South Central Coast Regional Consortium

Strong Workforce Program (SWP)

Steering Committee Meeting

May 3, 2019

ACCOUNTABILITY. TRANSPARENCY. SIMPLICITY.

South Central Coast Regional Consortium (SCCRC)

SCCRC Dean and Strong Workforce Program Steering Committee Meeting
May 3, 2019
9:00 – 9:45 am   CTE Dean's Meeting
9:45– 10:00 am. Networking and Continental Breakfast
10:00 am – 2:00 pm   SWP Steering Committee Meeting
Pierpont Inn, Ventura

AGENDA

9:00 – 9:45 am	**CTE Voting Deans Meeting**
9:45– 10:00 am	**Networking and Continental Breakfast**
10:00 – 10:15 am	**Welcome and Introductions** (to include input on vision for the Steering Committee going forward) **MEETING GOALS:** 1. Onboarding of new Regional SWP Governance and Decision-Making Structure. 2. Identify a Steering Committee Chair/Co-Chair. 3. Finalize Regional SWP 19/20 spending plan recommendations for constituency group review prior to finalizing recommendations to the District CEOs.
10:15 – 10:45 am	**Strong Workforce Program (SWP) Governance, Planning and Decision-Making Overview** • Review Governance Document (roles and responsibilities of the Regional Chairs, the Executive Council, the Steering Committee, the District CEOs and the SCCRC Collaborative) • Review Budget Parameters Document • Review 19/20 Planning and Decision-Making Timeline (see below) • Review 2020 Regional Planning Framework
10:45 – 11:00 am	**Review Rubric and Decision-Making Process for Regional SWP 19/20 Spending Plan Draft Recommendations**
11:00 – 11:30 am	**Review SWP Regional Project Input from Key Talent and Project Leads and any new proposals**
11:30 - Noon	**Lunch**
Noon – 1:00 pm	**Continue to Review and Discuss Possible 19/20 Regional Projects/Buckets of Funding**
1:00 – 1:30 pm	**Draft 19/20 Spending Plan (Based on 18/19 Allocation)**
1:30 – 2:00 pm	**Review Timeline and Next Steps (Constituency Group Reviews and Final Recommendations to Executive Committee and District CEOs**

www.sccrcolleges.org
Luann Swanberg, Director/ Chair
Diane Hollems, Co-chair

California Community Colleges

19/20 REGIONAL SWP PLANNING AND DECISION MAKING TIMELINE

|	
APR 25 2019	Meet with the Executive Council regarding vision for Executive Council and 19/20 spending plan parameters
APR 29 2019	Regional Chairs get Key Talent/Job Developer/Project Leads project updates for Steering Committee discussion.
MAY 3, 2019	Steering Committee Meeting – Finalize Draft 19/20 SWP Spending Recommendations (Pierpont)
MAY 3-15	Constituency Group Input Period
MAY 15, 2019	Steering Committee 19/20 SWP Spending Recommendations to Regional Chairs
MAY 16, 2019 8 am Zoom Call	Executive Council/Regional Chair (RC) Meeting regarding May Revise and Impact on SWP and communicate any changes to the Steering Committee/June Meeting Agenda
May 20-24, 2019	Schedule Steering Committee Call to Finalize Recommendations
MAY 29, 2019	Regional Chairs 19/20 SWP Spending Recommendations to Executive Council
JUN 1-4, 2019	Schedule Zoom Call with Executive Council (Spending Plan/Finalize June Meeting Agenda
JUN 5, 2019	District CEOs Finalize 19/20 SWP Spending Plan
JUN 9-11, 2019	SCCRC/SWP 19/20 and 2020 and Beyond Planning Retreat (Cambria, CA)
JUN 30, 2019	All 19/20 SWP Regional Projects in NOVA

South Central Coast Regional Consortium SWP Governance

GOAL OF THE CONSORTIUM:

Leverage resources and economies of scale regionally and statewide with a focus on accountability and ROI.

Approved March 26, 2019

Strong Workforce Program (SWP) Governance & Regional Decision-Making Structure
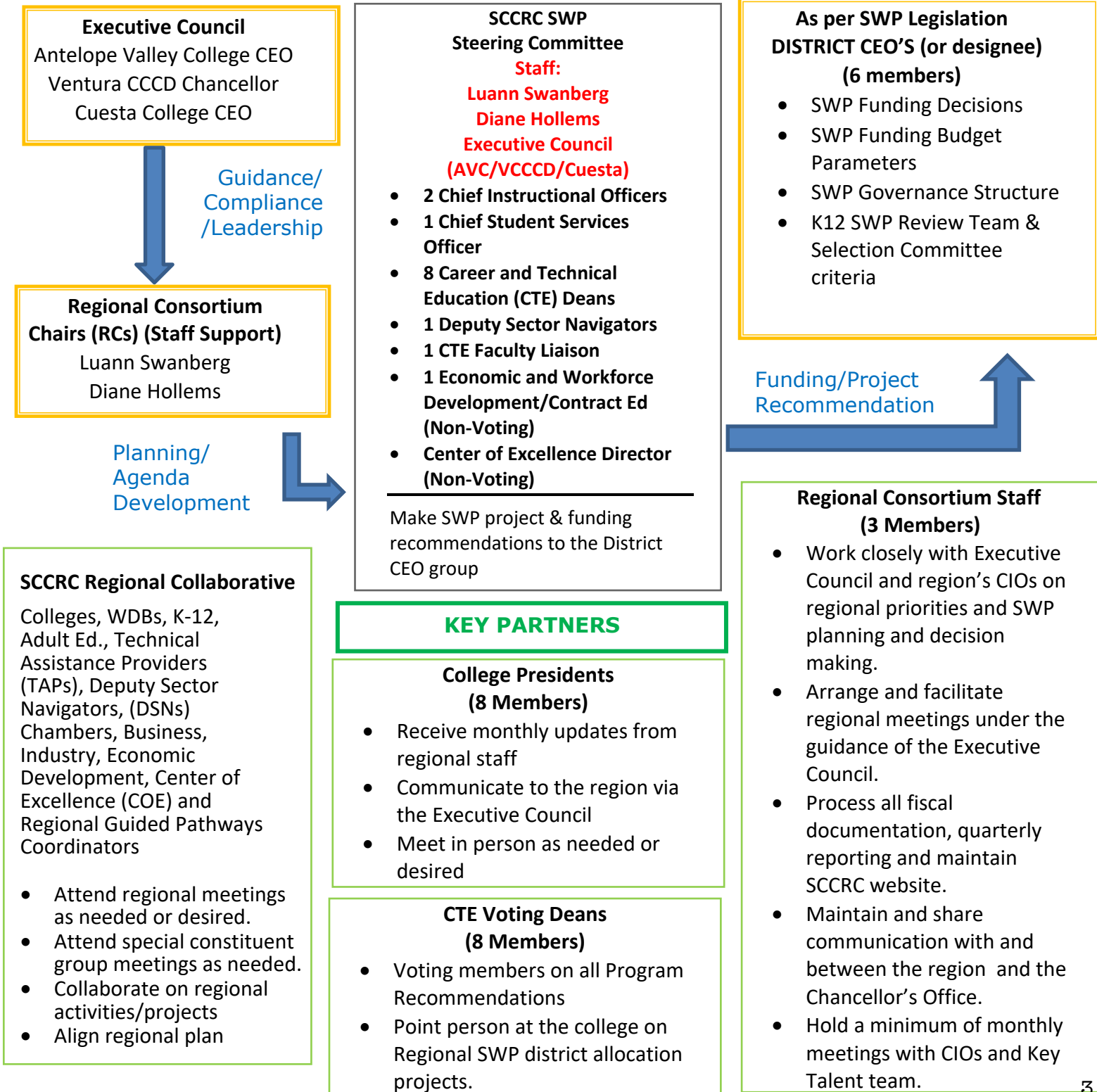
Executive Council
Antelope Valley College CEO
Ventura CCCD Chancellor
Cuesta College CEO

Guidance/ Compliance /Leadership

Regional Consortium Chairs (RCs) (Staff Support)
Luann Swanberg
Diane Hollems

Planning/ Agenda Development

SCCRC SWP Steering Committee
Staff:
Luann Swanberg
Diane Hollems
Executive Council
(AVC/VCCCD/Cuesta)
- **2 Chief Instructional Officers**
- **1 Chief Student Services Officer**
- **8 Career and Technical Education (CTE) Deans**
- **1 Deputy Sector Navigators**
- **1 CTE Faculty Liaison**
- **1 Economic and Workforce Development/Contract Ed (Non-Voting)**
- **Center of Excellence Director (Non-Voting)**

Make SWP project & funding recommendations to the District CEO group

As per SWP Legislation DISTRICT CEO'S (or designee) (6 members)
- SWP Funding Decisions
- SWP Funding Budget Parameters
- SWP Governance Structure
- K12 SWP Review Team & Selection Committee criteria

Funding/Project Recommendation

Regional Consortium Staff (3 Members)
- Work closely with Executive Council and region's CIOs on regional priorities and SWP planning and decision making.
- Arrange and facilitate regional meetings under the guidance of the Executive Council.
- Process all fiscal documentation, quarterly reporting and maintain SCCRC website.
- Maintain and share communication with and between the region and the Chancellor's Office.
- Hold a minimum of monthly meetings with CIOs and Key Talent team.

SCCRC Regional Collaborative

Colleges, WDBs, K-12, Adult Ed., Technical Assistance Providers (TAPs), Deputy Sector Navigators, (DSNs) Chambers, Business, Industry, Economic Development, Center of Excellence (COE) and Regional Guided Pathways Coordinators

- Attend regional meetings as needed or desired.
- Attend special constituent group meetings as needed.
- Collaborate on regional activities/projects
- Align regional plan

KEY PARTNERS

College Presidents (8 Members)
- Receive monthly updates from regional staff
- Communicate to the region via the Executive Council
- Meet in person as needed or desired

CTE Voting Deans (8 Members)
- Voting members on all Program Recommendations
- Point person at the college on Regional SWP district allocation projects.

3

(SCCRC) Strong Workforce Program Regional Budget Parameters

Background:
The Budget Parameters provide guidelines to assist in the process of developing the annual budget in support of the SCCRC Mission and Goals related to Strong Workforce Program Regional Funds. The Budget Parameters take into consideration the State and Federal regulations and laws governing Community College fiscal and operational standards and requirements as well as parameters for spending outlined by the Chancellor's Office for Strong Workforce Funding on the Strong Workforce Program tab on the Doing What Matters Website (http://doingwhatmatters.cccco.edu/StrongWorkforce.aspx). Approved allocation of spending will align with goals and priorities identified in the *Vision for Success*, **Strong Workforce Legislation,** Strong Workforce Metrics, Incentive Funding Metrics, SCCRC Regional Goals and Strategic Priorities **(SCCRC SWP Regional 3-Year Plan-Jan 2017) (**SCCRC SWP Plan Update Jan 2019) **,** and Themes from Sub-Regional Stakeholder Meetings and other guidance provided by the Chancellor's Office

ALL REGIONAL STRONG WORKFORCE INVESTMENTS WILL ALIGN WITH THE FOLLOWING:

Chancellor's Office Vision for Success: The new statewide *Vision for Success* adopted by the Board of Governor that outlines six ambitious goals to meet California's needs and calls for the California Community College system to achieve these outcomes by 2022.

While all **six goals** focus on greater student attainment, the bolded goals stand out in their direct relationship to the use of Strong Workforce Program dollars:

• **Increase by at least 20 percent the number of CCC students annually who earn degrees, credentials, certificates or specific skill sets to prepare them for an in- demand job;**

• Increase by 35 percent the number of CCC students transferring annual to a UC or CSU;

• Decrease the average number of units accumulated by CCC students earning associates degrees, from approximately 87 total units (the most recent system-wide average) to 79 total units – the average among the quintile of colleges showing the strongest performance on this measure; SEP

• **Increase the percentage of CTE students who report being employed in their field of study from 60 to 69 percent – the average among the quintile of colleges showing the strongest performance on this measure;**

• **Reduce equity gaps across all of the above measures through faster improvements among traditionally underrepresented student groups, with the goal of cutting achievement gaps by 40% within 5 years and fully closing those achievement gaps within 10 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, with the ultimate goal of fully closing regional achievement gaps within 10 years.**

Outcome Metrics: All Projects Should Impact One Or More of These Metrics.
Priorities for funding are based on incentive metrics **(SWP Incentive Funding Overview):**
   • Course Enrollments (will not be counted starting in FY 18-19 due to duplicative counts)
   • Credential Attainment
   • Progress
   • Transfer
   • Employment
   • Earnings
   • Supports Economically Disadvantaged Students

Use the Strong Workforce Program tab in [Launchboard](#) on the Doing What Matters website to track outcomes data and make associated investment decisions.

SCCRC Mission:
The South Central Coast Regional Consortium facilitates and promotes effective regional initiatives for its member colleges and key stakeholders in support of local, regional, and statewide workforce development efforts. We collaboratively leverage employer, community, and educational resources in partnership to create and maintain a highly skilled workforce that meets identified regional needs.

SCCRC Strategic Goals:
The strategic goals of the South Central Coast Regional Consortium are:
1. Strengthen communication, coordination, and timely decision-making in regional CTE efforts.
2. Enhance participation in CTE Career Pathways between K-16.
3. Reinforce regional leadership and operational partnerships among community college, industry, labor, and other workforce and economic development entities to improve the delivery of all CTE efforts.
4. Align college programs with regional and industry needs and provide support for CTE programs.
5. Create a sustained public outreach campaign for industry, high school students, counselors, parents, faculty, staff, and the community at large to promote career development and attainment and the value of career technical education.

Broad list of Strategic Priorities for the Region:
Based on the regional and sub-regional labor market data and the input from Stakeholder meetings, the current priority and emerging sectors in our region were validated.
• Advanced Manufacturing
• Global Trade and Logistics (Now just Global Trade)
• Health
• Information Communications Technologies & Digital Media
• Small Business (Now Business and Entrepreneurship)
• Agriculture, Water, & Environmental Technology
• Energy, Construction and Utilities

Themes from Regional Stakeholder Meetings:
1. Need to address the following industry sectors in our region in addition to those already represented by Deputy Sector Navigators:
   • PUBLIC SECTOR/PUBLIC SAFETY/HUMAN SERVICES
   • EDUCATION
   • HOSPITALITY/TOURISM.
   Other strong themes:
   • ENTERTAINMENT for the Santa Clarita Valley
   • TRANSPORTATION for Ventura County.
2. Need across all industry sectors for basic, entrepreneurship and professional skills training (communication, critical thinking, etc.).
3. Need job placement, internship and work experience services throughout the region.
4. Need large-scale marketing and outreach services for CTE to students, parents and counselors in addition to college/district specific marketing and outreach.
5. Strengthen existing pathways and develop new pathways based on industry needs.
6. Need to increase industry engagement in pathways and curriculum development/ alignment through advisory committees, sector-specific working groups, internships, externships and work-based learning.

BUDGET DEVELOPMENT GUIDANCE

Regional SWP Allocations from the Chancellor's Office:

- **83.5% base funding and the 16.5% Incentive funding will be allocated in the fall of each fiscal year. The Incentive Funding will be based on the SWP Metrics and associated incentive funding calculations.**

[2018-2019 Strong Workforce ($248 million) Regional and Local Share Base and Incentive Funding Allocations](#)

Distribution of Regional SWP Funds:

SWP Regional Fiscal and Operational Support: No less than 5% of the total yearly allocation of the Regional Share goes to support the Regional SWP fiscal and operational support provided by the Regional Consortium and the SWP Fiscal Agent, Santa Barbara City College.

District Allocations of SCCRC Regional Share for District/College Initiatives: No less than 50% of the total regional allocation (base and incentive) will go to district/college initiatives that will align with the SCCRC strategic goals and regional priorities highlighted in the SCCRC SWP Regional Plan.

1. Any increases in the 83.5% base funding shall be proportionally allocated to the District/College Initiatives. The balance of said funding shall be allocated to other regional projects by the District CEOs based on recommendations from the Steering Committee.
2. Regional Incentive funding will be allocated to each District based on the same percentage as each District receives of the total Local Share Incentive funding distributed to the Districts in the region. (NOTE: Refer to each year's SWP Regional and Local Incentive Funding Allocation Memo.)
3. In the case of reduced funding, the District CEOs shall convene to reconsider this policy and determine allocations based on available revenue.

Other Regional Projects/Projects-In-Common Buckets after District Allocations:

* Projects-in-Common as recommended by the Chancellor's Office
- Marketing and outreach/Career Education Support
- New World of Work/LinkedIn – Career Strategist Digital Badge
- Get Focused Stay Focused
- Teacher Preparation Pipeline/ACUE Faculty Development
- Center of Excellence Data Support

* Job Developer/Placement Specialist
* Key Talent Project Funding (DSNs/TAPs)
* Other Regional Projects
- Virtual Labs
- Credit for Prior Learning (17/18 only)
- Facilities Collaborative (17/18 only)

Regional SWP 19/20 Planning and Decision-Making

PROCESS: The Executive Council will provide overarching guidance to the Steering Committee on regional projects and projects-in-common. The Steering Committee will consider available funding and make recommendations through the Executive Council to the District CEOs for final approval.

APR 25 2019	**Meet with the Executive Council regarding vision for Executive Council and 19/20 spending plan parameters**
APR 29 2019	**Regional Chairs get Key Talent/Job Developer/Project Leads project updates for Steering Committee discussion.**
MAY 3, 2019	**Steering Committee Meeting – Finalize Draft 19/20 SWP Spending Recommendations (Pierpont)**
MAY 3-15	**Constituency Group Input Period**
MAY 15, 2019	**Steering Committee 19/20 SWP Spending Recommendations to Regional Chairs**
MAY 16, 2019 8 am Zoom Call	**Executive Council/Regional Chair (RC) Meeting regarding May Revise and Impact on SWP and communicate any changes to the Steering Committee/June Meeting Agenda**
May 20-24, 2019	**Schedule Steering Committee Call to Finalize Recommendations (If needed)**
MAY 29, 2019	**Regional Chairs 19/20 SWP Spending Recommendations to Executive Council**
JUN 1-4, 2019	**Schedule Zoom Call with Executive Council (Spending Plan/Finalize June Meeting Agenda)**
JUN 5, 2019	**District CEOs Finalize 19/20 SWP Spending Plan**
JUN 9-11, 2019	**SCCRC/SWP 19/20 and 2020 and Beyond Planning Retreat (Cambria, CA)**
JUN 30, 2019	**All 19/20 SWP Regional Projects in NOVA**

SCCRC Strategic Goals:
The strategic goals of the South Central Coast Regional Consortium are:
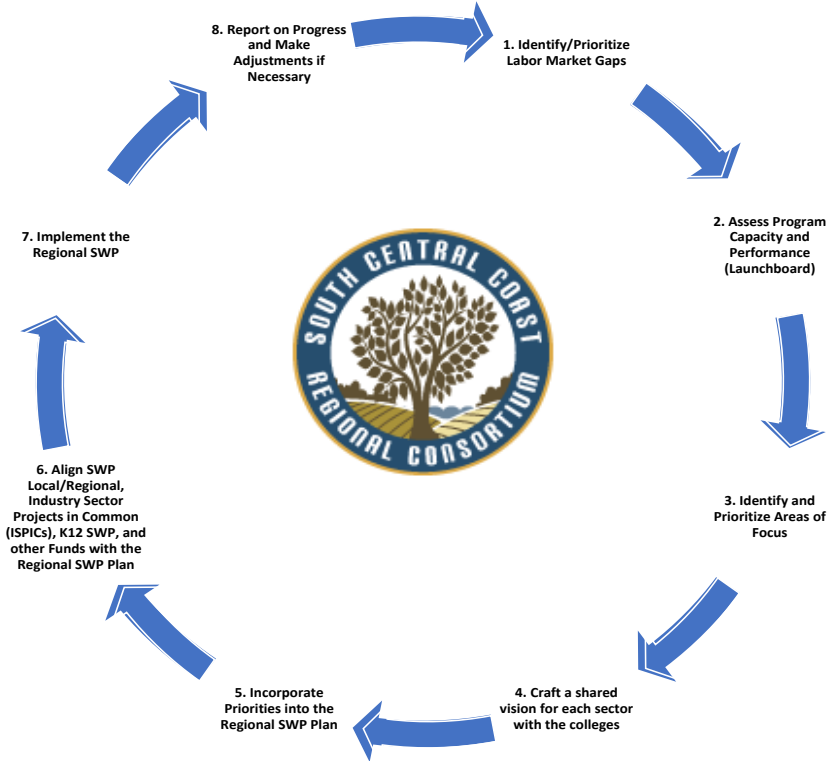
1. Strengthen communication, coordination, and timely decision-making in regional CTE efforts.

2. Enhance participation in CTE Career Pathways between K-16.

3. Reinforce regional leadership and operational partnerships among community college, industry, labor, and other workforce and economic development entities to improve the delivery of all CTE efforts.

4. Align college programs with regional and industry needs and provide support for CTE programs.

5. Create a sustained public outreach campaign for industry, high school students, counselors, parents, faculty, staff, and the community at large to promote career development and attainment and the value of career technical education.

Regional Planning Framework
(in process)

The joint work Colleges, Regional Consortium, Center of Excellence, Sector/Deputy Sector Navigators will be conducting between now and Jan 2020.

(New Regional SWP 4-Year Plan due Jan 2020)

8. Report on Progress and Make Adjustments if Necessary

1. Identify/Prioritize Labor Market Gaps

2. Assess Program Capacity and Performance (Launchboard)

3. Identify and Prioritize Areas of Focus

4. Craft a shared vision for each sector with the colleges

5. Incorporate Priorities into the Regional SWP Plan

6. Align SWP Local/Regional, Industry Sector Projects in Common (ISPICs), K12 SWP, and other Funds with the Regional SWP Plan

7. Implement the Regional SWP

Vision for Success
STRENGTHENING THE CALIFORNIA COMMUNITY COLLEGES TO MEET CALIFORNIA'S NEEDS

GOALS FOR MEETING CALIFORNIA'S NEEDS

The success of California's broader system of higher education and workforce development stands or falls with the CCCs. To meet California's needs, the CCC system should strive to achieve the following goals by 2022:

• Increase by at least 20 percent the number of CCC students annually who acquire associate's degrees, credentials, certificates, or specific skill sets that prepare them for an in-demand job.

• Increase by 35 percent the number of CCC students transferring annually to a UC or CSU.

• Decrease the average number of units accumulated by CCC students earning associate's degrees, from approximately 87 total units (the most recent system-wide average) to 79 total units—the average among the quintile of colleges showing the strongest performance on this measure.

• Increase the percent of exiting CTE students who report being employed in their field of study, from the most recent statewide average of 60 percent to an improved rate of 69 percent—the average among the quintile of colleges showing the strongest performance on this measure.

• Reduce equity gaps across all of the above measures through faster improvements among traditionally underrepresented student groups, with the goal of cutting achievement gaps by 40 percent within 5 years and fully closing those achievement gaps within 10 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, with the ultimate goal of fully closing regional achievement gaps within 10 years.

A VISION FOR CHANGE
Achieving these goals will require a combination of strategies and the coordinated efforts of tens-of-thousands of individuals both inside and outside the CCC system.

Below are seven core commitments the community college system can make to achieve these ambitious goals and realize its full potential to meet the future workforce needs of California:

1 | Focus relentlessly on students' end goals.
Getting students to their individual educational goals—whether a degree, certificate, transfer, or specific skill set—should be the explicit focus of the CCCs. More than just offering courses, colleges need to be offering pathways to specific outcomes and providing supports for students to stay on those paths until completion.

11

2 | Always design and decide with the student in mind.

Colleges need to make it easy for all students, including working adults, to access the courses and services they need. Students should not bear the burden of misaligned policies between education systems.

3 | Pair high expectations with high support.

Students should be encouraged to go "all in" on their education, with support to meet their personal and academic challenges. Assessment and placement practices must be reformed so that students are placed at the highest appropriate course level, with ample supports to help them succeed.

4 | Foster the use of data, inquiry, and evidence.

Data analysis should be a regular practice used for improving services at all levels, not a compliance activity. Decisions should be based on evidence, not anecdotes or hunches.

5 | Take ownership of goals and performance.

The CCC system should be rigorously transparent about its performance, own its challenges, and adopt a solution-oriented mindset to those things it can control. Goals should be used to motivate and provide direction, not punish.

6 | Enable action and thoughtful innovation.

Moving the needle on student outcomes will require calculated risk, careful monitoring, and acceptance that failures will sometimes happen. Innovation should be thoughtful and aligned with goals; results should be tracked early and often.

7 | Lead the work of partnering across systems.

Education leaders across the education systems and workforce development systems need to meet much more frequently, in more depth, and with more personnel dedicated to the task. By working together these systems can strengthen pathways for students and improve results.

Strong Workforce Program (SWP) Incentive Funding Model Overview
(Taking effect in FY 2019-20, aligned with Student Success Metrics)

Incentive Funding Metrics

Metrics include those aligned with WIOA, the Simplified Metrics, and the funding formula:

Progress	# of students who attain 9 or more credit units in CTE in an academic year
	# of students who attain a noncredit workforce milestone in an academic year
Credential Attainment	# of students who earn a Chancellor's Office-approved CTE certificate, associate degree, CCC bachelor's degree, or apprenticeship journey status
Transfer	# of CTE students who transferred to a four-year institution
Employment	Rate at which CTE exiters (who did not transfer) report they were employed in a job closely related to their field of study
Earnings	Median annual earnings among exiting CTE students
	# of exiting CTE students who improved their earnings
	# of exiting CTE students who attained the county-level living wage

Assigning Points

Incentive funding for colleges and regions will be based on a points-model for attainment of the following metrics:

Progress metrics	**½ point** will be awarded per student who attains the outcome *Example: 200 students attain 9+ credit units, 100 points awarded*
Credential Attainment metric	Recognizing that longer-term awards yield stronger economic outcomes over time, various types of certificates and degrees will be assigned points as follows: ● Chancellor's Office approved credit certificate of 12 to < 18 units, or noncredit certificate of 48 to < 288 hours: **1 point** ● Credit certificate of 18 to < 30 units or noncredit certificate of at least 288 hours: **2 points** ● Credit certificate of at least 30 units, associate degree: **3 points** ● CCC bachelor's degree or apprenticeship journey status: **4 points** *Each student is counted only once per year, regardless of the number of awards earned during that time. Points will be given for the highest point-value award obtained.*
Transfer, Earnings Gains, and Living Wage metrics	**2 points** are awarded for each student who attains the outcome *Example: 100 students transferred to a four-year institution, 200 points awarded*
Job Closely Related to Field of Study metric	Points calculation: % of students who report employment in a job closely related to their field of study, multiplied by the # of students who were sent the survey equals the number of points awarded. *Example: 1,000 students were included in the survey sample, and survey results found that 75% of students report working in a job closely related to their field of study, then 750 points will be awarded*

Median Earnings metric	Points calculation: 1 point is awarded for each dollar earned, then the number is divided by forty to make the figure proportional to other measures. Not based on student counts.
	Example: median earnings is $40,000, 100 points awarded

Economically Disadvantaged Students

To further incentivize colleges to close equity gaps, more points are awarded for those who are designated as economically disadvantaged students (EDS), per the definition used for the Carl D. Perkins Career and Technical Education Act of 2006:

- Awarded a Board of Governors Waiver
- Awarded a Pell Grant
- Identified as a CalWORKS participant

- Identified as a participant in the Workforce Innovation and Opportunity Act (WIOA) program
- Reported as economically disadvantaged

Most metrics	EDS will receive points worth twice what non-EDS receive
	Example: economically disadvantaged students who transfer will receive 2 points, compared to 1 point for students who are not economically disadvantaged.
Job closely related to field of study metric	No weighting will be used because data is based on a sample of former students, which may not represent the proportion of economically disadvantaged students who met this goal.
Median earnings metric	No weighting will be used because the measure is based on a range of earnings by former students.

Data Sources

All data for the calculation of the SWP metrics comes from existing data sources.[1] All data can be viewed in the LaunchBoard Strong Workforce Program Metrics tab.[2]

Progress, Credential Attainment, & Transfer metrics	Chancellor's Office MIS (CO MIS), National Student Clearinghouse, Department of Apprenticeship Standards
Median Earnings, Earnings Gains, and Living Wage metrics	CA Employment Development Division's (EDD) Unemployment Insurance (UI) wage records
Job Closely Related to Field of Study metric	Career & Technical Education Outcomes Survey (CTEOS)

---

[1] Colleges, districts, and regions do not need to collect data separately for use in the SWP Incentive Funding model. However, colleges should ensure that their institution participates in the CTEOS each year (costs are covered by the Chancellor's Office).

[2] https://www.calpassplus.org/Launchboard/Home.aspx

Funding Calculations

Variables and Weights for Each Funding Round[3]

		2016-17	2017-18+
Variables and Weights:	Unemployment Rate	1/3	1/3
	Proportion of CTE FTEs	1/3	1/3
	Projected Job Openings	1/3	1/6
	Incentive Funding Metrics	0	1/6

Incentive Funding Methodology

All variables for the SWP funding will be recalculated annually. To determine the incentive funding distributions, the following methodology will be applied:

Local Share:

1. Points for all CTE programs at all community colleges are totaled to create a statewide sum.
2. This sum is divided by the amount of funding available per FY for the 17% local share to create a value per point.
3. The value per point is multiplied by the number of points that each college received to determine its distribution.
4. Multi-college districts: the distributions for all district's colleges are summed to create the district distribution.

Regional Share:

1. Points for all CTE programs are totaled at the regional level and added together to create a statewide sum.
2. This sum is divided by the amount of funding available per FY for the 17% regional share to create a value per point.
3. The value per point is multiplied by the number of points that each region received to determine its distribution.

---

[3] SWP incentive funding was calculated using the original SWP metrics definitions in 2017-18 and 2018-19. Beginning in 2019-20, the SWP incentive funding will be calculated using SWP metrics aligned with the Student Success Metrics (as described above). The definitions for the original SWP metrics can be found at https://doingwhatmatters.cccco.edu/portals/6/docs/SW/SWP-Incentive-Funding-Handout-original-metrics.pdf.