UNITED STATES MANUFACTURING COUNCIL

October 15, 2014

The Honorable Penny Pritzker
Secretary of Commerce
U.S. Department of Commerce
Washington, D.C. 20230

Dear Madam Secretary:

Reflecting the past and present work of the U.S. Manufacturing Council (Council), there has never been a better time for industry, government and education to collaborate on initiatives that reinforce a globally strong, competitive manufacturing sector in America. Toward this aim, the Council has engaged in a systematic review of workforce development programs and industry perceptions, and has offered recommendations to protect and build on the efficacy of our national investment in these efforts.

Building on our letter dated April 29, 2014, we offer two specific recommendations for consideration:

1. **National Campaign for Manufacturing**: Engage manufacturers via the Manufacturing Institute to lead development of an integrated, national campaign to correct misperceptions and promote the benefits of career opportunities in manufacturing in America.

2. **America Innovates Manufacturing Skills for Workforce Development**: Establish a workforce development collaboration initiative via the U.S. Department of Commerce to promote a culture of industry partnership for successful programs.

National Campaign for Manufacturing

While the enactment of the Workforce Innovation and Opportunity Act will go a long way to realign the high-tech education required to address the skills gap in manufacturing, we also must address persistent, outdated misperceptions about the industry if we hope to attract new talent with the qualifications needed to propel the industry's promise of innovation and opportunity.

Situation: The misguided view of an industry in decline obscures the truth of a thriving manufacturing sector that offers many viable and sustainable career options[1]. The perception problem feeds the greater challenge for American manufacturing: quantity, as in the short supply

[1] *Advanced Manufacturing Competency Model: Skills Certification System,* The Manufacturing Institute in partnership with the Department of Labor (2012).

of people to fill available jobs; and quality, in that people lack the technical skills needed to win those jobs.

We must reposition U.S. manufacturing as "real economy" industrial technology; a growing, innovative industry with ample, high-paying careers—more than half a million jobs available now and more to come as 2.7 million baby boomers prepare to retire from the sector.

We must make Americans aware of the career and educational advancement opportunities beyond high school that manufacturers offer: high-tech industrial careers via apprenticeships, work-study programs and ongoing post-secondary education (often paid by employers).

We must make it known that, according to the National Association of Manufacturers, the average U.S. manufacturing worker in 2013 earned $77,506 annually, including pay and benefits, while the average earned in all other industries was $62,546.

Position: To correct misperceptions and promote American manufacturing for the innovation and opportunities it represents, we recommend partnering with industry and marketing experts to establish a cohesive, national multimedia campaign that integrates traditional advertising, public relations, social media and experiential curriculum in schools. The campaign will be designed to engage interest in industrial technology careers. The aim of this campaign is to change perceptions of manufacturing by demonstrating how STEM skills apply to high-tech careers serving manufacturing industries that are essential to everyday life.

Target audience: The primary target of this campaign should focus on middle and high school students—along with parents, guidance counselors, faculty and administrators.

Core message: ***Manufacturing=Technology***. Manufacturing careers provide an entry ticket to lifelong education and rewarding opportunities for millions of Americans. Their highly skilled technicians utilize advanced equipment to design, develop and produce products and technologies that make America the world's leading innovator. These skilled workers are driving a new industrial revolution, creating and patenting ideas that bring vital advancements to the world. Positioning manufacturing as ***advanced industrial technology*** markets the sector's relevance as a meaningful, creative, vibrant, rewarding career choice for America's future.

Steps to execute this initiative include:

a. **Fall 2014: Message alignment**: Commerce staff participation in an industry-led collaborative working session facilitated by the Manufacturing Institute to identify common message threads and principles to bridge perception-reality gaps and agree on core messages for a unified campaign to address them, such as *"Manufacturing=Technology."*

b. **Spring 2015: Campaign development**: Appoint the Manufacturing Institute to serve as the catalyst and clearinghouse facilitating among groups to define and prioritize campaign components with funding models to execute them, such as:

- Manufacturing Day: Active annual sponsorship of and participation in Manufacturing Day (Oct. 3 in 2014) by companies represented by Council members, along with officials from key agencies, including Commerce, Education, NIST and Labor;
- Engagement: Tech Talks on high-tech manufacturing careers;

- Success stories: Social media participation challenge--making real things
- Traditional advertising: Multimedia advertising with testimonials on manufacturing apprenticeships and careers;
- Public relations editorial campaign.

c. **Fall 2016: Experiential Education**: National in-school career exploration and curricula on STEM careers in industrial technology (manufacturing=industrial technology) targeting middle and high school students, parents, guidance counselors and faculty per *Scholastic* proposal, Appendix A.

America Innovates Manufacturing Skills (AIMS) for Workforce Development

Skills for innovative manufacturing are economically critical to the livelihoods of Americans because they support well-paying careers with many opportunities for advancement. To establish a globally competitive workforce, we need to align workforce development initiatives with employers' needs via collaborative educational partnerships.

Situation: Industry growth in manufacturing exacerbates the challenge of finding qualified talent, despite high unemployment levels over the past several years. Today's highly technical occupational needs are misaligned with education and experience of available talent, including recent graduates and the unemployed/underemployed. In addition, the long-term unemployed are experiencing attrition in skills, as skills quickly become dated by constantly advancing innovation. Businesses looking to hire have difficulty finding qualified talent for high-tech work.

Position: We recommend Commerce launch an initiative to ensure close collaboration with industry to support highly effective workforce development programs: America Innovates Manufacturing Skills (AIMS) for Workforce Development. The AIMS initiative would:

- **Reinforce and promote industry-endorsed criteria** for effective workforce development programs and funding prioritization;

- **Promote best-practice models and resources** via The Manufacturing Institute; and

- **Field an AIMS National Competition** to fund effective workforce development programs facilitated by Commerce with active industry engagement.

The Council lauds the passage of the Workforce Innovation and Opportunity Act to realign and enhance federal workforce development programs for advanced manufacturing. In the overhaul defined by this act to streamline and improve job placements, the Council recommends the establishment of AIMS industry-endorsed criteria as a prerequisite for federal workforce development funding. The AIMS criteria are intended to ensure programs have critical success factors in place to result in job placements and sustainable employment. These criteria include:

1. Established "ecosystem" of industry, education, investment, career counseling culminating in apprenticeships, career placement and industry hiring commitments to sustain programs;
2. Industry-endorsed stackable certifications that provide seamless articulation to continuing post-secondary education, including associate and four-year degrees, as well as post-graduate programs for lifelong development and career success;
3. Flexible credit schedules and pathways with "on-and off-ramps" to allow students to maintain and afford life-work-study balance with ongoing career exploration; and

4. Performance metrics compiled from state data focused on industry alignment, hiring, career development, advanced education and economic impact.

With these criteria in mind, Commerce would field the AIMS National Competition to facilitate industry-backed skills development programs. The AIMS National Competition would solicit and support projects to educate, train, employ and develop skilled workers needed in respective industries and regions. This aims to jump-start workforce training that is relevant to the needs of industries today. Its focus would be to create a culture of industry-led training in the U.S. where local community colleges, high schools, technical institutes and manufacturing companies partner to develop and implement needed training and apprenticeship programs.

The cornerstones of this national competition are identification and funding for industry-driven public/private partnerships to provide workforce training targeted for precise industry needs with ample career exploration. Hiring industries are at the epicenter of this collaboration, awarding funding and support to implement winning programs meeting the aforementioned criteria.

The competition would comprise several phases including: 1) awareness building; 2) needs and opportunities identification; and 3) attracting proposals. Like the NNMI initiative and other competitive programs, the criteria for both proposals as well as ultimate selection of program criteria remain grounded in industry-proven best practices, including:

- **High-school engagements** offering practical curriculum developed for students involving faculty, counselors, companies and parents;

- **Stackable certifications toward degrees**, for which many manufacturers pay, providing:
  - Immediate, highly paid work out of high school; and
  - Affordable post-secondary education with assistance and/or employer funding to free students from debt burdens.

- **Collaborative higher-education networks** with strong industry ties
  - Community colleges and technical institutes with 'complementary' or 'reinforcing' skills certifications/pathways
  - Apprenticeships, internships and cooperative education programs
  - Online training
  - On-the-job training and development
  - Articulated university partnerships ensuring continuing degree paths
  - Public-private partnerships among federal/state government, industry and education institutions

- **Flexible funding models** for region- and sector-specific development building on the existing competencies and manufacturing base for successful job placement and sustainable career development.

Commerce would need to establish a National Program Office to administer the application, review and selection process for AIMS National Competition proposals. A panel of manufacturing company leaders from The Manufacturing Institute, the U.S. Manufacturing Council, and the Advanced Manufacturing Partnership would be engaged to review and select program awards, with ad-hoc participation of federal agencies as relevant to proposals, such as Commerce's National Institute of Standards and Technology; Department of Defense;

Department of Education; Department of Energy; Department of Labor; NASA; and the National Science Foundation.

The framework of the AIMS National Competition for industry-led skills development programs would draw from the 'best of the best' models of highly successful state and regional programs, including the Florida Advanced Technology Education Center; Maryland Skills2Compete; Michigan Project HOPE; Minnesota Right Skills Now; Westmoreland County Community College Advanced Technology Center; and Wisconsin's Fast Forward Program. In addition, several countries such as Germany, Japan and the United Kingdom serve as models, with similar national skills development programs specific to manufacturing.

Supporting information and examples are provided in the appendices that follow.

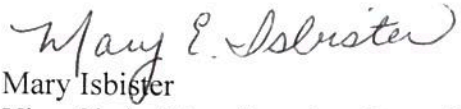
The Council respectfully submits these recommendations as the action-oriented, impactful and executable initiatives requested by Secretary Pritzker to create a national movement for manufacturing careers. We encourage the Secretary to engage support of the White House, the governing agencies of its Administration and our myriad partners in the education system to achieve these aims. We, as Council members and industry leaders, stand ready to serve in partnership with you, for the vitality of our nation and the future of all Americans.

Sincerely,

Carlos Cardoso
Chair, Workforce Development

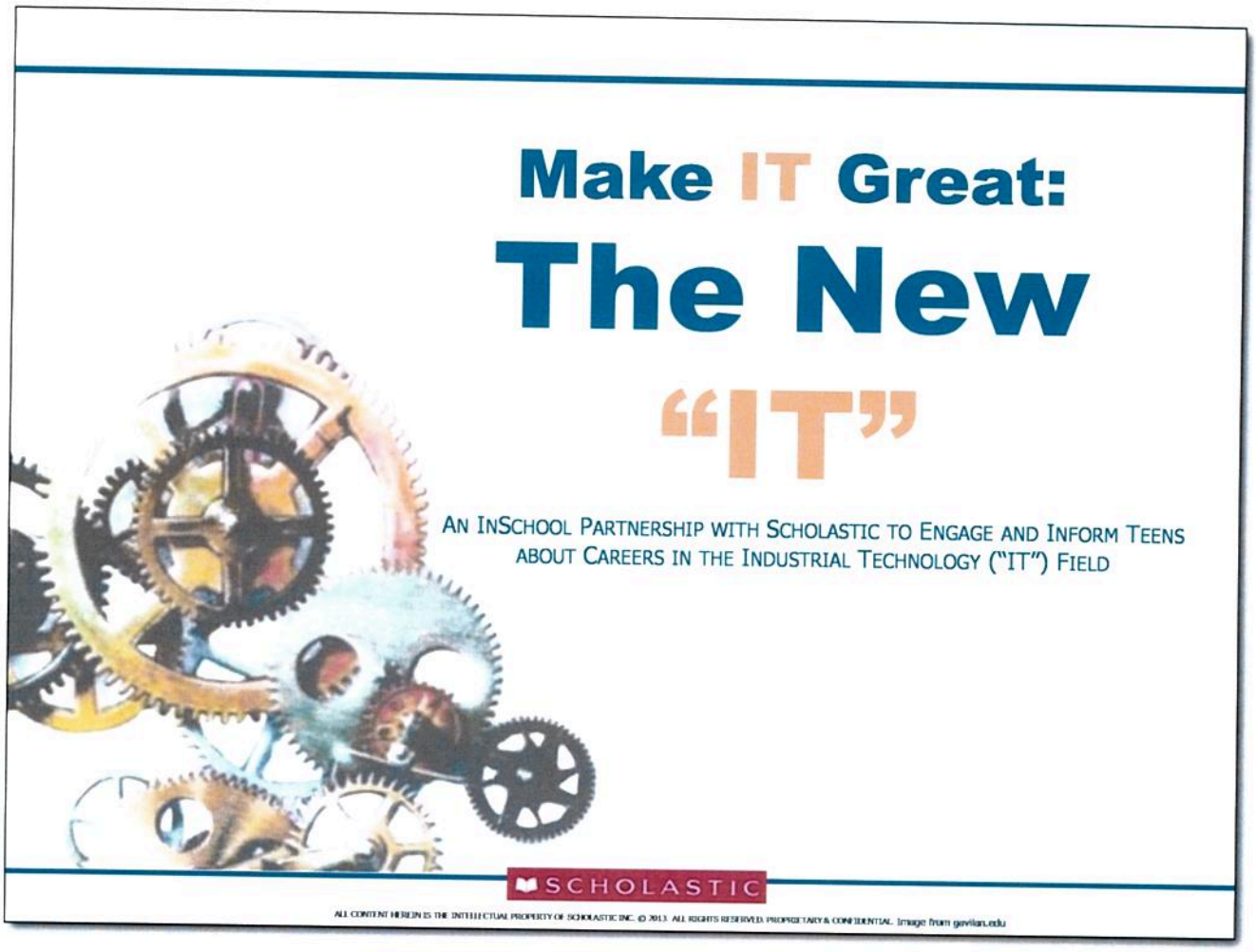
Eric Kelly
Vice Chair, Workforce Development

Mike Laszkiewicz
Chair, Manufacturing Council



Mary Isbister
Vice-Chair, Manufacturing Council

APPENDIX A: Make it Great: Scholastic America Proposal



The Most Trusted Name in Learning™

SCHOLASTIC

SCHOLASTIC is a 93 year old, $2 billion global organization that reaches over 115 million families, 54 million children, and 4 million teachers in the United States with 99% penetration in US schools, and serves customers in 45 languages in more than 150 countries.

CLASSROOM MAGAZINES
Leading publisher of educational classroom magazines with 32 titles for grades K-12, reaching more than 25 million students and teachers across the country plus premier professional magazines: *Scholastic Administrator* and *Scholastic Instructor*

CONSUMER MAGAZINE
Scholastic Parent & Child is the second largest parenting magazine in the category, reaching over 7.3 million readers every issue. *Scholastic Parent & Child* ranks #1 in ENGAGEMENT among all parenting magazines; and #2 in PURCHASES among all 195 measured consumer magazines (MRI, STARCH, Jan-Dec 2012)

BOOK PUBLISHING
The largest publisher and distributor of children's books. Scholastic distributes over 350 million books per year in the USA alone. Approximately 1 out of every 2 children's books sold is a Scholastic book

READING CLUBS
Through 13 school-based, grade-specific clubs, Scholastic Reading Clubs reach more than one million teachers and millions of children and parents with high-quality, affordable children's books and reading materials

BOOK FAIRS
Scholastic hosts more than 125,000 book-sale events each year, reaching over 2 million teachers and more than 35 million children and their families in Pre-K through 9th grade

SCHOLASTIC.COM
World-class web site with robust content visited by over 100 million parents, teachers, and kids every year, with 730+ million page views annually, 13+ million page views per week, and 6+ million unique visitors each month

EDUCATION
Leading publisher of research-based core and supplementary instructional materials; providing reading improvement products from Pre-K through high school

SCHOLASTIC MEDIA
Producers of award-winning kids television, feature films, videos, web sites, interactive apps, games, and other products. A leader in marketing, promotion, and consumer products worldwide

SCHOLASTIC INTERNATIONAL
With offices in 13 countries, Scholastic is the largest publisher and distributor of children's books in the world, serving millions of children, families, and schools

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A Partnership Between Scholastic and U.S. Manufacturers :: Goals and Strategies ::

Identifying the Issue:

The U.S. manufacturing sector needs to re-introduce itself to the American people. There is a significant gap between Americans' perception of the sector and reality. This gap is affecting how Americans view manufacturing as a career option for the next generation.[1]

Program Goals:

- Establish the next generation in the manufacturing workplace
- Reposition manufacturing as "industrial technology"—a sector with meaningful, viable, financially rewarding career choices
- Shift the story of manufacturing to include 4-year universities, community colleges, and cross curricular studies

Program Strategies:

Engage more students with the industrial technology as a desirable career option through:

- **Teacher Activation:** Series of virtual field trips with accompanying classroom teaching guide and interaction with individuals who work in the Industrial Technology field, custom student magazines, custom microsite on Scholastic.com with targeted promotion, and additional student-facing content
- **Guidance Counselor/Principal Activation:** Informational brochure
- **Principal, Superintendent, and School Administrator Activation:** Sponsored advertorial

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Scholastic's Nationwide Reach: Middle and High School Teachers

Titles	By Mail (Approx.)	By Email
Guidance Counselors	69,500	51,000
Science Teachers	175,000	129,500
Math Teachers	198,500	145,000
Technology Teachers	27,500	19,000
Engineering	2,500	1,800
Metalworking; Manufacturing Teachers	2,500	1,800
Principals	73,000	51,000
Superintendent; Assistant Superintendents	20,000	10,000
TOTAL REACH	**568,500**	**409,100**
TOTAL K-12 BUILDINGS NATIONWIDE	**114,000**	

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Teacher Activation: Cutting Edge Virtual Field Trips

Taking students from their classrooms into the fascinating and innovative field of Industrial Technology

Broadcast directly into classrooms nationwide from the school-friendly Scholastic.com website, these 30-minute educational virtual field trips will reveal new horizons and career possibilities to students—introducing them to the new "IT" through a virtual tour experience. Released every few months with heavy promotion to teachers, this series of trips will start shifting the next generation's perception of manufacturing.

- Each video will give students an inside look at a **variety of companies and positions within the U.S. Manufacturing industry**—including interviews with industry leaders and even jobs they might not think of as "IT" jobs.
- This comprehensive series can host as many segments or highlights as the Partners' desire, and each segment can **feature a specific U.S. Manufacturer**.
- These cutting-edge STEM videos would integrate a **variety of disciplines**—demonstrating the breadth of opportunity within this field.
- Discussion guides for teachers will accompany the virtual field trips (information to follow).

Scholastic Math180 partnered with Tim Gunn and Diane von Furstenberg to show kids how math plays a vital role within the fashion industry. To view the video integrating a variety of disciplines, click here.

Mockup of sample webcast with Dell

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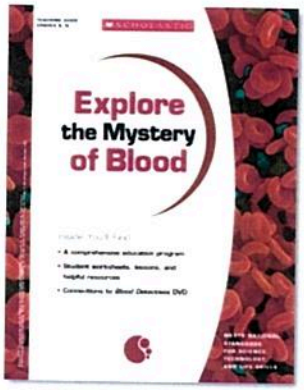
Teacher Activation: Classroom Teaching Guide

A complete set of teaching resources to accompany virtual field trips

To activate virtual fields trips in the classroom and integrate them into the curriculum, Scholastic will create and distribute accompanying **teaching and discussion guides** with student worksheets—a component similar to what Scholastic used for the 2010 partnership with the U.S. Census Bureau.

Teaching guides will be in a magazine format, designed for teachers to introduce the virtual field trips, including:

- Lesson plans helping students anticipate and process learning before and after they watch the virtual field trip
- Reproducible worksheets for teachers to copy and for students to complete in class—either while or after they take the virtual field trip
- Lessons showcasing manufacturing careers, as well as supporting the Common Core State Standards across multiple disciplines such as finance, marketing, technology, media, and more.
- Lessons can also include resume building skills, cover letter writing, negotiations for specialty jobs, etc . . .



Example of a teaching guide. To view the sample online, please visit: http://www.scholastic.com/bloodscience

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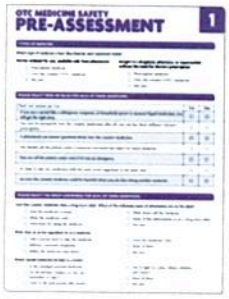
Teacher Activation: Student Knowledge/ Interactive Assessment Quiz

Engaging students in their future job possibilities and gauging program's impact

- To demonstrate program efficacy, Scholastic will create a custom interactive assessment quiz for students online, living on the program microsite (details to follow).
- Students will answer questions before they watch any virtual field trips or program content, and then retake the same quiz after to compare their score to find how much they learned through the webcasts and program content.
- Quiz questions will address what they know about available jobs within the new IT space.
- At the end of the activity, students can also answer some questions about their interests to find out a possible future career for themselves within the Industrial Technology field, and be given a short profile of a notable person in that career, as well as links to find out more about it.


OTC MEDICINE SAFETY
PRE-ASSESSMENT 1


OTC MEDICINE SAFETY
PRE-ASSESSMENT CONTINUED

Sample assessment quiz

 IMAGE VIA NTCC.EDU

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Student Activation: Custom Classroom Magazine Edition

Scholastic will create a **custom student magazine** for junior high and high school students, direct-mailed to teachers (each teacher receives a class set of 30) mailed along with the classroom teaching guide.

- The magazine's content will align with the virtual field trips, providing a more detailed look at IT careers, an college roadmap, etc . . .
- In custom career profiles, students will find engaging interviews, surprising facts, and other eye-opening info will **change students' perceptions** about the place of the new IT—and their possible role in it! Unexpected careers like the Head of Marketing, will be featured—impressing students with the important message that all skill sets are needed within the IT field.
- Magazines will be mailed in classroom sets of 30, one for each student.

Do you know?
Scholastic is the country's leading classroom magazine publisher, with over 12+ million student editions in circulation.

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Student Activation: Custom Simulation-Style Gaming App

Scholastic understands that the goal of this partnership will be to help students explore the next generation of manufacturing jobs and how their education can lead to a relevant job within the IT industry. The provided game concepts below should be understood as broad-stroke conceptualizations and not as actual deliverables. **We will work with you and your team to fully scope out the app and ensure it meets the students' needs.**

Game Concept A: Manufacture a Career, Explore to unlock your possibilities

A linear format game (similar to Super Mario Brothers) that allows users to explore their manufacturing career options. As they acquire in-app career skills, they 'level-up' into more specific or exciting roles in the selected industry.

Use Case: Users are introduced to a global game map and prompted to choose a manufacturing path. After selection, they're taken into a stylized manufacturing plant to explore, acquire skills and ultimately unlock each industry completely. As users explore, we'll create trigger events to help them learn more about the experience and career possibilities.

Features: Visually dynamic game levels with interactive elements and "build your own adventure" style game play to help users unlock career options and learn about the various manufacturing tracks.

Platform/Devices: With considerations this game could be constructed using HTML5 and distributed on multiple devices and platforms (browsers and mobile phones).

Game Concept B: Manufacture an Industry, Build to discover your possibilities

A Sim City-style game that educates users on the basics of how things are manufactured and then challenges them to build efficient, customized factories that produce defined items in that industry.

Use Case: User selects tech manufacturing. After a brief introduction to the industry (video/slides) they are introduced to the drag and drop environment. As users drag items to the canvas and start connecting the various factory parts (i.e. processor production line to assembly line) they're introduced to the more subtle details on the role as well as what it takes to get a job in that field. Each industry has a number of open-ended challenges (produce mobile phones, produce computers etc.) to keep them exploring the "modules" and learning more about specific manufacturing industries.

Features: The factory modules will be dynamically defined and oriented to the canvas to keep game play robust and interesting. As users evolve through the industries and manufactured items, game play will become more challenging (using dynamic object parameters).

Platform/Devices: This concept will require a native mobile strategy OR web strategy.

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Principal & Guidance Counselor Activation: Informational Brochure

Informational Brochures

- Scholastic will create informational brochures for principals and guidance counselors to introduce students to the breadth of career options in the new "IT"—and how their skills could be used in this field
- Brochure will include a letter to principals/guidance counselors about the role of industrial technology, and the necessity of filling career gaps with workers in a variety of skills—and introduce the programs' strategy and the role of the principal or guidance counselor in activating it
- Pages of the Brochure can also be photocopied / reproduced and sent home to spark a dialogue with parents about Industrial Technology careers as "something to consider" for their child

Custom principal brochure

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School Leader/Administrator Activation: Sponsored Advertorial in Administr@tor magazine

- This unique opportunity to reach administrators through Scholastic's Administr@tor magazine will speak directly to school leaders through a custom advertorial
- The advertorial will introduce the in-school program and the importance of showcasing the new IT to all students as a possible career option
- It can also highlight school leaders or districts who do this well

Custom advertorial example

Administr@tor Audience
- Superintendents / Assistant Superintendents
- CTWs , Tech Directors, IT Directors
- Curriculum Directors
- Media Specialists / AV Directors
- Principals
- Business Managers / Purchasing Agents
- Title 1 / Federal Program Directors

Engaged: 78% of *Administr@tor* readers spend 40 minutes on average or more reading or looking through a typical issue*.
Involved in Purchasing: 85% strongly influence or approve purchases
Professionally Active: 85% attend professional conferences; 60% have advanced degrees
Experienced: Have taught for an average of 8+ years

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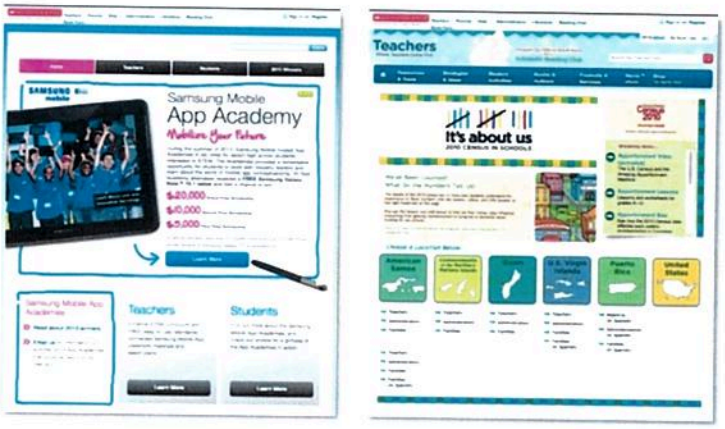
Custom Microsite on Scholastic.com

Provides a portal for further career searching and host classroom materials

To ensure the program is available for all teachers nationwide, Scholastic will create a one-stop, online destination for this program. Site content for teachers can include:

- All print pieces as downloadables for teachers nationwide to access and activate into their classrooms
- Further educational materials to support the print pieces and virtual field trips
- Links and information on the new "IT" industry
- Links to a student pre- and post-program assessment quiz

Separate tabs for guidance counselors and school leaders/administrators will include information addressing them and giving them relevant information about the new IT and how to introduce it to their schools.



Example Microsites

Do you know?
Scholastic.com receives over 2.6 million unique visitors on our educator's channel monthly, and is the #1 site for teachers.*

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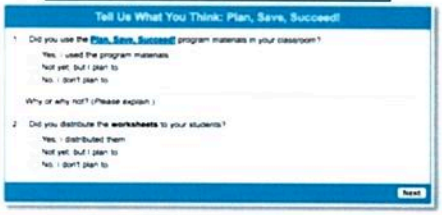
Program Research Capabilities

- Scholastic's research capabilities will allow extensive program research to determine students' perceptions of industrial technology/manufacturing careers both before and after they participate in the in-school program.
- To capture behavioral change and impact among students who have participated in the program or used the app, Scholastic's Research team will demonstrate the efficacy of the classroom materials through the following research methods:

- **Qualitative studies** such as focus groups
- **Quantitative surveys** measuring the impact of the program on student's behavior using research software such as Qualtrics
- **Pre- and post- program surveys**, captured either online or in print and including open-ended questions, cross-tabbing, and questions about demo/psychographics

Note: Specifications of research, focus groups, recruitment, and incentives to be determined.



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Integrated Promotion Through Scholastic's Channels

Placement	Targeting	Placement and Reach
Emails	Teachers, school leaders, guidance counselors	Deployed from Scholastic's database, will drive to microsite. 100% share of voice.
Digital ads	Teachers, school leaders, guidance counselors	Custom ads on Scholastic.com will drive to microsite
Content integration	Teachers, school leaders, guidance counselors	Editorial mentions in e-newsletters, digital placements, etc ... throughout Scholastic's channels
Print ads	Teachers and administrators	*Instructor* magazine (525K readership) and *Administr@tor* magazine (195K readership)

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Budget and Reach*

Introducing the New "IT" Virtual Field Trip Series

- **Three (3) 30-minute virtual field trips**—including travel, scripting, management and execution from start to finish

Print Activation*

- **50,000 qty**. custom 16-page + cover classroom teaching guide
- **50,000 sets** of custom student magazines in classroom sets of 30, poly-wrapped separately, but mailed together in sturdy envelope with accompanying Teaching Guide
- **50,000 qty.** 6-pg gatefold self-mailing brochures sent to school guidance counselors/principals via direct-mail
  - Dimensions are 23 ¾ x 10 ½" flat and folds to 8 x 10 ½ final size

Digital Activation and Promotion

- Custom microsite on Scholastic.com aggregating all print content as downloadables and hosting of virtual field trips
- Custom online assessment quiz
- **2,000,000 ROS banner ads** on Scholastic.com's Educator channel
- **1,000,000 impressions** of editorial integration throughout Scholastic.com
- **750,000 emails** from Scholastic to teachers, guidance counselors, and school leaders
- **2 full-page print ads** in *Instructor* magazine promoting the virtual trips and digital resources
- **2 page advertorial** in *Administr@tor* magazine introducing the program and its importance
- **2 edit mentions** in Instructor and Administr@tor e-newsletters

Total Investment: $1,347,477 NET
Estimated Total Impressions: 10,695,000
*Print Quantities can be modified based on desired reach/ budget

Additional Option: **Custom Simulation App Development**: $300,000 NET

- Includes design, creation, web-based platform and app submission to specific platform store either Android or iOS

*Pricing valid for 60 days from 1/31/14.

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Looking Ahead

Scholastic is excited to launch a larger and even deeper program into schools off the first year of partnership. The following years will bridge the connection from high school classrooms to industrial technology businesses with even more opportunities for students to experience the breadth of careers in industrial technology. The program will build out to address more career possibilities and provide even more students with a look into these.

Strategic Ideas for Years 2 and 3 of Partnership

- **Live G+ Hangouts with Individuals who work in the IT sector**
  - To further engage students, Scholastic can host multiple G+ Hangouts between classrooms and a guest speaker who works in the field of Industrial Technology—including a video, a Q&A session, and more.
- **Additional Virtual Class Trips**
  - Further avenues and facets of the new "IT" explored
- **Classroom Connections / Career Day**
  - Opportunity to link local classrooms with U.S. Manufacturing companies for live field trips or follow an employee day s, kids can see first hand what it's like to work in the specific field

Costs for each extension opportunity provided separately upon request.

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Your Program with Scholastic :: Measurements of Success

- To facilitate ease of management, Scholastic will assign a dedicated project manager who will be the direct contact for **U.S. Manufacturing Partners** on this program and manage all aspects of the program's deployment and ongoing administration
- Program analytics vary by delivery mechanism:
  - Postage-paid teacher survey included with Classroom Teaching Guide mailing helps gauge interest and use of the materials and measures awareness and perceptions
  - Opportunity to include online educator surveys on the custom portal to gain additional feedback
  - Digital metrics delivered monthly and include:
    - Custom portal traffic (unique visits, page views, number of downloads, time spent, number of contest entries)
    - Email data (open rates, click through rates, link analysis and heat map)
    - Banner tracking (impressions delivered, click through rates)
    - Social media: Facebook and Twitter
  - National print measurements:
    - STARCH Advertising Effectiveness Research: accompanies every print page and measures brand interest, awareness, and engagement
    - Print-to-Mobile Scans: number of activations

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Appendix

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Sample Webcast Statistics

Scholastic webcasts are hosted on Scholastic.com, the **#1 classroom website** in the U.S. for educators and students.

Scholastic's 2012 webcasts averaged **2,470,580 estimated views**.

Webcast	Date	Unique Streamed Views	Est'd Streamed Views	Total Replays	Questions Submitted	Total Estimated Views
JK Rowling	10/11/12	37,916	1,200,000	46,417	N/A	2,592,510
Read Everyday with Taylor Swift	10/24/12	13,611	1,100,000	34,783	N/A	2,143,490
Thanksgiving/Mayflower	10/12/12	N/A	N/A	332,964	N/A	9,988,920
Graphix	3/7/12	689	35,610	2289	864	104,280
Ellis Island Immigration	3/29/12	8,713	447,030	52,358	3,576	2,017,770
Series Favorites	4/17/12	1,369	65,166	2690	N/A	145,866
WordGirl: 3rd Annual Definition Competition	5/1/12	1,745	74,430	7560	1099	301,230

It's about us
2010 CENSUS IN SCHOOLS

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Case Study: U.S. Census Bureau 2010

Scholastic created the *Census In Schools* ("CIS") outreach and education program in their third partnership with the U.S. Census to enhance census participation

Program Goals

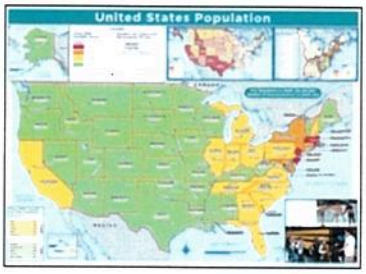
- Improve response rate to census form
- Improve accuracy of the count
- Improve public response rate

Scholastic Strategy

- Target hard-to-count population segments, including schools with high percentages of Title One, ESL, and ELL students, and schools in island areas
- Reach every K-12 school (114,000), district, and principal
- Reach adult education programs
- Using teaching guides and family materials, spread census awareness through students to communities

Program Results

- **Every school in the U.S.** and millions of students and parents, were exposed to census efforts
- **74%** of respondents to K-8 survey distributed CIS materials [1]
- **65%** of schools responding to high school survey used materials in their classrooms
- **10%** more people were counted than in 2000 census, and overall response to form was 72%
- ***All CIS goals were met***



1. Phone survey of over 11,000 schools

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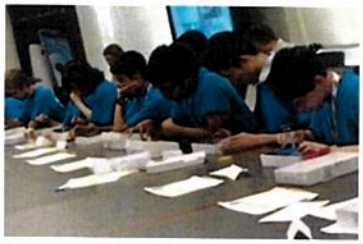
Case Study: Samsung Mobile Apps Boot Camps

Scholastic partnered with Samsung to create free two-day STEM workshops for exceptional high school students to learn about app creation.

Program Goals

- Introduce students to the growing world of mobile apps
- Teach students the steps to making a mobile app from conception to development
- Address the role technology can play in improving communities
- Create future engineers
- Provide ideas about mobile app/technology career opportunities



Scholastic Strategy

- Create a free, two-day boot camp for high-achieving students interested in STEM with 30 students per class in four locations: San Francisco, Dallas, Atlanta, and Boston
- Team up with local universities to create an educational and inspiring atmosphere (UC Berkeley, UT Dallas, GA Tech, and MIT)
- Instruct through leading app developers and provide industry guest speakers
- Give students who attend boot camps a Samsung tablet and the chance to enter an app concept submission to win prizes
- Create digital hub for boot camps with contest information and app contest submission portal on Scholastic.com
- Recruit students through email and direct school calls

Program Results

- Boot camps were successfully delivered in all four (4) cities
- Over 63% of participants entered contest
- Prizes include a chance to win a $20,000, $10,000 or $5,000 scholarship, and Samsung phones
- Winners were announced at January 2013 at CES event

Year 2 (2013-2014):

- The program has launched and expanded to 6 markets including a teacher facing app development class workshop

Learn more about the program: Scholastic.com/SamsungBootCamp