College Level Design Elements:
Colleges will be expected to incorporate the following design elements into their WFSN efforts. How and when these design elements are implemented over the three-year grant period will be determined by each college during the implementation planning phase that will occur from the beginning of July to the end of September, 2014.

1. A clear vision statement for how WFSN will be implemented, including: making sure WFSN services are developed in a way that is culturally relevant and focused on racial equity; and how WFSN will complement or expand the impact of related student support and completion initiatives geared toward low-income students.

2. Oversight or management structure for the initiative that includes participation by the necessary leadership and relevant departments within the college, likely including (but not limited to): academic advising; student success; and financial aid. Other possible departments may include workforce development and developmental education.

3. A clear process for identifying and engaging students who are most in need of services, and a strategy for effectively connecting students with the right set of services (e.g., career and employment services, tax assistance, financial education services, emergency financial aid, etc.).

4. A strategy that focuses on increasing a student's ability to pursue a degree or credential with high labor market value (e.g., promoting workplace learning courses, career pathways initiatives, or similar employment-focused strategies), or pursue a course of study that would enable the successful transfer to a four-year college.

5. Effective mechanisms to help ensure services are delivered effectively and efficiently. This might be accomplished through rethinking staffing plans, use of technology platforms and benefits access databases, or other means.

6. Partnerships with outside organizations that add particular expertise or value in services or programming that help achieve expected outcomes (e.g., health and human services agencies, benefits banks, community centers and local nonprofits, etc.).

7. Utilization and/or adaptation of the college data system to track participation and outcomes, and a specific plan for using the tracked data to assess progress towards goals.

8. A plan for scaling the work within three to five years to serve 40-50% of the identified low-income student population needing services.

9. A sustainability plan to continue the work beyond the grant period, both financially and in terms of continuing momentum to change institutional culture (colleges will be strongly encouraged by ATD to sustain WFSN activities for at least two years after the grant period).

Coordinating College Design Elements:
In addition to the design elements outlined above in the College section, the Coordinating College will also be expected to develop plans for the following:

1. An effective and efficient strategy for convening the partner colleges in the consortium for site visits; and

2. An effective and efficient strategy for supporting the state partner organization in building the intrastate learning network.

State Partner Organization Design Elements:
State partner organizations in year one will be expected to develop plans for the following design elements in their WFSN work.

1. Creating a culture of mutual accountability among the consortia colleges;

2. Promoting cross-college communication and peer-learning; and

3. Convening the consortium colleges in their respective states for at least one annual in-person meeting.