

# *CAREER LADDERS PROJECT*



## **An Assessment and Action Plan For the California Community Colleges**

Presented to

# **The Board of Governors**

**Dona Boatright**

**Linda Collins**

January 11, 2005

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# **With Thanks To...**

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- ❑ Board of Governors - California Community Colleges**
- ❑ Chancellor's Office - California Community Colleges**
- ❑ David and Lucile Packard Foundation**
- ❑ Foothill-De Anza Career Ladders/Help Desk Project**
- ❑ Foundation for California Community Colleges**
- ❑ James Irvine Foundation**
- ❑ Walter and Elise Haas Fund**
- ❑ William and Flora Hewlett Foundation**

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# Partnerships

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- Business & Industry Partnerships:  
*highest rated key dimension*
- External partners report positive relationships and effective outcomes from partnerships with colleges
- Diversity and range of scale of partnerships

As busy as we are, I think that the time you spend working with the colleges is well worth it. It just pays off. I would encourage everyone to put the time in, that it will reap good rewards and good employees in the future. **Hospital Prog. Coordinator**

Community Colleges have been really responsive to our needs and the needs of the employers in our community. **WIB Staff**

# Business & Industry Partnerships

Issues for business partners include:

- Needed links to 4-yr inst. or advanced training
- College budget cuts

It needs to be more seamless for them to be able to get credit for what they have done at the community college level, get ... transitioned into the four year school ... then again to the master's program. It is very difficult and very cumbersome. Many students can't afford to wait and ... they end up not being able to go through that continuum. **Chief Nursing Officer**

Working with staff at the college has been easy, but it is not easy to launch or run programs in times of little funding.  
**Head of Rural Services**

# WIB Partnerships

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Strong practices include:

- Leveraging dollars across systems
- Learning more about how the other organization works
- Staff with experience in both settings
- Working with each partner's strengths, skills and resources

There's so many different funding silos ... that it's hard to connect the funding streams to make sure that we have a coherent and an effective employment development process in our local community. **WIB Staff**



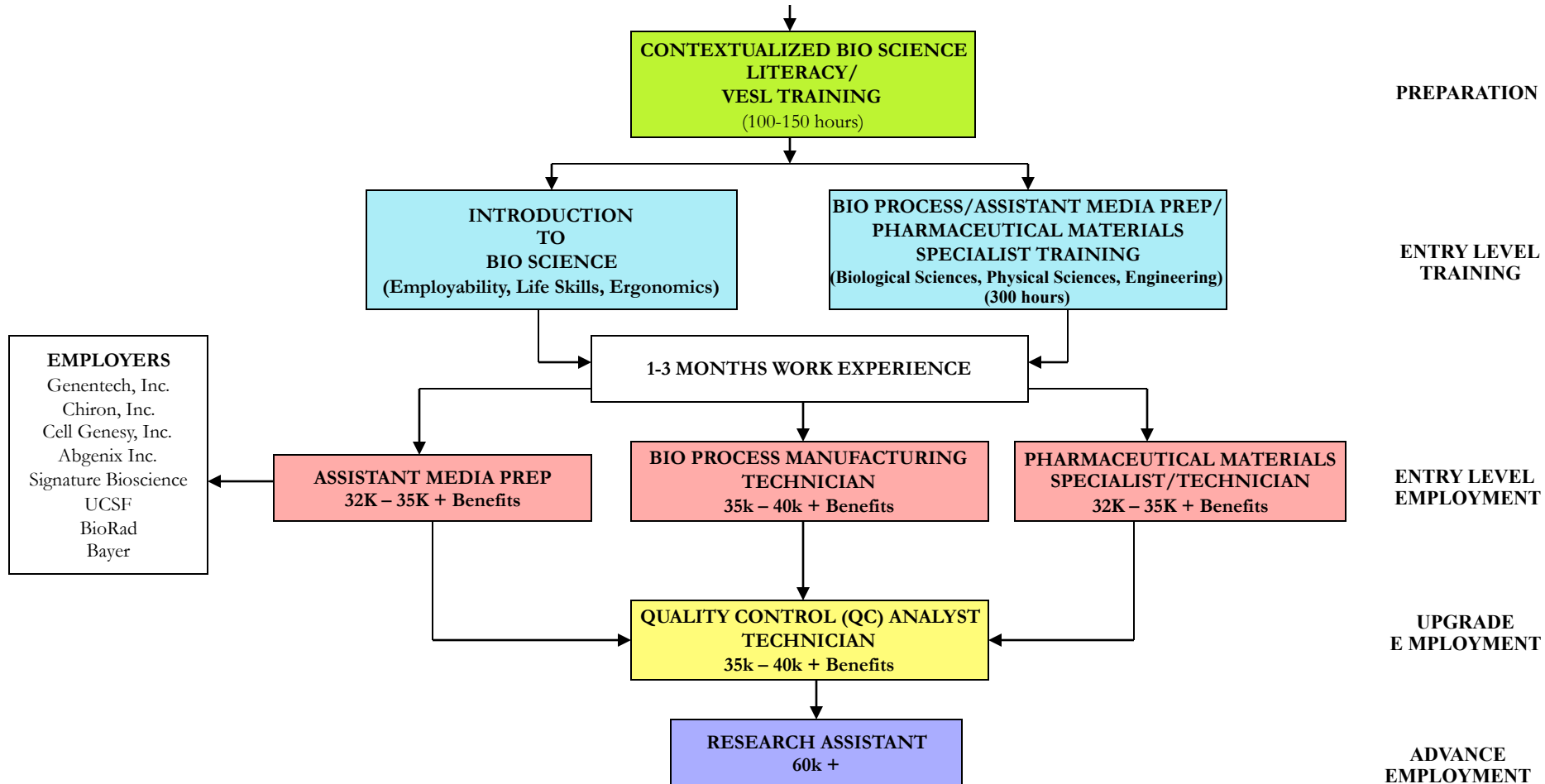
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# MODELS

**PARTNERS**

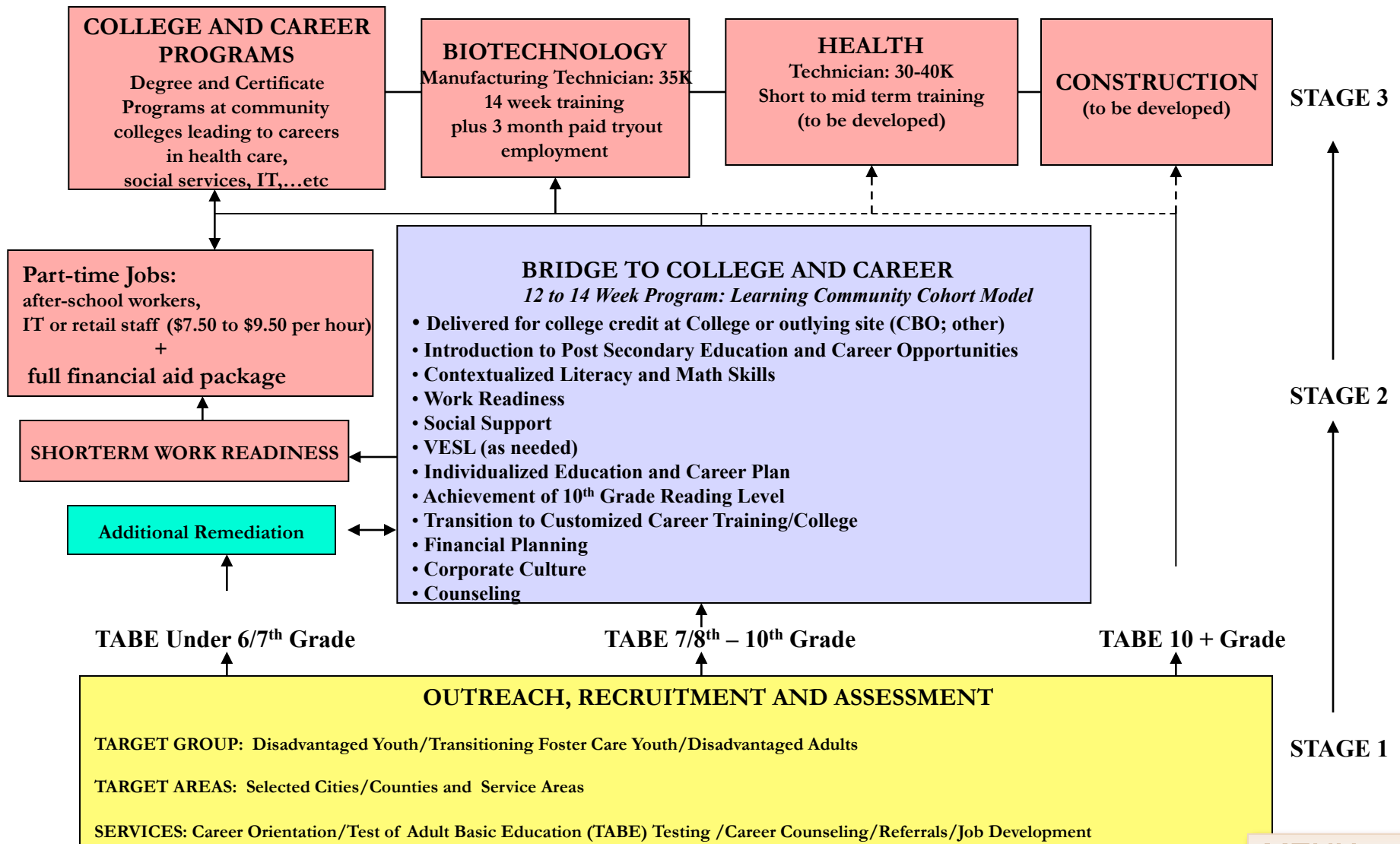
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 CAREER LADDER  
 SYSTEM**





# THE CALIFORNIA COLLEGE AND CAREER PATHWAY PILOT PROGRAM



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# RECOMMENDATIONS & NEXT STEPS

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- ❑ California Community College System
- ❑ California Workforce System
- ❑ Foundations and Grants

# CCC Sys: Strategic Assistance

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## Develop/Provide Focused CL Strategic Assistance

- Disseminate models, practices, tools
- Develop technical resources
- Utilize team approach: college practitioners, expert intermediaries, local workforce board leaders
- Focus on partnerships & navigation of WIA system

The community college system could facilitate more communication across the system. They could offer more workshops, conferences or venues ... to share best practices with one another. **Dean, Vocational Education**

We don't have anyone to train us to navigate the WIA system . . . it is hard to connect the dots without a roadmap. **Dean, Economic Development**



# CCC Sys: Demonstration Projects

## **Support, Develop & Evaluate Demonstration Projects**

- Leverage funding across CC/WIA systems
- Create bridges to and/or focus on high wage/high growth careers
- Incorporate learning communities, cohort approaches

The program targets the real hard core disadvantaged youth and adults from the Southeast neighborhoods. We are giving them an opportunity to get oriented to the field of biotech by providing basic skills courses to help them succeed in this area, some support services, and a bit of career development orientation and training.

**Chancellor**

# CCC Sys: Integrate Into Programs & \$ Streams

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## Link/Integrate CL Into Relevant Programs & Funding Streams

- EWD, VTEA, Tech Prep
- Matriculation, CalWORKs, EOP&S
- Financial Aid

The issue is, are we funding the community colleges and are we funding the local workforce investment areas to do the collaboration work and to do the resource development activities that would really serve those that we're all mandated to serve? WIB Staff

# CCC Sys: Seed Funding for All

## Provide CL Seed/Base Funding To all Colleges

- Support partnership development
- Expand career ladders capacity
- Further program/curriculum design, development and integration
- Address integration of services/instruction

Licenses and certifications are a California state requirement. How folks get themselves up to speed and stay current has got to be a nightmare for some of these agencies and for their employees, because we can't send them all to [our college]. There just aren't enough programs. Director, Water District

# CCC Sys: Student Services

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## Support CL Related Student Services

- Counseling, Career Services
- CalWORKS

## Address Barriers To CL Enrollment

Our students are dealing with so many life issues and when they come [here] they literally have to learn a whole new way of life. The limit on financial aid, the limits on support that they can get if they come in through CALWORKS, the lack of support for health benefits and even the lack of support for additional support services .. are all huge things that impact our students. **Academic Senate President**

Short-term training programs don't really meet the long-term needs of many of the people we serve. [Local] self-sufficiency requires \$19.00 per hour. Few short-term training programs create that opportunity. **WIB Staff**

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# CCC Sys: System Processes

## **Continue to Streamline System Processes**

- Curriculum and program approval
- Grant application and tracking

Flexibility is key if community colleges are expected to respond quickly to emerging needs. There could be a more streamlined certificate approval process that also recognizes that some programs will not be here for time immemorial, but that they may be let go when the need is served.

**President**

I think there could be ways to speed up the curriculum approval process. ... It took me 2 ½ years to get [the program] off the ground. Occupational

**Dean**



# WF Sys: WIA Discretionary \$

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## **Align Priorities for WIA Discretionary Funds**

- CC/WIB/Business partnerships
- Career ladders and bridges to careers/college
- High wage/high demand sectors

## **Address longstanding issues (ETPL, tracking)**

Most community colleges have actually chosen not to participate on the ETPL citing the tracking requirements of participants. The detailed information that is required in order to be on this list has prevented us from being as collaborative and working as closely as we could have or should have. I don't blame the college for that at all. **WIB Director**

# WF Sys: Local WF Priorities

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## Refocus Local Workforce Priorities

- Longer term, post secondary education/training
- Career ladders and bridges to careers/college
- Partnership development with colleges

We need 24 month training programs instead of 12 month training programs. We want to create an opportunity that is a real career ladder. From a public policy perspective, a higher return comes from longer training programs. **Chancellor**

We need less WIB focus on short-term training programs... [Our] College is not interested in short-term programs for dead end jobs. **Dean of Workforce Development**

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# Workforce Sys: ETP

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Collaborate with ETP to develop & expand CL programs

- Promote successful model collaborations
- Jointly address barriers to college participation
- Advertise and extend appropriate waiver processes (minimum salary requirements, removal of cap on literacy skills training time)

To maximize the benefits of ETP's CL program and the results of this evaluation, ETP may consider developing collaborative relationships with other career ladder initiatives in California . . . [including] the California Community Colleges Career Ladders Project. **The Supporting Role of CA ETP in the Career Ladders Program, Final Report, Sept. 2004. p. 54.**



# Foundations and Grants

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Engage foundation community to develop and promote career ladders

- Seek collaboration on priorities (RFA development, matching funds, etc.)
- Enhance college competitiveness for grant applications
- Develop private/public partnerships that leverage funds, model collaboration and extend demonstration projects

Pursue state and national funding resources for CL

- Secure more grants for system & for colleges
- Enhance college competitiveness for federal & national grants

# Thank you

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## Special Thanks to Los Medanos College

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