2022-23 Workplan

Trudy Gerald, Vice Chancellor
Workforce and Economic Development (WED)
8/8/2022

Goal #1: Provide Workforce and Economic Development programs that respond to the local and regional industry

- **Target Metric:** Completion of Multiple metrics identified with strategic initiatives detailed below.
- **Strategies to Achieve Goal:**

  - **Community Economic Recovery Fund (CERF)** – Leverage KCCD's Fiscal Agent, backbone agency, and convener role to promote a sustainable and equitable recovery from the economic distress of COVID-19 by supporting new plans and strategies developed through an inclusive process that mandates participation from historically disinvested communities. **Complete 40% of planned workforce and economic development data sourcing identified in CERF application.**

  - **Central Motherlode Regional Consortium (CRC) –** Leverage KCCD's Fiscal Agent and Regional Chair role to maximize the collective resources and expertise of the 15 colleges represented by the CRC. In collaboration with business, industry, workforce development agencies, and K-16 partners, create sustainable, career education and training programs that decrease economic disparities and generational poverty among its diverse populations. **CRC to implement at least one regionwide WED initiative that is linked to high priority regional WED need based on current and relevant economic data.**

  - **Coalition of Coalitions (COC) –**Advance the work of KCCD's sector-based coalitions in activating evidence-based workforce and economic development solutions that address immediate and emerging issues impacting economic growth in the area. Utilize coalitions to strengthen partnerships, align planning, and produce coordinated implementation of high priority education and workforce solutions. **Establish and launch Business Coalition and strengthen connection and participation in Kern EDC Manufacturing Coalition.**

  - **Career Technical Education (CTE)** –Drive high quality CTE programming through the professional development of both local and regional CTE leadership. Oversee the development and implementation of student-centered instructional design, aligned career pathways, relevant work-based learning strategies, employment tracking, and equity-based accountability measures. Increase equity and access to education and the workforce through collaborative planning and the implementation of low-barrier entry programs like adult education, non-credit, not-for-credit, community education, incumbent worker programs, and traditional community college CTE programs. **Increase paths to equity and access to education through the development and implementation of a districtwide professional development program related to Credit for Prior Learning (CPL).**

- o **Kern Adult Education Consortium (KAEC)–** Leverage KCCD's role as Consortium Chair to maximize the collective resources and expertise of the 16 adult education programs represented by the Kern Adult Education Consortium, in collaboration with business, industry, workforce development agencies, and K-16 partners, to create sustainable, career education and training programs that decrease economic disparities and generational poverty among its diverse populations. **5% increase in the number of students participating in CC pathway development programs (e.g., non-credit, workforce training, referrals to KCCD) during this fiscal year.**

- o **Non-credit/Not-for-credit/Customized and Corporate Training –** Maximize the resources, expertise, and efforts of the 21st Century Energy Center to better align with the urgent need to address high priority sectors in Central California. **Increase incumbent worker training by 10% during the 22/23 fiscal year.**

- **Advances:**
  - o Kern CCD Strategic Direction(s)

Goal #2: Over five years, increase the percent of exiting CTE students who report being employed in their field of study.
- **Target Metrics:** Establish district plan for increasing student employment and tracking/capturing CTE student employment data; 5% increase in percent of exiting CTE students who report being employed in their field of study.
- **Strategies to Achieve Goal:**

  - o **Work-based Learning/Apprenticeship Development:** Expand apprenticeship proposals for all campuses as an effective strategy toward increasing the percent of exiting CTE students who report being employed in their field of study, while also reducing the equity and achievement gaps, and increasing the number of California Community College students annually who acquire associate degrees, credentials, certificates, or special skill sets that prepare them for a good job.

  - o **Tracking and Capturing CTE Student Data Plan:** Collaborate with IR Director and relevant internal and external partners to establish and institute an effective plan for capturing accurate student employment data.

- **Advances:**
  - o Vision For Success Goal(s)

Goal #3: Advancing Student Success and Equity: SCFF metrics. Embed the SCFF metrics into College performance/scorecard. (CCPG, Pell, and AB-540; Momentum points such as college-level English and Math, 15 units/semester, 30 semester/year, 9 CTE units).

Target Metrics: 5% increase in the number of students completing 9 or more CTE Units with a grade equivalent to C or better during the reporting year.

Strategies to Achieve Goal:

- o **Early Intervention Strategies:** Institute districtwide student interventions strategies in partnership with instructional and student support services professionals. Create intervention

plans designed to target and address student performance, program effectiveness, or systemic issues across programs. Leverage WIB and other relevant partnerships to expand the student resources available through early intervention for students identified as having the potential to exit their educational path before completion.

- o **Work-based Learning/Apprenticeship Development:** See Goal #2 (Increase completion)

- **Advances:**
  - o Kern CCD Board of Trustees' and Chancellor's Priority(ies)

Goal #4: Resource Development: Grants, philanthropy, and other resources to support the colleges

Target Metrics: Institute of new grant management plan that produces higher efficiency in the grant development process and increases funding outcomes in 2022/23.

Strategies to Achieve Goal:

- o Grant and Resource Development: Develop a plan and structure that maximizes our district grant team's efforts to actively seek, identify and prioritize external funding opportunities.

- **Advances:**
  - o Kern CCD Board of Trustees' and Chancellor's Priority(ies):

[Name and Title]
[Division]
[Date]

2021-22 Goal #1: Provide Workforce and Economic Development programs that respond to local and regional industry

- **Accomplishments:**

  - **Community Economic Recovery Fund (CERF)** – WED team brokered agreement for a single CERF application from the Kern Region. Additionally, we will serve in the role of Fiscal Agent, backbone/administrative lead, and co-convener in the execution of the CERF two-year $5M planning grant designed to diversify local economies and develop sustainable industries that create high-quality, broadly accessible jobs for the region.

  - **Coalition of Coalitions (COC) Established** – Established three high priority sector-based coalitions to address critical workforce needs in Energy, Healthcare, and Defense & Aerospace.

    - **Energy Coalition:** The Energy Coalition is actively working to address critical workforce needs via relevant stakeholder sub-committees formed to create a concentrated effort that includes decision-makers and activators that can move strategies forward. Current sub-groups have been formed to focus on the high priority areas of **Clean Energy** and **Micro-Grids**.

    - **Healthcare Coalition:** KCCD is leading the effort to address the rising healthcare shortages and lack of trained medical professionals at all levels. Working through our Healthcare Coalitions that include Healthcare CEOs, government officials, EDC expertise and education and workforce development SMEs, we have already created strategic plans and investment proposals to support innovation and action in the following areas:

      - **RN Pipeline - PT Evening RN Program ($550K):** BC to launch a part-time ADN Nursing Program to address the dire shortage of nurses within the healthcare regional workforce, improve nursing workforce diversity, and to stimulate greater upward mobility in educational attainment, especially for Hispanic students and historically underserved and low-income students.

      - **RN Pipeline – RN to RN Faculty ($3M):** Development of investment proposals on behalf of all three colleges to recruit and train current and retired nurses to be clinical nursing instructors along with the addition of more clinical simulation labs on the college campuses.

- **Medical Education – Career Awareness & Preparation ($1M)** - Medical Professions Career Awareness outreach for students grades 6 through college, a program designed to increase the number of college students transferring to a California 4-year university, applying to a California medical school, and practicing in Kern County's severely underserved and underrepresented communities.

- **Defense and Aerospace:** KCCD is leading the effort to supply a talent pool that matches the evolving need of one of the largest industries found in the Cerro Coso Community College (CCCC) service area. The aerospace and defense industry is significant because of its output, employment share, specialization, and growth. During the 2021/20 fiscal year, a KCCD team convened at the China Lake Naval Air Weapons Station (NAWS) and successfully completed a strategic development plan to address China Lakes' most significant workforce needs. There are multiple areas of opportunities identified through our 2021/22 gap analysis developed in partnership with China Lake. For fiscal year 2022/2023 the development of an application for a new bachelor's degree program that is universal to the aerospace and defense industry is priority one. In addition, the development of potential new associate degrees, certificates, and other courses that address the current deficiencies in skills sets identified through the work of the coalition will remain a priority as well.

o **Central Motherlode Regional Consortium (CRC) Award –** Facilitated the movement of the Central Mother Lode Regional Consortium to KCCD's oversight and leadership. Kern now serves as the Fiscal Agent and Chair for the CRC. The CRC represents the collective workforce and economic development efforts of all 15 community colleges within the Central Valley. KCCD now has the responsibility to oversee over $55 million in regional funds and provide leadership and guidance that aligns regional efforts to create a highly skilled workforce that can expect more opportunities for quality jobs and a sustainable career in the region.

o **Career Technical Education (CTE)** –Led CTE leadership and staff in creating strategic plans and investment proposal that allowed the district and its key stakeholders to implement solutions to address systemic advances and barriers to student success, implement best practices in CC workforce and economic development administration and programming, provide relevant professional development for key stakeholders, and ensure alignment and progress toward key metrics. The following is a small sampling of 2021/22 investment proposals funded through the Strong Workforce Program (SWP). These actions demonstrate the district' CTE teams' responsiveness to local and regional WED priorities. This is a very small sampling of the tremendous efforts and targeted work of the dedicated CTE faculty and staff.

- Bakersfield College:

  - Industrial Automation BS Degree – Expanded early college programs for the INDA BS degrees to add as many as 28 more feeder high schools.
  - Allied Health - Executed outreach and planning efforts to increased enrollment in the RN, Bridge, and NA Programs to help minimize the severe nursing shortage in Kern County.
  - Energy - Supported regional energy partnership with the National Renewable Energy Laboratory (NREL) by creating a satellite NREL campus in Kern County, California.

- Electric Vehicle Training –Developed and implemented new course offerings in response to the State of California's vision of Carbon Reduction and the transition of Naturally Aspirated Vehicles to Electric.
- Student support services across CTE Program: Awarded $1.37M in SWP funding to grow capacity and services to [1] support the attraction and engagement of students through dual enrollment/early college efforts into CTE Programs of Study and/or Pathways, [2] Engage employers through scaling systems and resources that connect students to opportunities in industry, [3] Expand data awareness, review and program mapping of student attraction, persistence, success and completion in CTE Programs, and [4] expand support and capacity of faculty to develop new curricular approaches and adoption of software and technologies that advance the delivery of flexible and robust online or remote learning options for students.
- Business – Developed Incumbent worker and small business training with concentration in rural and disinvested communities.

- Cerro Coso:

  - Strengthening Career Pathways & Sectors - Increased quality student support services for CTE students using a guided pathway model by creating the staffing and support systems to identify students via outreach, assisting in pathway identification, support through coursework/degree completion, and job placement.
  - Police Academy/Public Safety – Development of new programs within this department including provision for additional curriculum development and equipment needed to support continued program growth.
  - Business, Cyber Security: Updated lab facility to support expanding Cyber Security and Information Technology programs.
  - Allied Health: RN Program development.

- Porterville

  - Strengthening Career Pathways & Sectors – Strengthened and enhanced dual enrollment, work-based learning, and executed identified plans to support the following college priorities.
    - Add Paramedic program
    - Enhance EMT-Basic program
    - Increase enrollment into the Nursing program to once per semester instead of once per year
    - Reinstate LVN program
  - Fire Safety – Supported program growth and student support services.
  - Administration of Justice –Development of new programs within this department and provision for additional curriculum development and equipment.

- **Kern Adult Education Consortium (KAEC)** –KCCD continued efforts to create more equitable access to education by strengthening pathways from adult education to community college. Included in our efforts were increased noncredit course offerings like those on-site at McFarland Adult School. In addition, Bakersfield College and Cerro Coso College developed co-locations with Bakersfield Adult School, Wasco Adult School, and Inyo County Office of Education. Cerro

Coso also has satellite locations near Tehachapi Adult School and Mono County Office of Education. Bakersfield College has strengthened its rural offerings and locations in the communities that they serve. Porterville College has finished the alignment of its ESL curriculum with Porterville Adult School. Porterville College and Porterville Adult School, in partnership with the local WIB, hosted a regional fair. In addition, having college counselors on-site at the Adult School campus has been instrumental in developing students' awareness of career and educational pathways at the local colleges. Thatcher Weldon. Adult Education Director has increased his visibility and sphere of influence both internally and externally. He was recently added to the California Council for Adult Education Board, and additionally was awarded a Perkins V: Reserve Innovation Grant to address adult education ESL for justice involved students.

- **Non-credit/Not-for-credit/Customized and Corporate Training –** During this period, KCCD was awarded approximately $840K in Employment Training Panel funds. These funds allowed us to increase opportunities for incumbent worker and coalition building with nonprofit Healthcare providers, city and county governments, and nonprofit and community-based organizations.

- **Credit for Prior Learning (CPL) –** Led districtwide team in the development and approval of CPL board policy and procedure. The team has implemented first pilot course at BC and is creating professional development modules for both internal and external colleagues. Investment proposals are being created to acquire additional resources to support the development of BC as a demonstration site for other colleges.

- **Advances:**
  - Kern CCD Strategic Direction(s)

2021-22 Goal #2: Inter-District Collaboration and Cooperation: Improve efficiencies and effectiveness by integrating work across the district (e.g., shared programs, joint appointment of administrative positions, faculty leadership positions.

- **Accomplishments:**

  - **Faculty Leadership Development Initiative** – Launched KCCD's Faculty Leadership Development Initiative to increase inter-district collaboration and cooperation. Seven faculty members representing all three colleges completed the first pilot with documented contributions of work to be shared districtwide, including various areas of educational research, creation of educational guides, models for improved inter-district collaboration and cooperation, program development, documented advancements in emerging instructional technology design, and professional development. The following represent the key focus areas addressed through this program.
    - Instructional Design
    - Advanced Technologies
    - Math/STEM Online Designs
    - Adult Learner Recruitment
    - Summer Institute Development
    - Non-Credit Development and Expansion
    - Strengthening Early College Programs

- Faculty Diversification and Internship Program
- Creating Avenues for Increase Faculty Input Districtwide

- **Advances:**
  - Kern CCD Board of Trustees' and Chancellor's Priority(ies)

2021-22 Goal #3: Strengthen Organizational Effectiveness

- **Accomplishments:**

  - **KCCD Leadership Academy –** Graduated 15 KCCD employees from the Kern Community College District Leadership Academy, an internal leadership development program for faculty, classified and mid-level managers. The Academy is a critical element of KCCD's succession planning and organizational development efforts. The program builds bench strength within the organization and help employees hone essential leadership skills that are valued at all levels of the organization.

- **Advances:**
  - Kern CCD Strategic Directions

Goal #4: Resource Development: Grants, philanthropy, and other resources to support the colleges

- **Accomplishments:**
  During the 2021/22 fiscal year, KCCD received 27 grant awards totally almost $94M.

- **Advances:** Kern CCD Board of Trustees' and Chancellor's Priority(ies)

CCCCO Vision For Success Goals and Kern CCD Strategic Directions and Priorities

Vision For Success Goals

1. Over five years, increase by at least 20 percent the number of California Community College students annually who acquire associate degrees, credentials, certificates, or specific skill sets that prepare them for an in-demand job.
2. Over five years, increase by 35 percent the number of California Community College students transferring annually to a UC or CSU.
3. Over five years, decrease the average number of units accumulated by California Community College students earning associate degrees.
4. Over five years, increase the percent of exiting CTE students who report being employed in their field of study.
5. Reduce equity gaps across all of the above measures through faster improvements among traditionally underrepresented student groups.
6. Over five years, reduce regional achievement gaps across all of the above measures through faster improvements among colleges located in regions with the lowest educational attainment of adults.

Kern CCD Strategic Directions:

Link: 2022-2024 Kern CCD Strategic Plan Addendum (do-prod-webteam-drupalfiles.s3-us-west-2.amazonaws.com)

1. Maximize student success, ensure student access, and reduce equity gaps
2. Provide Workforce and Economic Development programs that respond to local and regional industry
3. Strengthen organizational effectiveness

Board of Trustees and Chancellor's Priorities:

1. Advancing Student Success and Equity: SCFF metrics. Embed the SCFF metrics into College performance/scorecard. (CCPG, Pell, and AB-540; Momentum points such as college-level English and Math, 15 units/semester, 30 semester/year, 9 CTE units).
2. Resource Development: Grants, philanthropy and other resources to support the colleges
3. Inter-District Collaboration and Cooperation: Improve efficiencies and effectiveness by integrating work across the district (e.g., shared programs, join appointment of administrative positions, faculty leadership positions)
4. Technology Infrastructure to Support Colleges: Modernize processes for recruitment and retention of students (dual enrollment; data analytics in adult learner recruitment processes).