the institutional settings and structure of education systems. Education systems can be described in different ways, and the most relevant features are, among others: the structure of the VET system, the embeddedness of the VET pathways within the education system as a whole, the transition mechanisms from one level to another, and the system's governance and actor setting. Those features have an impact on the curriculum value chain—especially curriculum design and application—and should therefore be analyzed carefully.</p> <p>The goal of the lecture is to get an understanding of how to compare education systems and assess whether your own education system has an appropriate structural and institutional actor setting for successful training. Ideally, such a system is able to offer career pathways leading to adequate employment and/or progressive routes to higher education.</p>		
17:15 – 18:15	<b>Project Work</b> <i>Interview 1: BASIC</i>	ETH LEE
18: 15 onward	Free Evening	



Saturday, June 25		
Time	Event	Location
08:00 – 09:45	<b>Case 2: Oakland, California, USA</b>	ETH LEE
09:45 – 10:15	Coffee Break	ETH LEE
10:15 – 12:00	<b>Lecture 2: Ursula Renold</b>	ETH LEE

**Curriculum Value Chain**

The Curriculum Value Chain is an analytical framework that allows analysis of an end-to-end approach to designing, applying, and monitoring an educational process in the field of vocational education and training. It focuses on the relationships between actors in the education and employment system.

Based on an analytical instrument, you will be able to assess how strong the linkage is between education and employment systems in your own city/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 how to assess the linkage between education and employment systems in your own educational unit.

12:00 – 13:00	Lunch	Sandwiches from Bakery Wüst
13:00 – 14:45	<b>Lecture 3: Katie Caves</b>	ETH LEE

**KOF Education-Employment Linkage Index (EELI)**

This lecture discusses our recent and ongoing study on the feasibility of VET curriculum comparison and identifying the main features of vocational education and training (VET) in top-performing countries. VET curricula are not only the content and instructions written down by policymakers. Our general hypothesis is that education-employment linkage (EEL) directly affects young people’s labor market outcomes by affecting the quality, content, and delivery of VET. We define EEL in VET as an equilibrium of power between the actors from the education and employment systems. In the lecture, we will try out and discuss the KOF Education-Employment Linkage Index (KOF EELI), which measures the intensity of interaction and cooperation between education and employment actors. At the end of the lecture you will understand the KOF EELI and will have completed the questionnaire that measures EEL in your own context. We will present results at the end of the Institute.

14:45 – 15:15	Coffee Break	ETH LEE
15:15 – 17:00	<b>Case 3: Mexico</b>	ETH LEE
17:00 – 17:15	<b>Debriefing</b>	ETH LEE
17:15 onward	Free Evening	

Sunday, June 26		
Time	Event	Location
Until 16:00	Free Morning	
16:00 – 18:00	<b>Walking tour of Zurich – some VET highlights</b>	Zurich Train Station, meet under angel
18:00 – 18:30	Break & Travel to Dinner	
18:30 onward	<b>Apéro &amp; Dinner with Roundtable: Young Professionals in the Spotlight</b>	Zunfthaus zur Waag Münsterhof 8 8001 Zurich



Monday, June 27		
Time	Event	Location
08:30 – 10:00	<b>Speaker: SkillSonics</b> Co-Founder Franz Probst	ETH LEE

**About SkillSonics\***



SkillSonics adapts key elements of the Swiss Vocational Education and Training model for India. It provides knowledge partnership to customers that run training programs in institutes, companies and public sector units. In particular, SkillSonics offers guidance, programs and services in Vocational Education and Training (VET) based on proven Swiss processes and methodologies.

SkillSonics has forged exclusive partnerships with Swiss organizations – The private industry association of the Swiss Mechanical and Electrical Manufacturing Industries (Swissmem) and Swiss Federal government Institute for Vocational Education and Training (SFIVET), to adapt the Swiss VET model to the Indian context. SkillSonics would empower 1 million Indian technicians to reach international skill levels with Swiss diploma/certificates by the year 2022.

\*From their website at <http://www.skillsonics.com/>

10:00 – 10:15	Coffee Break	ETH LEE
10:15 – 11:45	<b>Lecture 4: Marko Köthenbürger</b>	ETH LEE

**Public and Private Funding of Vocational and Professional Education and Training**

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, 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.



11:45 – 13:00	Lunch	ETH Dozentenfoyer
13:00 – 14:00	<b>Project Work</b> <i>Interview 2: Oakland</i>	ETH LEE
14:00 – 15:45	<b>Lecture 5: Stefan Wolter</b>  <b>How can Firms be Convinced to Create Training Places? Part 1</b>  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.	ETH LEE
15:45 – 16:00	Coffee Break	ETH LEE
16:00 – 17:00	<b>Work Time with Stefan Wolter:</b> Cost-Benefit Analysis	ETH LEE
17:00 – 18:00	<b>Wrap-Up with Stefan Wolter</b>	ETH LEE
18:00 – 18:15	<b>Debriefing</b>	ETH LEE
18:15 onward	Free Evening	



## Tuesday, June 28

Time	Event	Location
08:00 – 09:45	<b>Case 4: Singapore</b>	ETH LEE
09:45 – 10:15	Coffee Break	ETH LEE
10:15 – 12:00	<b>Speaker: Apprenticeship Promotion</b> Anja Grönvold, KMU-Lehrbetriebsverbund Manager, Chamber of Commerce & Industry, Canton of Baselland	ETH LEE
<b>About the Baselland Chamber of Commerce and Industry &amp; KMU-Lehrbetriebsverbund</b>		
<p>Wirtschaftskammer Baselland is the chamber of trade, commerce, service and industry of the canton of Baselland. 10'000 small and medium sized businesses and 100 regional and cantonal associations, institutions and organisations are members of the chamber. It is a non-profit organisation that has strong links to local and national politics with the goal of lending a strong voice to small and medium sized businesses. Its mission is to create and maintain the best possible political, fiscal and economic conditions and to promote vocational education. Members profit from a wide range of services and gain access to the vast business and political network of the chamber.</p> <p>The chamber's KMU-Lehrbetriebsverbund is a regional apprenticeship association which supports small and medium sized businesses enabling them to gain access to the vocational education system. Anja Grönvold took over its management in 2009. In 2013 she was appointed to the extended executive board of Wirtschaftskammer Baselland, where she holds the position of deputy head of vocational and further education.</p>		
12:00 – 13:00	Lunch	Clausiusbar (Wok & Asian)
13:00 – 14:00	<b>Project Work</b> <i>Interview 3: Mexico</i>	ETH LEE
14:00 – 15:45	<b>Lecture 6: Uschi Backes-Gellner</b>	ETH LEE

**Why should young people decide to do an apprenticeship?**

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. 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.

15:45 – 16:15	Coffee Break	ETH LEE
16:15 – 18:00	<b>Case 5: Nepal</b>	ETH LEE
18:00 – 18:15	<b>Debriefing</b>	ETH LEE
18:15 onward	Free Evening	

**Wednesday, June 29**

Time	Event	Location
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09:00 – 11:00	<b>Speaker: SwissMEM VET</b> Arthur W. Glättli, CEO	ETH LEE
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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>

11:00 – 11:30	Coffee Break	ETH LEE
11:30 – 13:00	<b>Speaker: Ambassador Suzi LeVine</b> U.S. Ambassador to Switzerland and Liechtenstein	ETH LEE

**Deploying Swiss Apprenticeships in the United States**

Ambassador LeVine has undertaken a lot of effort to stimulate cooperation between Swiss companies who train apprentices and their counterparts in the U.S. She was the host of several U.S. delegations visiting Switzerland. AMB LeVine will talk about the importance of apprenticeship training for stimulating economic growth and prosperity.

Further information: <https://www.americanambassadors.org/publications/ambassadors-review/fall-2015/engaging-the-swiss-on-apprenticeships-economic-diplomacy-with-results-back-home>

13:00 – 14:00	Lunch	Catering
14:00 – 15:45	<b>Case 6: EIFE (India)</b>	ETH LEE
15:45 – 16:15	Coffee Break	ETH LEE

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16:15 – 18:00    **Lecture 7: Thomas Bolli**    ETH LEE

### Combining School and Workplace Environments

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.

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18:00 – 18:15    **Debriefing**    ETH LEE

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18:00 onward    Free Evening

## Thursday, June 30

Time	Event	Location
08:00 – 09:45	<b>Group Work in Mixed Teams</b>	ETH LEE

*Interview 4: Singapore*

*Interview 5: Nepal*

At this point in the Summer Institute, you have seen and heard a huge amount of information on the Swiss VET system, VET and apprenticeship training in general, and the reform projects of other participants. In order that you have a chance to solidify previous lessons and consider remaining questions, you will work in mixed small groups and respond to the following questions:

- What have you learned thus far?
- How are those lessons linked to your own cases?
- What questions do you have? What is still unclear to you?
- Where do you struggle with what we have discussed?

On Friday morning, you will briefly present your responses to the group. We will discuss your answers and reflect on what has been covered and what still remains.

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09:45 – 10:15    Coffee Break    ETH LEE

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10:15 – 12:00    **Speaker: Swiss Confederation of Employers' Associations**    ETH LEE  
Valentin Vogt, President

### About the Swiss Confederation of Employers' Associations\*

The Swiss Confederation of Employers' Associations is the voice of Swiss employers in business, politics and the public. As an umbrella organization, it is committed to an optimal economic and political framework for employers. It works to improve the economic and workforce competitiveness of Switzerland, and to lay the foundations for growth, employment, prosperity and social security.



The key issues and activities of the Swiss Confederation of Employers' Associations are in the areas of the labor market, education, and social policy. In these areas, it represents the interests of employers in relation to politics, administration, the public, and other institutions and stakeholders.

\*Translated from their website at <http://www.arbeitgeber.ch/ueber-uns/mission-und-organisation/>

12:00 – 13:00	Lunch	Catering
13:00 – 14:00	<b>Project Work</b> <i>Interview 6: India (EIFE)</i>	ETH LEE
14:00 – 15:45	<b>Lecture 8: Uschi Backes-Gellner</b>	ETH LEE
<b>On the Relationship Between Apprenticeship Training and Firm Innovation</b>		
<p>This part of the course program analyzes how apprenticeship training can enhance innovation (one potential long-term benefit of such a program) and thereby increase the motivation of companies to participate in apprenticeship training. 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.</p> <p>The goal is to understand how different factors interact to make apprenticeship training an important driver of innovation.</p>		
15:45 – 16:15	Coffee Break	ETH LEE
16:15 – 18:00	<b>Speaker: Career Guidance</b> Stavros Georgiadis, Head of vocational and career counseling	ETH LEE
<b>About the Career Counseling Center of the Canton of Zurich</b>		
<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>		
18:00 – 18:15	<b>Debriefing</b>	ETH LEE
18:15 onward	Free Evening	



## Friday, July 1

Time	Event	Location
08:00 – 09:45	<b>Lecture 9: Stefan Wolter</b>	ETH LEE
	<b>How can Firms be Convinced to Create Training Places? Part 2</b>	
	<p>This second part of the lecture will deal in more detail with the computation of 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.</p> <p>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>	
09:45 – 10:15	Coffee Break	
10:15 – 11:45	<b>Presentations of Group Work Results</b>	ETH LEE
11:45 – 13:00	<b>EELI Results Presentation</b> Katie Caves & Thomas Bolli	ETH LEE
	<p>We will present and discuss your KOF EELI results from the questionnaire you completed in Lecture 3. This should help you understand not only the strengths and weaknesses of your current and planned VET system, but also to prioritize next steps for your reform efforts.</p>	
13:00 – 14:00	Lunch	ETH Dozentenfoyer
14:00 – 15:45	<b>Planning Session</b>	ETH LEE
	<p>During this time you will work with your own group to sketch out the next steps of your reform project. You will create an actual written product to which you can refer as you move forward. You should detail where you are now and what you hope to accomplish, as well as what steps you will take to get there.</p>	
15:45 – 16:15	Coffee Break	ETH LEE
16:15 – 17:30	<b>Evaluation and Outlook</b>	ETH LEE
	<p>We will go over the written plans as a group and 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 do 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.</p>	
17:30 – 19:00	Break & Travel to Dinner	
19:00 onward	<b>Final Celebration Dinner</b>	Caduff's Wine Loft Kanzleistrasse 126 8004 Zurich



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## Lecturers

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**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).

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**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.

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**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).

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## Speakers from Policy & Practice

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**Suzan "Suzi" LeVine** took up her position as the United States Ambassador to Switzerland and Liechtenstein in June 2014. At the outset of her Ambassadorship, she conducted a lengthy listening tour to understand the opportunities and areas for growth in the relationship. Building on those conversations, she and the Embassy team collaborated closely with their Swiss counterparts to drive outstanding economic results, increase a long-term focus on global security, and raise awareness and appreciation for the countries' respective policies, values, and cultures. Among the many achievements resulting from that collaborations are the first-ever bilateral White House company roundtable, at which 8 Swiss companies announced \$3B in investments in the following year alone; cooperation on an initiative with a broad array of Swiss companies to implement Swiss-style apprenticeship programs in the United States; and support for funding efforts to launch GCERF (The Global Community Engagement and Resiliency Fund), a multi-lateral organization aimed at countering violent extremism.

What prepared Suzi for her role as Ambassador was her diverse and non-linear career focusing on education, technology, community, innovation, travel, social responsibility, and youth outreach. In a professional capacity, she worked at Microsoft as a Director and at Expedia as a Vice President. 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.

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 & @AmbSuzi on Twitter.



**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.





**Anja Grönvold** holds a master's degree from the University of Basel in Business Studies and English Language and Literature. After completing her degree she gained international experience working for a consultancy firm in the health care industry in England from 2007 to 2009. In 2009 she returned to Switzerland and took over the management of KMU-Lehrbetriebsverbund Baselland und Umgebung. KMU Lehrbetriebsverbund is a regional apprenticeship association which supports small and medium sized businesses enabling them to gain access to the vocational education system. In 2013 she was appointed to the extended executive board of Wirtschaftskammer Baselland, the chamber of commerce and industry in the canton Baselland, where she holds the position of deputy head of vocational and further education. Career counseling person.

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**Franz Probst** is Swiss corporate and commercial law professional with an international background, and has for over 25 years worked with companies, new ventures and non-profit organisations as lawyer, board director and advisor. He has also been in public service as the first parliamentary ombudsman of Winterthur, and he is the founder of Probst Attorneys and Past-Chairman of the Swiss-Indian Chamber of Commerce (SICC). Franz Probst, who lived in South India from 1965 to 1968, has been engaged in the SVETI project since its inception in 2007 as one of its key initiators and as overall Head of the Pilot Project.

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**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.

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**Stavros Georgiadis** has been working as a Career Counselor since 2007 in a public office for vocational guidance in the canton of Zürich. Together with his team he is counseling people from the age of 14 to 65 in all career related questions. Not only as a counselor, but also due to his own schooling and professional career he is an "insider" of the Swiss Education System. After his commercial apprenticeship and a year abroad with "Up with People" he attended the baccalaureate school for adults and graduated with the federal matura. After a year at University of Zürich he studied psychology at the University of Applied Sciences of Zürich, specializing in work and organizational psychology. Besides his studies he worked at a children and teens home. A two year systemic consultant training and a Master of Advanced Studies in career guidance are completing his profile. As a counterpoint he has been working part time as a Flight Attendant for Swiss International Airlines.



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## Site Visit Partners

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### Swisscom

**Marc Marthaler** Head of Next Generation, Swisscom

**Julien Hautle** Head of Region Central Next Generation, Swisscom

**Chantal Vouardoux** Vocational Coach at Swisscom

**Corinne Schuler** Vocational Project Owner, Competence Center Billing & Data

**Ernst Hegg** Vocational Project Owner, Product Manager Collaboration

**Melanie Racine** Apprentice in Mediamatics, 3<sup>rd</sup> year of training

**Jill Bütikofer** Apprentice in Sales, 2<sup>nd</sup> year of training

**Marco Rüdüsüli** Apprentice in IT, 2<sup>nd</sup> year of training ("way-up")

### Centre for Young Professionals in Banking and Finance

**Pascal Joye** Member of Management Board, CYP

**Linda Wegmüller** Senior Specialist Trainer, Responsible for BBE, CYP

**Pier A. Chalfajew** Head Young Talents, Credit Suisse, Zurich

**Adriana Kupper** External Education Advisor, Credit Suisse, Zurich

**René Portenier** Principal, Commercial School, Zurich

**Marc de Neuville** Training Coach, CYP

### Careum

**Christian Schär** CEO, Careum AG Bildungszentrum für Gesundheitsberufe

**Ruth Aeberhard** Head of Department Professional Education and Training, Careum AG Bildungszentrum für Gesundheitsberufe

**Zurich Tour with VET Spotlights**

**Tatiana Jucker**      Tour Guide, Zurich Tour

**Young Professionals**

**Julie Bitterli**      Apprenticeship as Cabinet Maker; now Head of Division cardboard packaging at AWZ Employment and Housing Center Foundation for Disabled, and Applicant for Bachelor in Social work at University of Applied Sciences

**Brigitte Henguely**      Apprenticeship as Health Care Worker; now Bachelor in Nursing Sciences and VET teacher in a VET School for Health Care

**Simon Kneuss**      Apprentice as a Automatician, today ICT-System Administrator at Dottikon Exclusive Systhesis AG

**Sebastian Krummenacher**      Apprentice as IT technician, now: Bachelor student in Mechanical Engineering at ETH Zurich

**Dave Resendiz**      Mexican-American background, today: Apprentice as a cook

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## CEMETS Staff & Students

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**CEMETS Staff**

**Silvia Walter**      CEMETS Assistant, Swiss Economic Institute, ETH Zurich

**Kathrin Bloch**      CEMETS Finacial Officer, Swiss Economic Institute, ETH Zurich

**Jutta Bürgi**      Research Assistant, Swiss Economic Institute, ETH Zurich

**CEMETS doctoral students**

**Maria Esther Egg**      Doctoral Student, Swiss Economic Institute, ETH Zurich

**Ladina Rageth**      Doctoral Student, Swiss Economic Institute, ETH Zurich

**Johanna Kemper**      Doctoral Student, Swiss Economic Institute, ETH Zurich

## Participants

Name	Position	Organization	Location
<b>Ashley Carter</b>	COO	BASIC	Denver, CO, USA
<b>Andrew Palmer</b>	Program Manager	BASIC	Denver, CO, USA
<b>Renice Walker</b>	Education Liaison	Colorado Workforce Development Council & Colorado Department of Education	Colorado, USA
<b>Misti Ruthven</b>	Director of Postsecondary Readiness	Colorado Department of Education	Colorado, USA
<b>Count Christopher de Breza</b>	Chairman EIFE Brussels	EIFE	Brussels, Belgium
<b>Samrat Garg</b>	Sr. Project Manager	EIFE	New Delhi, India
<b>Alejandro Jaimes Garcia</b>	Linking Sector Coordinator & Undersecretary of Higher Secondary Education	Ministry of Education	Mexico
<b>Prof. Dr. Mahesh Parajuli</b>	Dean, School of Education	Kathmandu University	Nepal
<b>Dr. Prakash C Bhattarai</b>	Assistant Professor, School of Education	Kathmandu University	Nepal
<b>Preston Thomas</b>	High School Network Superintendent & Executive Director of College and Career Readiness	Oakland Unified School District	Oakland, CA, USA
<b>Emiliano Sanchez</b>	Director of CTE Trades and Apprenticeships	Oakland Unified School District	Oakland, CA, USA
<b>Edwin Tan</b>	Assistant Director, Strategic Planning Division	Singapore Workforce Development Agency	Singapore

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