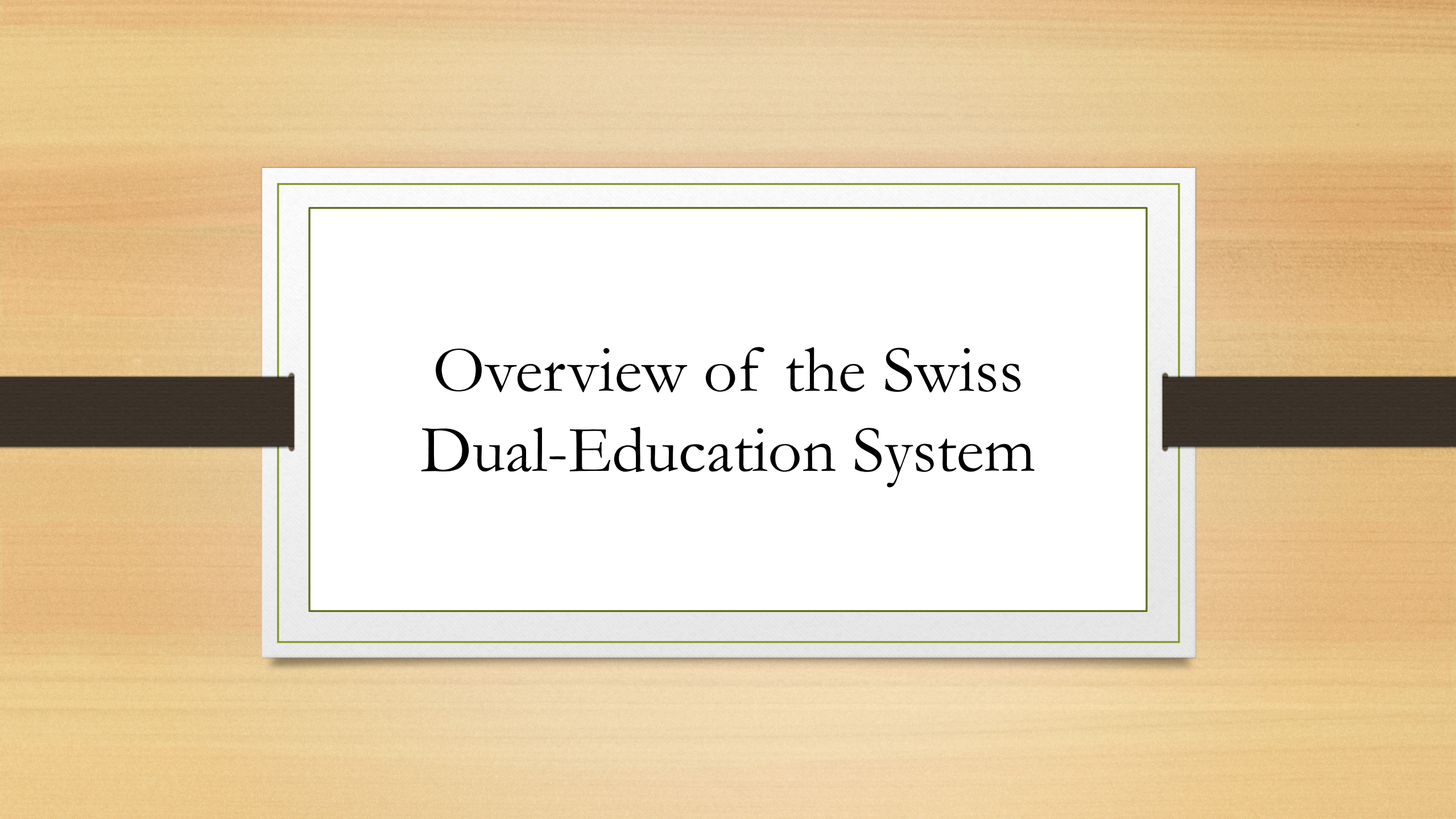
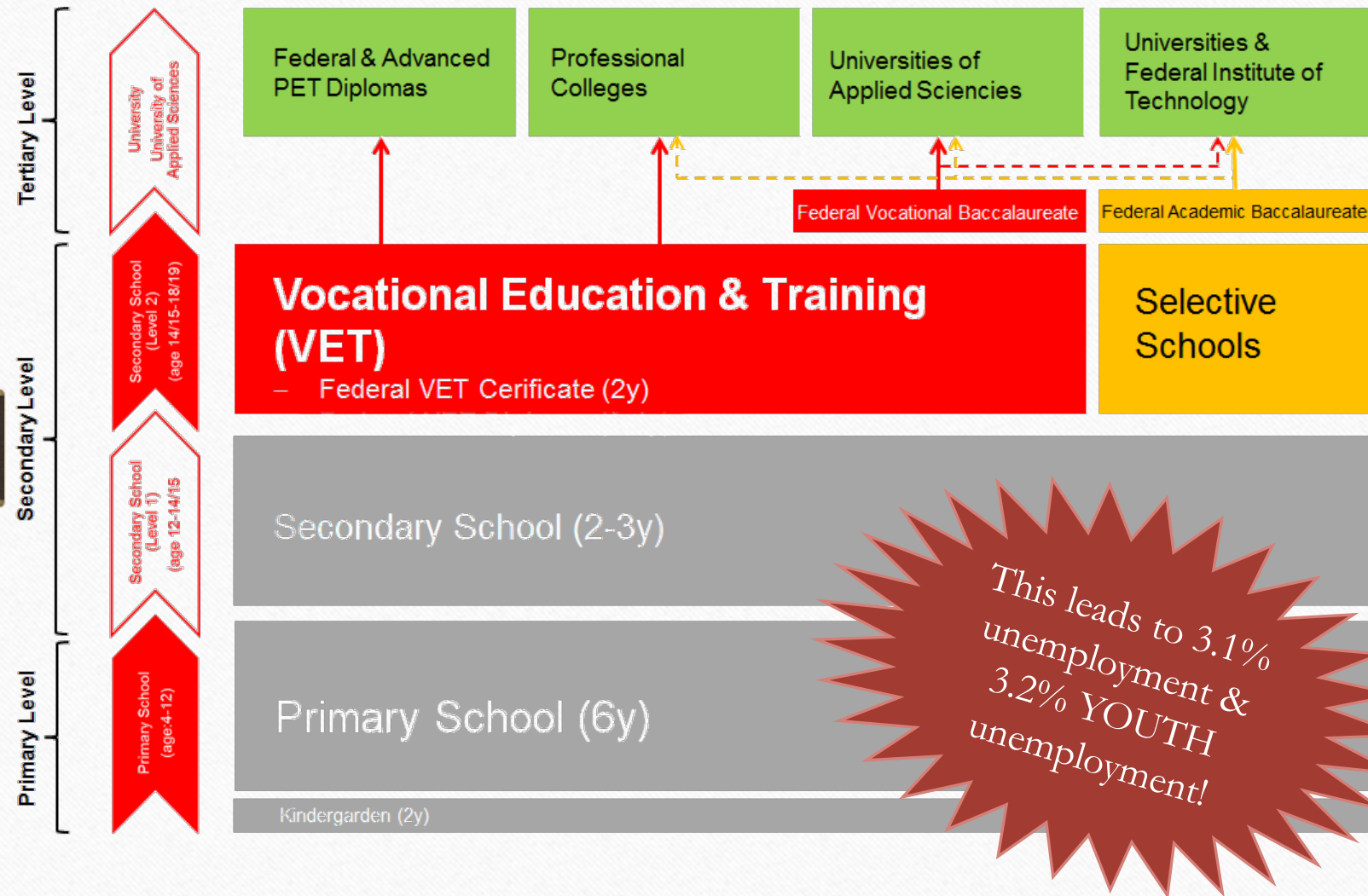


Using the Swiss Apprenticeship Model to Open Up More Paths to the American Dream

Suzi LeVine
*U.S. Ambassador to Switzerland
and Liechtenstein (Ret.)*

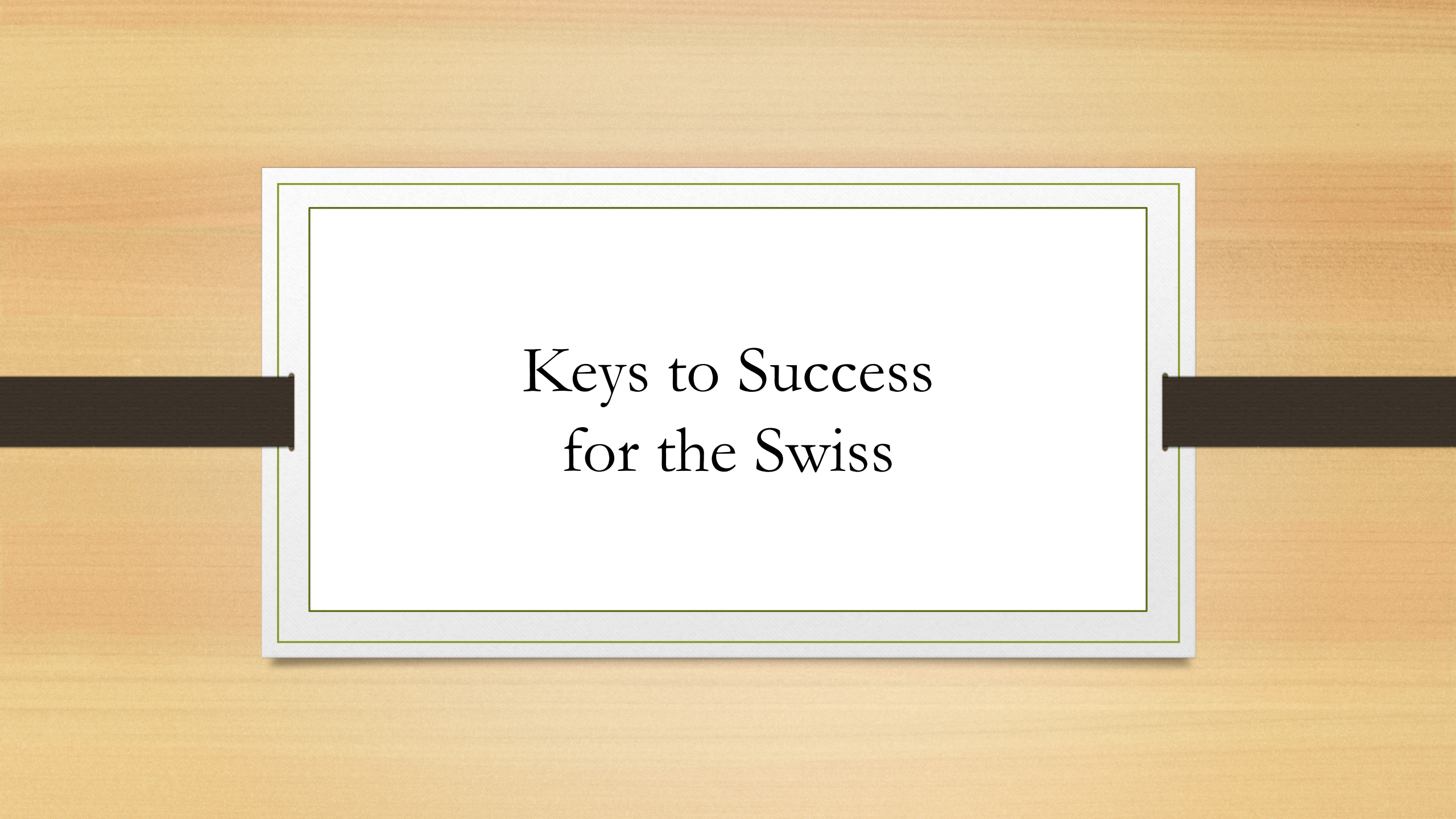


Overview of the Swiss Dual-Education System



- 9 years of mandatory education
- ~70% of kids start apprenticeship at age 15
- Career fairs and recruitment start in 7th grade
- Fully permeable system fosters further education





Keys to Success for the Swiss

A Swiss Apprenticeship doesn't define
you for life, but it is designed to
prepare you for life.



Sergio Ermotti
UBS CEO
\$2.6 Trillion under
management

Banking apprentice



Guy Parmelin
Federal Councilor &
Defense Minister

Farming apprentice



Markus Bucher
Pilatus Aircraft CEO

Mechanic apprentice

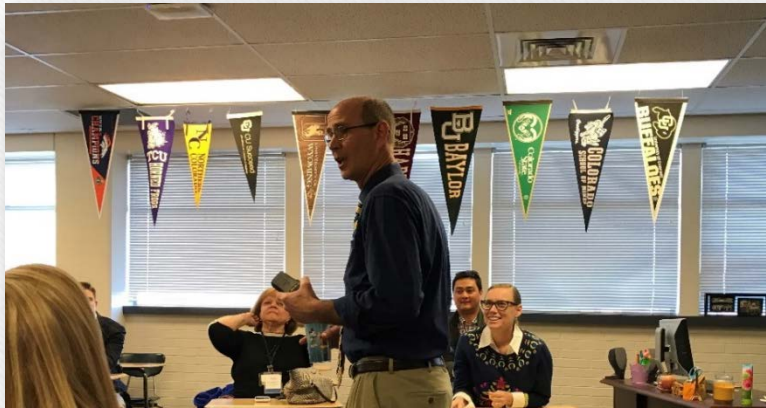


Ursula Renold
Former Education Secretary &
Apprenticeship Researcher

Commercial apprentice

Businesses are Creators, Not Consumers of Talent

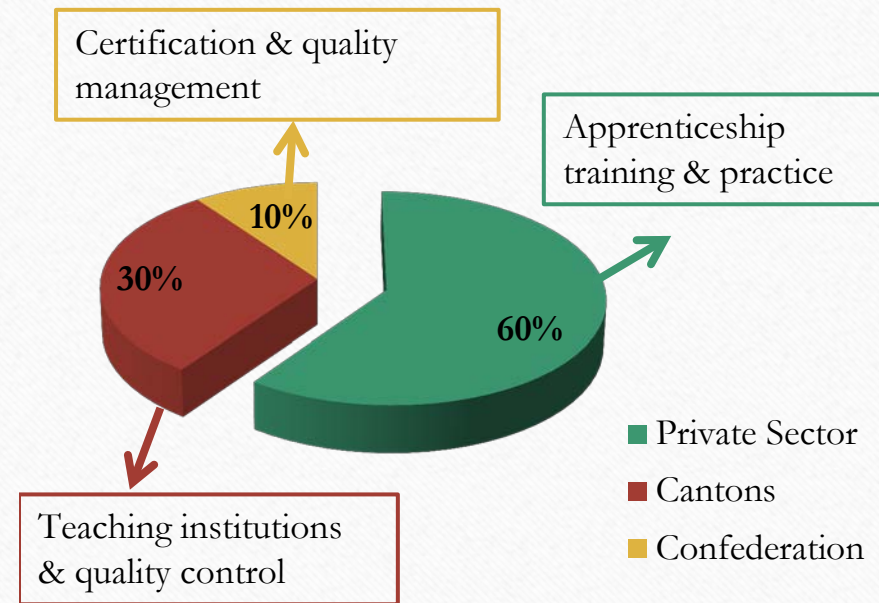
- Swiss businesses invest $\approx 1\%$ of GDP (CHF 5.8B/year)
 - On top of 18% effective corporate tax rate & NO tax incentives
- Human resources, not corporate social responsibility
- Shareholders understand the value of carrying apprenticeship costs



Businesses Do

- Collaborate through associations to grow the pie
- Define & evolve competencies & curriculum
- Pay their fair share

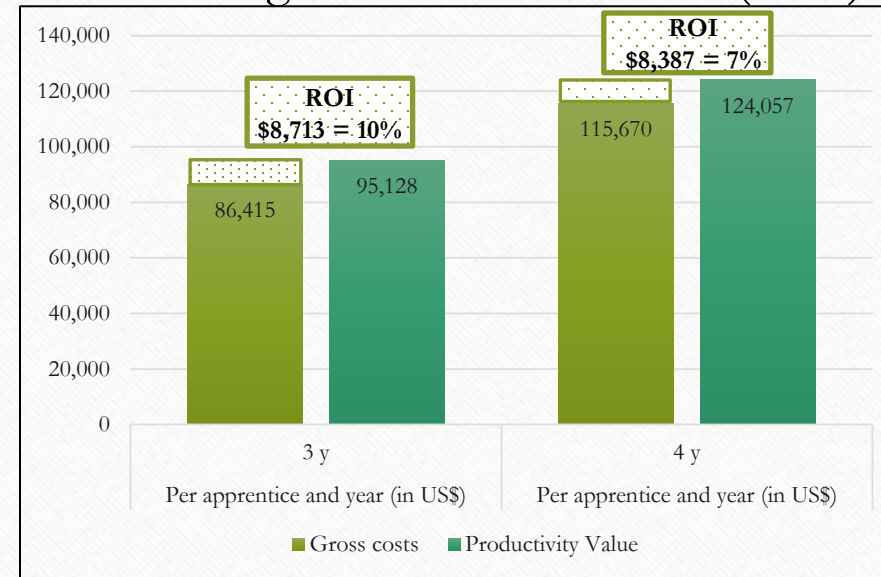
Funding breakout



Businesses Get

- A real ROI & real work
- Loyalty and pre-evaluation of staff AND employer
- Great skilled workers & life entrepreneurs
- Local talent

Average cost and benefit per apprentice for training firms in Switzerland (2009)





Adapting the Swiss Model to the United States

Swiss-US Agreements



Swiss-Style Apprenticeship





Summer
2015
Kickoff

Jan 2016
Gov Swiss
Delegation

Sept 2016
Launch
Non-Profit

Sept 2017
1st Cohort
Starts

Sept 2027
20K &
10%

The Stars are Aligning in the US: Citizens

1

\$1.3 trillion in college debt across 44 million borrowers

2

Only 30% of all Americans graduate from a 4-year University

3

4.4% overall unemployment, 9.6% youth unemployment

4

Slow wage growth

The Stars are Aligning in the US: Businesses

1

More than 6 million jobs going unfilled for lack of skills

2

Silver tsunami hitting industries from aerospace to insurance

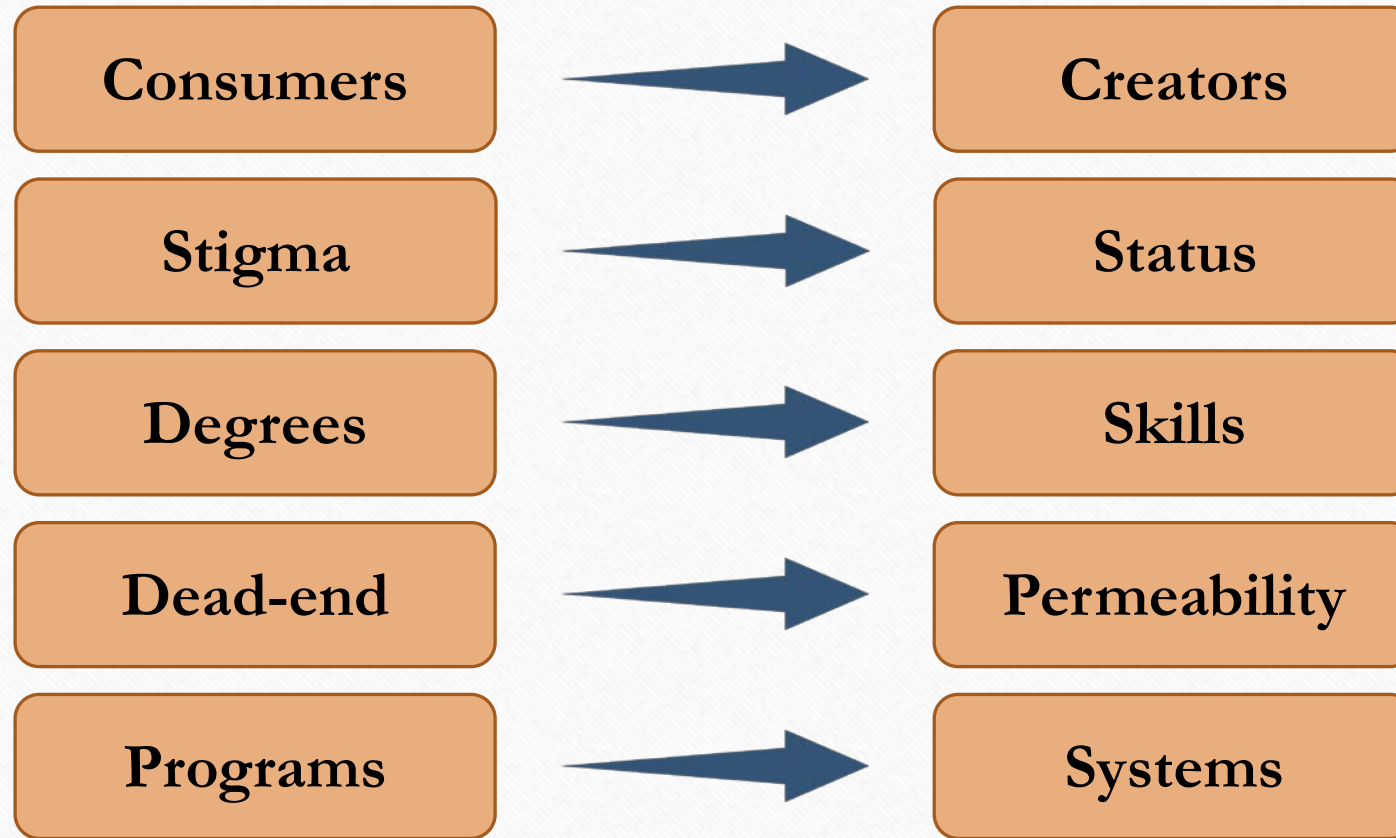
3

Increased questioning of our “degree” vs. a “skills” approach

4

Education needing to keep pace with innovation

Big Cultural Shifts



Thank You!

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