

CAREER LADDERS PROJECT



Sector Skills Academy

Linda Collins

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THE VISION

- The community colleges are an effective and central part of a unified approach to workforce development in California—one that is founded on career ladders, universal, seamless, regional, strategic and collaborative.
- All the components of the workforce development system are working together in an integrated fashion. A system of career ladders provides opportunity for all Californians to attain jobs that provide a living wage and to advance to positions requiring greater skills, responsibilities, and accordingly, higher pay.
- Employer needs are better met, and workforce and economic development in California is enhanced by the increasing supply of skilled workers.

(Ladders of Opportunity, BOG-CCC 2001)

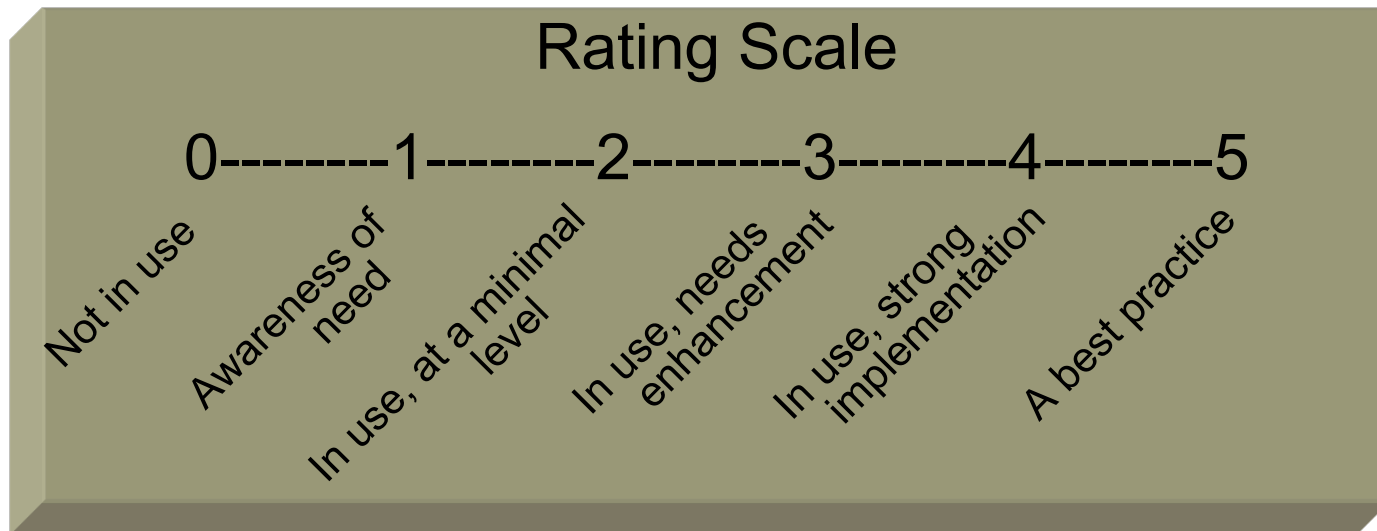
Ratings of Key Elements

Dimension	N	Mean	SD
Partnership w/ bus/industry	122	2.89	1.06
Innovation	119	2.61	1.20
Partnership w/others (CBOs, WIBs, labor, etc.)	119	2.59	1.11
Regional cooperation	109	2.57	1.15
Career pathways	129	2.56	1.12
Funding	122	2.54	1.12
Work-based learning	94	2.50	1.13
External curriculum integration	115	2.49	.94
Internal curriculum integration	121	2.29	1.08
Integration of Student services	111	2.18	1.16

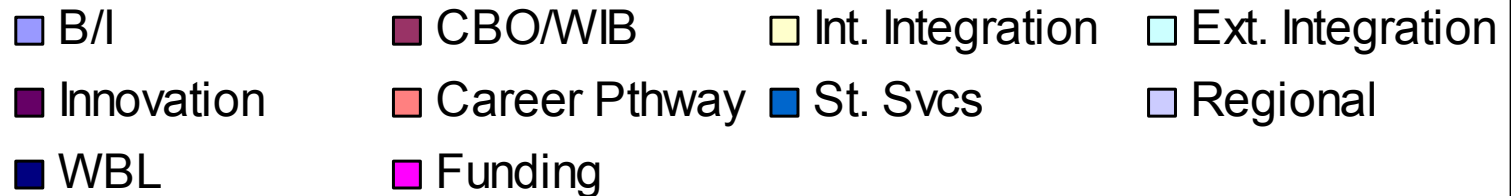
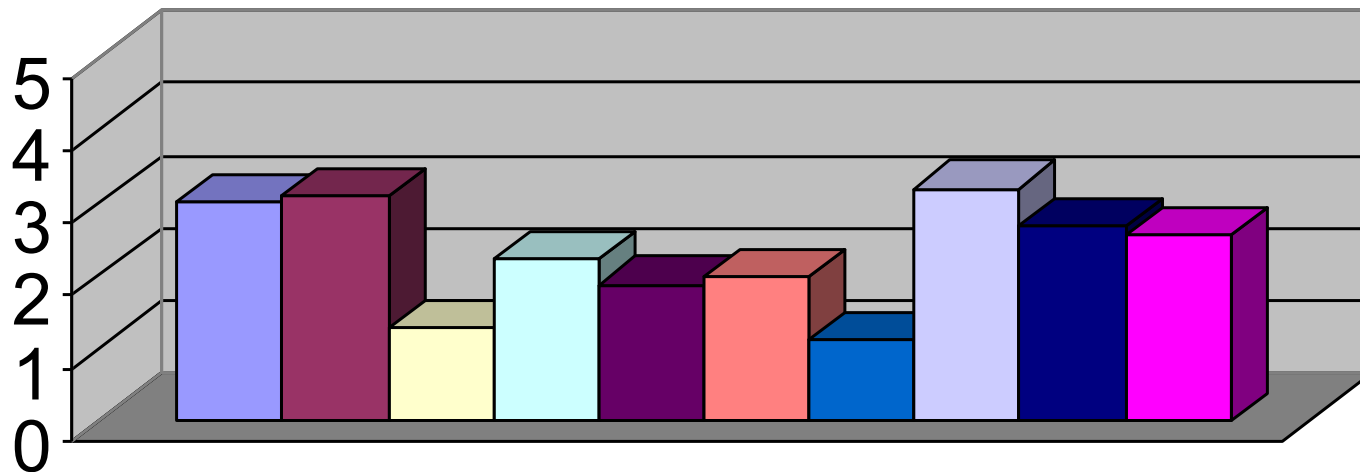
College Ratings of Overall Fit

College ratings of Overall Fit ranged from
3.00 to 1.20

Average across the sample colleges = 2.38



Key Elements for a Single College



Alignment: College Resources

Program Design

- Articulation of career ladder pathways
- Modularization
- Sequencing
- Distance education
- Flexible entry & exit points

Building Linkages

- Basic skills/ESL/occupational/general ed
- Credit/non-credit
- Contract ed/regular instruction
- Centers/college
- School/work
- Instruction/student services

*We are giving people an opportunity to get oriented to the field of biotech by providing them with basic skills courses to help them succeed in this area, some support services and a bit of career development orientation and training. **Chancellor***

Capacity: High Cost - High Demand

*The state needs to make sure there is money allocated for start-up costs, differential funding for different programs based on cost, and size. Nursing is a killer and many colleges are deciding to close down these types of programs. **President***

*As other programs are shrinking in our surrounding area we are getting their overflow. Last summer I had 65 students trying to get into a class.... If we take more students it doesn't take rocket science to figure out that we will run out of the consumables needed to run the program. **Trades Instructor***

Capacity: Administration

*My role is both what used to be the occupational dean as well as the associate vice president of instruction. I also have several economic and workforce development grants ... oversee tech prep ... handle curriculum approval work with the academic senate ... have both the schedule and the catalogue ... oversee VTEA. I also work with the (nursing) grant, ... work on the financial aid audit ... sit on a variety of committees, work with the district office economic development and leadership council. I have to admit that ... my ability to meet with business and industry in a workforce development capacity has been limited. **Dean***

Capacity: Faculty

Occupational Programs*	#	%
1 or no full-time faculty	23	42%
More than 1 full-time faculty	33	58%
Total	56	100%

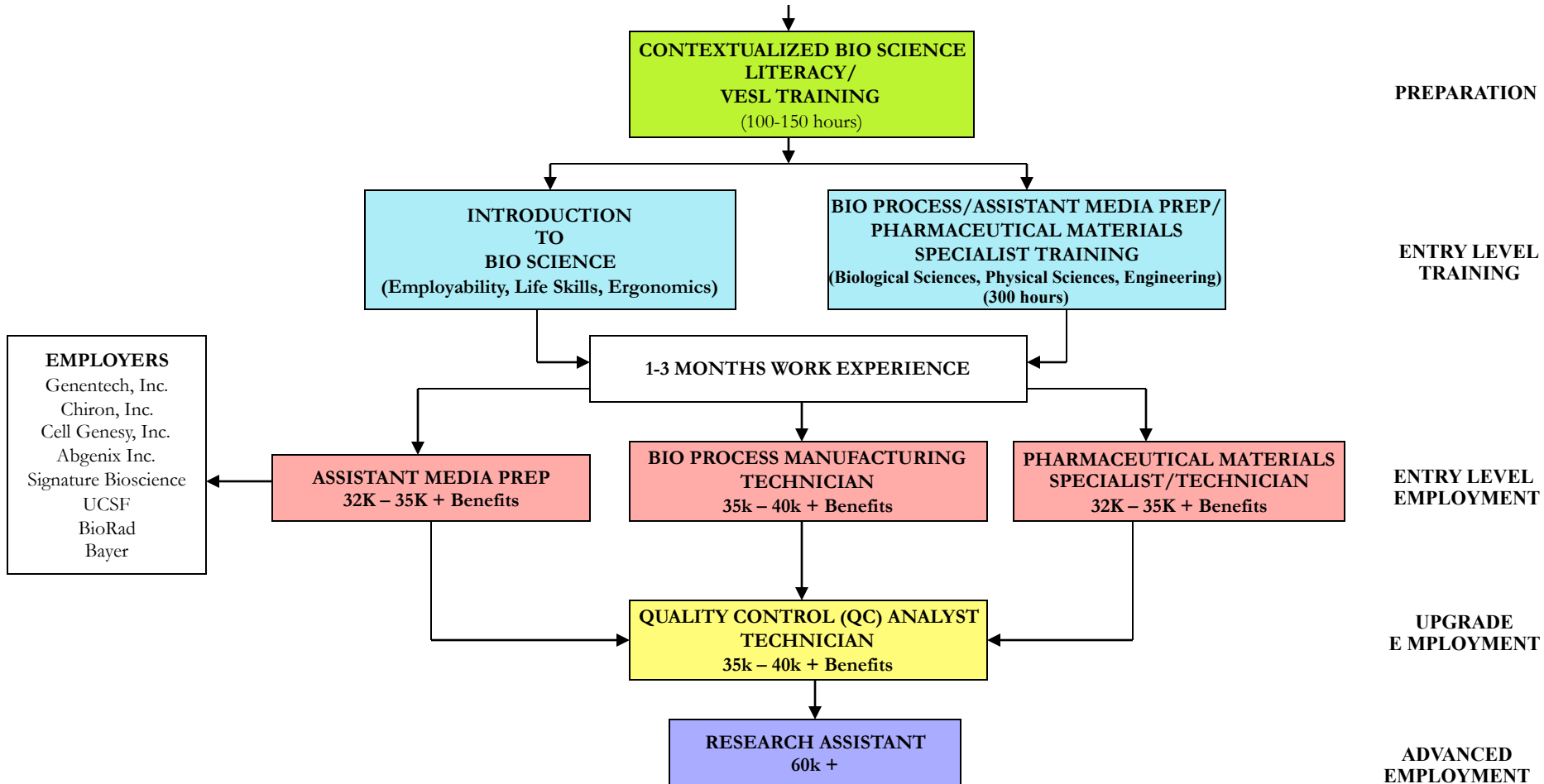
*These 56 programs represent occupational programs (including health programs) for which data were gathered regarding numbers of faculty.

*We have 5 adjuncts that built a program. I hire and fire people. I do it because I love it and they enable me to do it, but if you do not have someone like me it won't happen. I do it because I enjoy it and have resources otherwise. **Adjunct Faculty***

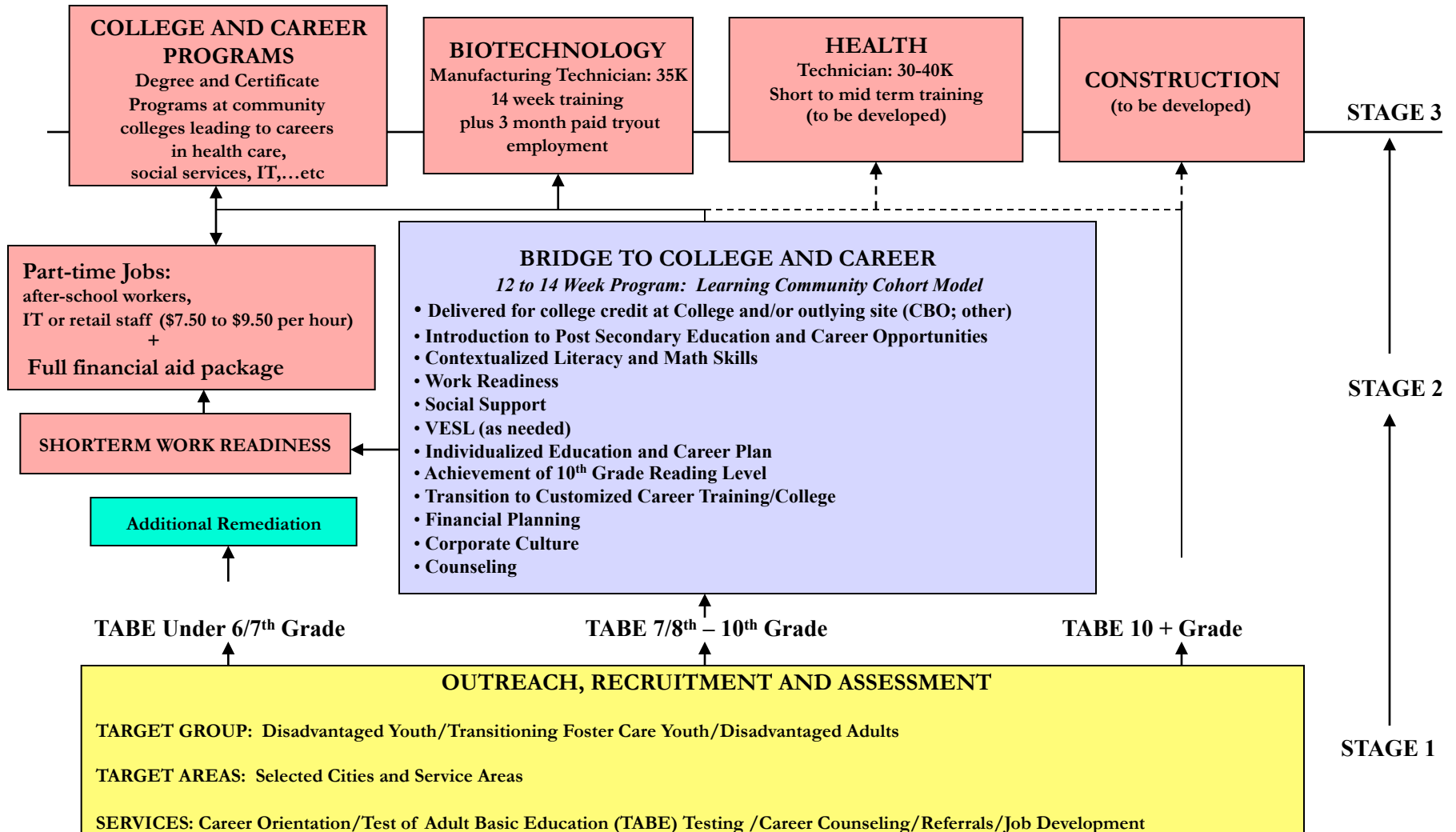
THE SAN MATEO REGIONAL BIOTECH CAREER LADDER SYSTEM

PARTNERS

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SKYLINE COLLEGE



THE COLLEGE AND CAREER PATHWAY PILOT PROGRAM



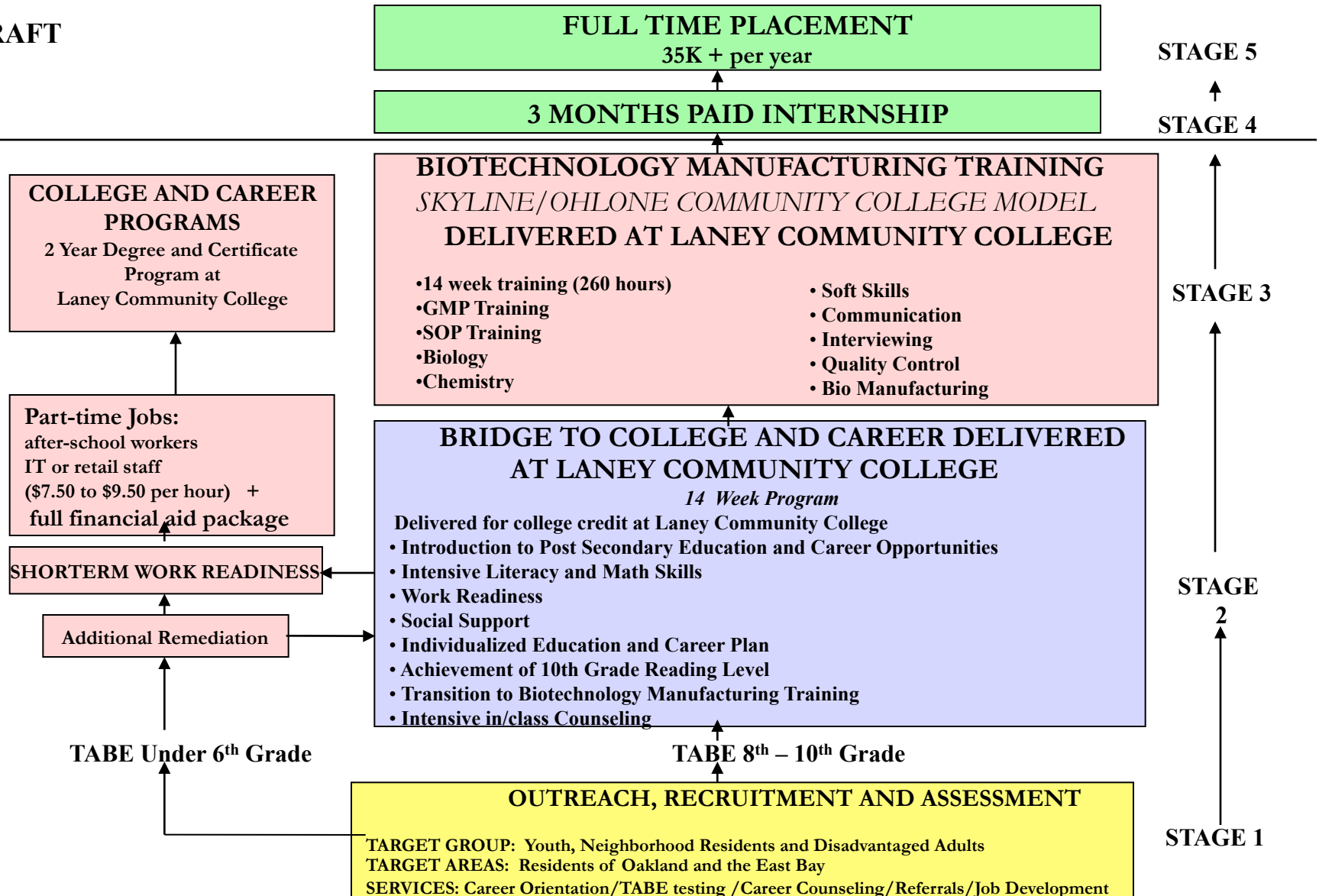
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THE BAYER AND GENETECH CORPORATION GATEWAY TO BIOTECH MODEL

DRAFT



Innovation & Flexibility

- taking risks on small enrollments
- incentives and revenue generation for programs
- support for program and curriculum development
- faculty and administrative professional development
- college wide discussions and commitments regarding basic skills, ESL and other concerns
- creating a culture of innovation and risk taking
- leveraging multiple funding sources

I encourage all of my managers to make connections, network and be involved in at least 1 community organization. I also encourage them to try things. If we fail we learn from that and move on.
President

Business & Industry Partnerships

Businesses report positive relationships and effective outcomes from partnerships with colleges.

Issues for business partners include:

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

Not only is the college a great educational and informational resource, but it's also an economic driver in the community. (The college's) impacted budget issues impacts the community overall.
Chamber of Commerce staff



WIB Partnerships

Strong practices –

- Leveraging dollars across systems
- Learning more about how the other organization works
- Working with each partner's strengths, skills and resources
- Developing clear roles and responsibilities.

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

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

CCC Strategic Assistance

Develop/Provide Focused CL Strategic Assistance

- Disseminate models, practices, tools
- Facilitate exchanges with industry
- 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 System

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

Integrate CL Into Relevant Programs/Funding Streams

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

Support, Develop & Evaluate Demonstration Projects

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

CCC 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

CA Workforce System

Align Priorities for WIA Discretionary Funds

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

Create fund for large scale partnerships & initiatives

Address longstanding issues (ETPL, tracking, contracts)

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**

Local WF System

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**



Foundations and Grants

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



With Thanks To...

- ❑ **Board of Governors - California Community Colleges**
- ❑ **Chancellor's Office - California Community Colleges**
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- ❑ **Foothill-De Anza Career Ladders/Help Desk Project**
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Thank you

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