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

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

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*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*
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
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

<table>
<thead>
<tr>
<th>Occupational Programs*</th>
<th>#</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 or no full-time faculty</td>
<td>23</td>
<td>42%</td>
</tr>
<tr>
<td>More than 1 full-time faculty</td>
<td>33</td>
<td>58%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>56</td>
<td>100%</td>
</tr>
</tbody>
</table>

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

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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 COLLEGE AND CAREER PATHWAY PILOT PROGRAM

COLLEGE AND CAREER PROGRAMS
Degree and Certificate Programs at community colleges leading to careers in health care, social services, IT, etc.

BIOTECHNOLOGY
Manufacturing Technician: 35K
14 week training
plus 3 month paid tryout employment

HEALTH
Technician: 30-40K
Short to mid term training
(to be developed)

CONSTRUCTION
(to be developed)

Part-time Jobs:
after-school workers,
IT or retail staff ($7.50 to $9.50 per hour)
Full financial aid package

SHORTTERM WORK READINESS
Additional Remediation

BRIDGE TO COLLEGE AND CAREER
12 to 14 Week Program: Learning Community Cohort Model
• Delivered for college credit at College and/or outlying site (CBO; other)
• Introduction to Post Secondary Education and Career Opportunities
• Contextualized Literacy and Math Skills
• Work Readiness
• Social Support
• VESL (as needed)
• Individualized Education and Career Plan
• Achievement of 10th Grade Reading Level
• Transition to Customized Career Training/College
• Financial Planning
• Corporate Culture
• Counseling

OUTREACH, RECRUITMENT AND ASSESSMENT
TARGET GROUP: Disadvantaged Youth/Transitioning Foster Care Youth/Disadvantaged Adults
TARGET AREAS: Selected Cities and Service Areas
SERVICES: Career Orientation/Test of Adult Basic Education (TABE) Testing/Career Counseling/Referrals/Job Development

TABE Under 6/7th Grade
TABE 7/8th - 10th Grade
TABE 10 + Grade

Developed by:
GRUBER & PEREIRA ASSOCIATES, LLC Workforce and Economic Development Consulting & THE CAREER LADDERS PROJECT © 2004
THE BAYER AND GENETECH CORPORATION GATEWAY TO BIOTECH MODEL

DRAFT

COLLEGE AND CAREER PROGRAMS
2 Year Degree and Certificate Program at Laney Community College

Part-time Jobs:
after-school workers
IT or retail staff
($7.50 to $9.50 per hour) + full financial aid package

SHORTERM WORK READINESS
Additional Remediation

TABE Under 6th Grade

FULL TIME PLACEMENT
35K + per year

3 MONTHS PAID INTERNSHIP

BIOTECHNOLOGY MANUFACTURING TRAINING
SKYLINE/OHLONE COMMUNITY COLLEGE MODEL DELIVERED AT LANEY COMMUNITY COLLEGE

• 14 week training (260 hours)
• GMP Training
• SOP Training
• Biology
• Chemistry

• Soft Skills
• Communication
• Interviewing
• Quality Control
• Bio Manufacturing

BRIDGE TO COLLEGE AND CAREER DELIVERED AT LANEY COMMUNITY COLLEGE

14 Week Program
Delivered for college credit at Laney Community College

• Introduction to Post Secondary Education and Career Opportunities
• Intensive Literacy and Math Skills
• Work Readiness
• Social Support
• Individualized Education and Career Plan
• Achievement of 10th Grade Reading Level
• Transition to Biotechnology Manufacturing Training
• Intensive in/class Counseling

TABE 8th – 10th Grade

OUTREACH, RECRUITMENT AND ASSESSMENT

TARGET GROUP: Youth, Neighborhood Residents and Disadvantaged Adults
TARGET AREAS: Residents of Oakland and the East Bay
SERVICES: Career Orientation/TABE testing /Career Counseling/Referrals/Job Development

GRUBER & PEREIRA ASSOCIATES, LLC. Workforce and Economic Development Consulting & THE CAREER LADDER PROJECT
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**
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

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

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
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
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
- David and Lucile Packard Foundation
- Foothill-De Anza Career Ladders/Help Desk Project
- Foundation for California Community Colleges
- James Irvine Foundation
- Los Medanos College
- Skyline College
- Walter and Elise Haas Fund
- William and Flora Hewlett Foundation
- Walter S. Johnson Foundation
Thank you

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