# Los Medanos College
# Workforce Development System Strategic Plan
# 2012-2015

I. **Introduction**

Los Medanos College is committed to student success and has implemented many strategies and interventions including learning communities, accelerated basic skills pathways, stackable certificates and credentials, and contextualized basic skills and counseling courses to continue to improve student success. The college has exceptional instructional programs in Career and Technical Education, Liberal Arts and Science, and Basic Skills; along with strong student support services. The college continues to work towards increasing the number of completions of degrees, certificates, transfers and employment placements. However, until 2012, the college has no formal plan, structure or systems in place for workforce development.

The purpose of this strategic plan is to define, envision and create a workforce development system and infrastructure at Los Medanos College. Workforce Development is a term that is defined differently by different organizations and often misunderstood in scope.

II. **Planning process**

The formal planning process began in fall 2011 under an initiative called *Vision 20/20* at LMC in consultation with the Interaction Institute for Social Change, a consulting firm that specializes in professional development, institutional change, and strategic planning.

*Vision 20/20* aims to envision and plan a sustainable workforce development system at LMC to provide **all** students with a comprehensive educational experience to prepare them for employment and advancement leading to successful careers in our region and beyond. The tag-line of the initiative is "*Vision 20/20*: Preparing Tomorrow's Workforce Today".

The *Vision 20/20* Steering Committee includes members from across the campus in an effort to break down silos and improve collaboration across the campus while discussing how to establish a college-wide workforce development system.

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| Chair, Career and Technical Education Committee and Fire Technology faculty | Mike Grillo |
| Chair, Child Development program | Pam Perfumo |
| Chair, Planning Committee and math faculty | Ryan Pedersen |
| Co-Chair, Development Education Committee and English faculty | Katalina Wethington |
| Dean, Career and Technical Education | Kiran Kamath |
| Dean, Workforce and Economic Development (CCCCD) | Randal Tillery |

| Dean, Liberal Arts and Science | Gil Rodriguez |
|---|---|
| Dean, Student Development | Blas Guerrero |
| Director, Career Center and Counselor | Phil Gottlieb |
| Director, Marketing and Media Design | Barbara Cella |
| Senior Foundation Director, Office of College Advancement | Ruth Goodin |
| Special Projects Manager | David Wahl |

The objectives of *Vision 20/20* are to develop a 3-year workforce development strategic plan (2012 to 2015) in order to:
- Define and establish a strong workforce development system (within the college and externally)
- Break down institutional silos (develop internal partnerships)
- Sync student support services to workforce needs
- Strengthen curriculum design and development
- Improve student outcomes

The Steering Committee organized a workshop, "Certificates Count: Addressing Completions in Career Technical Education" presented by Career Ladders Project and the Center for the Advancement of Law and Social Policy in September 2011 to discuss career pathways, stackable certificates and credentials, contextualized basic skills, and improve completions. Faculty, staff and managers from across the campus participated.

In October 2011, the Steering Committee organized a workshop "Preparing for Strategic Planning - Effective Collaboration" with the Interaction Institute for Social Change to lay the groundwork for strategic planning by collaborating and establishing internal partnerships.  Faculty, staff and managers from across the college were personally invited to participate.

In November 2011, the Steering Committee organized a community event "Preparing for Strategic Planning – Collaborating with the Community" facilitated by the Interaction Institute for Social Change to dialog with the community – to learn about their workforce needs  and also share with them workforce development activities at the college. Partnerships were developed and/or enhanced with community-based organizations (CBOs) such as SparkPoint and Opportunity Junction.

In December 2011, the Steering Committee organized a two-day strategic planning retreat facilitated by the Interaction Institute for Social Change to develop a college-wide strategic plan for workforce development and program specific strategic plans for CTE programs.  Environmental scan data from EMSI was gathered for each CTE program and for the region. This was in addition to the program specific data that programs had received as part of Program Review earlier in fall.   Internal and external partners participated in this retreat planning with individual CTE programs and also at the college-wide systems level.  It was at this retreat that we began redefining workforce development at Los Medanos College. This was followed by a half-day strategic planning retreat in early March 2012.

III.    **Core Beliefs about LMC's Workforce Development System**

**Vision of the workforce development system:**
The LMC workforce development system empowers **all** students to make informed decisions about their future and enables them to successfully benefit from education as the pathway to career success.


**Mission of the workforce development system:**

**What is the Workforce Development System?**
The LMC Workforce Development System enables **all** students to identify their career goals and aspirations and connects them successfully to services, resources, and instruction to help them realize those goals. It includes all short, medium, and long term pathways into eventual employment and career advancement.

**What does the Workforce Development System include?**
This **system** includes **all** programs, services and units at the college that work collaboratively to prepare our students for the workforce. Students may choose different educational paths to their careers. The broader workforce system includes K-12, universities, community-based organizations, workforce development boards, One-Stops, industry and business.

**Values:**
- We value that every **student** has the potential to succeed and contribute to the **economic vitality of the region.**
- We value that **all our programs and services** collaborate seamlessly (eliminating silos) to prepare our students for the workforce.
- We value **internal partnerships** within the college (such as between instruction and student services; among faculty, staff and managers) and **external workforce partnerships** (such as with K-12, universities, workforce development boards, One-Stops, community-based organizations, business and industry).
- We value the expertise and commitment of **faculty and staff** engaged in workforce development.
- We value the **efficient and effective utilization of public resources**.

**Guiding Principles**:
The following principles will guide us in developing a highly functioning workforce development system:

- **All** faculty, staff and administrators see themselves as part of the LMC workforce development system.
- Workforce development is one of the **institutional outcomes** for instruction, student services, and administrative services.
- **Career readiness** is an important a college goal to prepare all our students for the workforce.
- The workforce development system will include **seamless** services and instruction within the college, and seamless services with external partners.
- The workforce development system will assist **all** students in **identifying their career interests and goals**, in selecting a career pathway and successfully completing an educational program either leading directly to employment or via a higher degree to employment.
- The workforce development system will provide an excellent educational experience at LMC, while providing **support, case management and employment tracking.**
- Our students and graduates will be **coveted by the employers** in the region.
- The workforce development system will **contribute positively to regional economic development.**


## IV. Strategic Priorities

The strategic priorities have been developed based on our learning during the year which include the *Vision 20/20* strategic planning retreat in fall 2011; the Shared Governance Retreat in fall 2011; input from the President's Council, the President's Cabinet, the Shared Governance Council, the Career and Technical Education Committee; the Student Success Taskforce recommendations; and input from the California Community Colleges Association of Occupational Education (CCCAOE). We also referred to the 2011-2015 Contra Costa Community College District (CCCCD) Strategic Plan in developing these goals. The district is updating its workforce development strategic plan and is collaborating with LMC in *Vision 20/20*.

**Goal 1:** Define and establish the appropriate college infrastructure to support the development, implementation and sustainability of the workforce development system. (CCCCD strategic plan goal #4: Organizational Effectiveness)
- Define the workforce development organizational structure to connect marketing, recruitment, orientation, assessment, career services, instructional programs, employment services and transfer
- Break down organizational silos
- Determine the technology to gather employment data and transfer data for each instructional program
- Adopt case management software to document student pathways, curriculum and support services utilized by students

**Goal 2:** Establish workforce development as one of the institutional outcomes for instruction, student services, and administrative services.
(CCCCD Strategic Plan goal # 4: Organizational Effectiveness)
- Address workforce development in all instructional and student service programs
- Gather information and data through administrative services such as Admissions & Records and the Research Office

**Goal 3:** Assist all students in selecting a career pathway and successfully completing an educational program either leading directly or after an advanced degree to employment.
(CCCCD Strategic Plan Goal #1: Student Learning and Success)
- Support every student in selecting a major/career through career awareness, exploration, counseling and advising
- Adopt and implement a common assessment tool to support student enrollment in the appropriate level of coursework
- Document the student pathway into the college, in instruction, student support services received, and the pathway out of the college through case management technology
- Increase the number of completions of certificates and degrees
- Increase the number of job placements
- Increase the number of transfers

**Goal 4:** Establish **internal partnerships** within the college (such as between instructional programs and student services; within instructional programs; and among faculty, staff and managers) and **external workforce partnerships** (such as with K-12, universities, workforce development boards, One-Stops, community-based organizations, business and industry).
(CCCCD Strategic Plan goal # 3: Partnerships for Workforce and Economic Development & goal #2: College Awareness and Access)

Internal Partners:
- Provide professional development and support to create contextualized basic skills and counseling courses
- Provide students with career exploration and counseling for each major

External Partners:
- Establish pathways from K-12 to the college, and from the college to universities
- Appoint liaisons between the college and the Workforce Development Board, One-Stops, community-based organizations, industry and adult education.
- Respond to the needs of the community and industry via regular and contract education

**Goal 5:** Position the college to apply for grants, donations and other funds to enhance the workforce development system.
(CCCCD strategic plan goal # 5: Resource Management)
- Collaborate across the grants office, instruction and student services to augment resources

- Collaborate across programs, services and grants at the college to maximize fiscal and human resources
- Leverage resources from organizations like the Workforce Development Board
- Partner with CSUs, UCs and industry for grants and private donations

**Components of the Workforce Development System:**
1. Instructional programs
   - Degrees
   - Certificates of Achievement
   - Skills Certificates
   - Transfer
   - Basic Skills (including contextualized and applied learning)

2. Student Support Services
   - Recruitment
   - Orientation
   - Assessment
   - Career Exploration
   - Career Counseling
   - Cooperative Work Experience Education (CWEE)
   - Employment services

3. Partners and Resources
   - K-12 Partnerships
   - University and College Partnerships
   - Business, Industry and Community Partnerships
   - Grant Development and Management
   - Contract Education

**Approval, Monitoring and Integration**

Drafts of the plan were vetted at the Career and Technical Education Committee, the Shared Governance Council, the Planning Committee, the President's Council, the President's Cabinet and the College Assembly in spring 2012. The finalized plan was presented to the Shared Governance Council on April 25, 2012.  It was recommended for adoption and for the principle concepts in this plan to be included in the College Interim Strategic Plan (2012-2014).

Progress of the Workforce Development Strategic Plan should be reviewed annually by the Planning Committee or a group designated by the Planning Committee to determine progress, and to evaluate and update the plan.