

**MASSACHUSETTS CASINO CAREERS TRAINING INSTITUTE (MCCTI)**  
**Bunker Hill Community College (lead), North Shore Community College and Roxbury Community College**  
**Region A Greater Boston, Wynn Boston Harbor Resort**  
**MA Gaming Economic Development Fund White Paper Strategies**  
**September 15, 2017**

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MCCTI Region A partner colleges Bunker Hill Community College (lead), North Shore Community College and Roxbury Community College put forward the following strategies for the Gaming Economic Development Fund. Recommended strategies include a continuum of instruction from Adult Basic Education (ESOL, HiSET) to credit and non-credit certificates and onto associate degree options. In addition, the strategies include scholarships and grants to ensure access for a broad and diverse pool of participants, internship opportunities to provide paid hands-on training in the workplace, and the development of apprenticeships in the casino and hospitality industries.

- **Workforce Training:** To ensure a skilled, credentialed, diverse and prepared workforce for entry and advancement in the Massachusetts gaming and hospitality industries, we recommend:
  - Contextualized English for Speakers of Other Languages Instruction: For adult learners who need to develop their English proficiency, the community colleges can provide ESOL instruction. The program would draw on existing successful models available at each college site, and would be contextualized to the needs of specific positions, i.e. English for Dealers, English for Housekeeping, etc.
  - Basic Academic Preparation: For individuals needing to earn a high school equivalency, an Integrated Education and Training Program (IET) strengthens students' academic skills and prepares them for their high school diploma while simultaneously taking courses needed for entry into casino and hospitality positions.
  - Displaced Worker Assessment and Referral: The colleges can provide sessions designed to assist any individuals who may lose employment due the expansion of casinos, on an individual basis or to the group of employees of a company that is closing.
  - Skills Training for Incumbent Worker Advancement: College courses and training programs could be delivered by the community colleges to include supervisory training, human resource oversight laws and regulations, etc. and could be customized to employer training needs.
  
- **Higher Education Scholarships and Training Grants:** Scholarships and grants can defray tuition, fees and other educational expenses for individuals who pursue training in a program targeting the casino and hospitality industries (culinary arts, gaming, information technology, hospitality/tourism, business administration, marketing, etc.) or advance in a casino-related career.
  
- **Summer Jobs and Experiential Opportunities:** Funds can support establishment of paid experiential opportunities for high demand positions in the casino and hospitality industries and surrounding community. For all options, wages would be supported through a combination of Gaming Economic Development Funds and employer commitment. Options could include:
  1. Summer jobs could be utilized as an on-the-job training approach to expose first-year students to the gaming and/or hospitality fields.
  2. Paid internships modeled along the BHCC "Learn and Earn" program would provide students approaching program completion with an internship experience linked with a seminar course.
  3. For individuals who commit to a career in casino/hospitality, we propose the development of an apprenticeship model consisting of a fully integrated workplace and classroom learning experience. Apprenticeships would be linked with an Associate degree program in various options such as Business Administration, Hotel/Restaurant Management, and IT, among others. Apprentices would have on-the-job training cycles in all facets of casino operations, from housekeeping and food service, to gaming and human resources.