



## UNITED STATES MANUFACTURING COUNCIL

April 29, 2014

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

Dear Madam Secretary:

The members of the Manufacturing Council (Council) agree that a strong manufacturing base is fundamental to the economic vitality and effectiveness of the United States. The strength of manufacturing hinges on the assurance of a highly skilled production workforce to support the sophisticated technologies of modern manufacturing.

In fact, U.S. manufacturers contributed \$1.87 trillion to the nation's economy in 2012, comprising 11.9 percent of GDP<sup>1</sup>, while supporting 17.2 million domestic jobs<sup>2</sup>. Notwithstanding the sector's substantial value, perceptions among Americans about the viability of manufacturing contradict these facts. Not only has the identity of modern manufacturing been dogged by inaccurate perceptions; it has quashed consideration of manufacturing as a rewarding, high-tech career choice that pays well and provides a path to continuing education.

Moreover, America faces an acute and escalating workforce shortage that threatens our nation's innovation leadership, global competitiveness and the very survival of U.S. manufacturing itself. Building on the recommendations offered by the previous Council and an extensive body of research, we note that the U.S. manufacturing sector continues to lead the nation's economic recovery and expansion. Manufacturers are hiring, with some 600,000 jobs available right now, while approximately 2.7 million baby boomers will retire from manufacturing jobs over the next decade, accelerating demand for technically skilled talent.<sup>3</sup>

In contrast to these truths, the majority of Americans seem to be unaware that the sector offers ample career opportunities, and that manufacturing jobs are technology jobs. Long outdated views of

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<sup>1</sup> Bureau of Economic Analysis, Industry Economic Accounts (2011).

<sup>2</sup> Bureau of Labor Statistics (2012), with estimate of total employment supported by manufacturing calculated by NAM with data from the Bureau of Economic Analysis (2011).

<sup>3</sup> *Boiling Point? The Skills Gap in Manufacturing*, Deloitte and The Manufacturing Institute (2011).

manufacturing persist, with inaccurate portrayals of a laborious, assembly-line era that has long-since passed<sup>4</sup>.

We consider addressing these misperceptions as a prerequisite to reinvigorate and develop a strong talent pipeline to drive today's advanced manufacturing technologies. Thus, we place the highest emphasis on two priorities:

- 1) Developing a manufacturing perceptions campaign to reset the national mindset; and**
- 2) Realigning workforce development programs to build the next-generation workforce.**

Our mission-driven agenda includes an all-encompassing campaign to communicate the viability of manufacturing, backed by a public-private partnership strategy to promote, fund and measure workforce development initiatives focused on existing manufacturing clusters.

We recommend targeting high school students and faculty in coordination with manufacturers, federal and state government agencies, vocational and post-secondary educational institutions and community partners.

Specific recommendations herein are inclusive of existing policy, funding and research aligned with the Council's goal to build a skilled workforce pipeline. The following recommendations are prioritized by immediacy of needs and applicability to ensure sustainable, long-term results. To this end, we commit to work with you and the President, in partnership with other policymakers, to:

## **1. Develop a National Campaign Repositioning America's Manufacturing Mindset**

**Situation:** The short supply of skilled production technicians and supporting professionals presents the greatest risk for manufacturers to compete, innovate and grow. Misperceptions about manufacturing are a significant factor in the skills gap, as Americans generally believe the manufacturing sector is in decline and does not present viable or sustainable career options<sup>5</sup>. Many Americans misperceive manufacturing as dark, dirty, dangerous and dull – “The 4Ds”.

**Position:** To address the skills gap and change manufacturing misperceptions, we recommend partnering with industry and marketing experts to establish a common, cohesive, national multimedia campaign that integrates advertising, public relations, social media marketing and experiential curriculum in schools. The campaign must create relevance by redefining manufacturing anew as high-tech, and every bit as advanced as information technology. The aim of such a campaign is to change perceptions of manufacturing by showcasing the disciplines of engineering and smart, digitally-driven production systems that demonstrate how the industry empowers progress and opportunity by highlighting high-tech manufacturing of goods essential to every aspect of our lives.

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<sup>4</sup> *The New American Manufacturing Sector: Awareness & Perceptions Findings*, Nationwide Poll, Penn Schoen and Berland, commissioned by Kennametal Inc. (2012).

<sup>5</sup> *Advanced Manufacturing Competency Model: Skills Certification System*, The Manufacturing Institute in partnership with the Department of Labor (2012).

**Target audience:** As Americans generally view manufacturing as “unskilled” and requiring minimal education, they don’t see it as a valued, well-paying career option. Therefore, the primary target of this campaign focuses on high school students (juniors and seniors) – along with parents, guidance counselors, faculty and administrators.

**Core message:** Building America’s Future: Manufacturing = High-Technology Industry. Manufacturing provides an entry ticket to lifelong education and rewarding careers for millions. Its highly skilled technicians command the most sophisticated, digitally-driven equipment to design, develop and produce tangible products and technologies that make America the world’s leading innovator. Our nation’s production technicians are leading a new industrial revolution, creating and patenting ideas that bring essential advancements to life. Positioning manufacturing as smart industrial technology markets the sector’s relevance as a meaningful, viable, financially rewarding career choice for America’s future.

**Partnership Recommendation:** Enlist industry and marketing experts to ensure a successful campaign that resonates with the target audience. Appendix A, developed by Scholastic America, is an example concept to engage school teachers, counselors and administrators with industry-backed curriculum and resources delivering experiential education to students about manufacturing as industrial technology. The concept includes virtual field trips and classroom teaching guides incorporating testimonials from technicians working in the field, and proposes that students further engage in manufacturing curriculum through student-facing magazines, microsites, simulations and additional content.

## **2. Realign Workforce Development Programs for Advanced Production Technologies**

**We recommend a public-private model** to promote, fund and measure best-practice workforce development initiatives. Some examples include the Skills2Compete Maryland initiative that is focused on connecting employers with the workers they need by increasing the number of Marylanders who attain at least two years of postsecondary education.<sup>6</sup>

**The Council proposes the establishment of an interagency working group** led by the Department of Commerce, in coordination with the Departments of Labor and Education, along with private-sector representatives from the various government and industry workforce committees. The interagency working group would be tasked with:

- Vetting and validating best practice recommendations based on findings reported by participating organizations. Examples of participating organizations would include the Manufacturing Council, the Advanced Manufacturing Partnership, the President’s Office of Science and Technology, The Manufacturing Institute and National Governor’s Association, among others.
- Endorsing “best-practice” models of public-private workforce development partnerships. Specifically, such model programs are those that train workers for technical manufacturing jobs,

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<sup>6</sup> *State Sector Strategies Coming of Age: Implications for State Workforce Policy Makers*, National Governors Association.

such as community-college programs that partner with local industry to offer stackable technical certifications in advanced manufacturing disciplines with articulation to advanced degrees. The Automotive Manufacturing Technical Education Collaborative (AMTEC) is an example of a successful sector partnership that identifies worker skill needs across critical job classifications to help identify and address specific workforce needs.<sup>6</sup>

- Providing guidance and coordination among the workforce development programs across the many federal agencies currently issuing some form of funding; and
- Developing a cross functional federal agency tracking system that measures the results of federally funded programs after implementation. Participating states would be responsible for reporting results based on the best practices recommended by the interagency working group.

**Further, the Council recommends endorsement and replication of proven model programs built on public-private partnerships** to build a new generation of skilled workers for available production technician jobs. Model approaches should include stackable certifications that provide a path leading to continuing post-secondary education, in addition to sustainable employment. In this way, industrial technology careers become an “entry ticket” to lifelong education. This post-secondary education is paid for by industry employers offering training and development benefits, including tuition reimbursement.

In addition, the Council recommends measures to incentivize more manufacturers to provide formal workforce development and/or paid post-secondary education to constituents, whether employees, recruits or supply chain partners. Such workforce development efforts should allow for the following:

- **Apprenticeships and cooperative work-study** programs with manufacturers;
- **Manufacturing technology experience exchanges** bringing technical people into schools and, sending teachers to manufacturing facilities to learn about career opportunities and skill requirements;
- **Incorporation of the Advanced Manufacturing Competency Model Skills Certification System<sup>7</sup>** to develop skills needed by workers entering and then advancing in manufacturing careers, including high-demand occupational skills such as machining, welding, fabrication, automation, fluid power, mechatronics, transportation/distribution, and logistics. In addition, the model supports core technical skills of safety, quality and measurement, maintenance installation and repair, production, and sustainable manufacturing, as well as basic and foundational competencies that cut across sectors; and
- **Redeployment of education compensation tax to support technical education.** Rather than treating paid education/tuition reimbursement benefits as taxable income to employees, allow companies to redeploy proceeds to the educational institutions, thereby streamlining the process while advancing workers’ education as well as higher pay for credentials they earn. This approach will ultimately generate higher revenue as a result of higher incomes.

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<sup>7</sup> *Advanced Manufacturing Competency Model: Skills Certification System*, The Manufacturing Institute in partnership with the Department of Labor

Because we all share a stake in ensuring a skilled workforce to fill our manufacturing talent pipeline, we appreciate your commitment to promote and implement these recommendations for the sake of our nation, its citizens, our security and economic strength. The Council intends to provide a supplemental (follow on letter) with specifics around:

- How the Council intends to partner with and incorporate recommendations from the Advanced Manufacturing Partnership.
- More specific industry driven public/private partnerships where business convenes partners to develop targeted workforce training. Business is at the epicenter of the collaboration.
- Workplace based learning/apprenticeship models.
- Industry sector developed and endorsed credentials

We commit to work with you to identify specific opportunities for public-private partnerships based on proven best practices, in conjunction with a comprehensive communication campaign to build America's greatest generation of innovation.

Sincerely,



Mike Laszkiewicz  
Chair, Manufacturing Council



Mary Isbister  
Vice-Chair, Manufacturing Council

**APPENDIX A: Make it Great: Scholastic America Proposal**

# Make **IT** Great: **The New** **“IT”**



AN IN SCHOOL PARTNERSHIP WITH SCHOLASTIC TO ENGAGE AND INFORM TEENS ABOUT CAREERS IN THE INDUSTRIAL TECHNOLOGY (“IT”) FIELD



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## The Most Trusted Name in Learning™



**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

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*

### MAGAZINES

### CONSUMER

*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)

### MAGAZINE

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

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

### CLUBS

### BOOK

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

### FAIRS

### 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

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

### MEDIA

### SCHOLASTIC

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

### INTERNATIONAL

## **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.<sup>1</sup>

### **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

## 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
<b>TOTAL REACH</b>	<b>568,500</b>	<b>409,100</b>
<b>TOTAL K-12 BUILDINGS NATIONWIDE</b>	<b>114,000</b>	

## 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

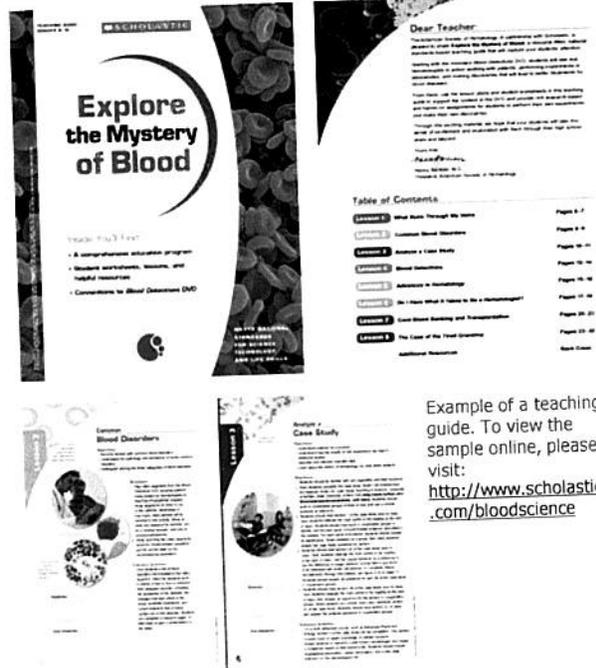
## Teacher Activation: Classroom Teaching Guide

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 . . .

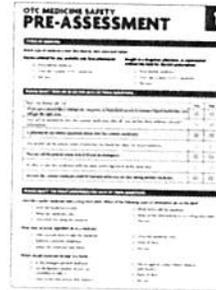


Example of a teaching guide. To view the sample online, please visit: <http://www.scholastic.com/bloodscience>

## 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.



Sample assessment quiz

## 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.

## 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.

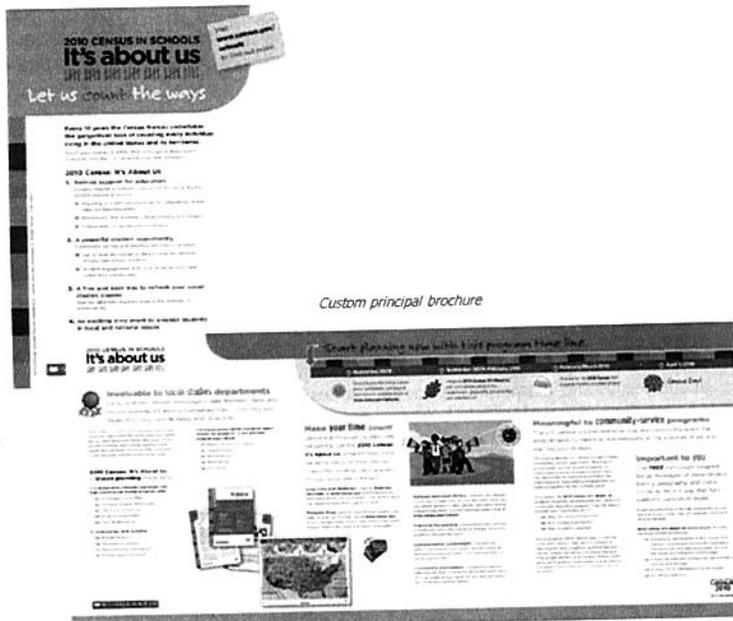
**Features:** The factory modules will be dynamically defined and oriented to the canvas to keep game play robust and interesting. As users evolve through the industries and manufactured items, game play will become more challenging (using dynamic object parameters).

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

## Principal & Guidance Counselor Activation: Informational Brochure

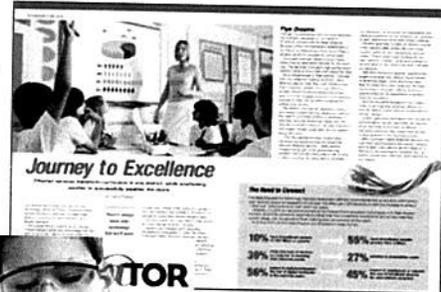
### Informational Brochures

- 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



## 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



## 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.\*



## 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	<i>Instructor</i> magazine (525K readership) and <i>Administr@tor</i> magazine (195K readership)



## 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.*

## 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

## Appendix

## 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

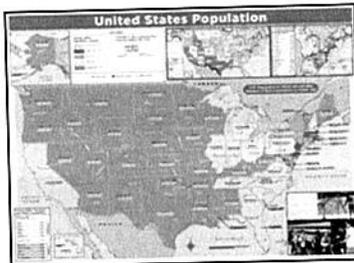


## Case Study: U.S. Census Bureau 2010

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	Scholastic Strategy	Program Results
<ul style="list-style-type: none"> <li>Improve response rate to census form</li> <li>Improve accuracy of the count</li> <li>Improve public response rate</li> </ul>	<ul style="list-style-type: none"> <li>Target hard-to-count population segments, including schools with high percentages of Title One, ESL, and ELL students, and schools in island areas</li> <li>Reach every K-12 school (114,000), district, and principal</li> <li>Reach adult education programs</li> <li>Using teaching guides and family materials, spread census awareness through students to communities</li> </ul>	<ul style="list-style-type: none"> <li>Every school in the U.S. and millions of students and parents, were exposed to census efforts</li> <li>74% of respondents to K-8 survey distributed CIS materials<sup>1</sup></li> <li>65% of schools responding to high school survey used materials in their classrooms</li> <li>10% more people were counted than in 2000 census, and overall response to form was 72%</li> </ul>

All CIS goals were met



<sup>1</sup> Private survey of over 10,000 schools

## 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](http://Scholastic.com/SamsungBootCamp)

