Long Beach City College - School or VP Level Plan

College Advancement and Economic Development

Mission:
College Advancement & Economic Development (CAED) serves the community and the college.

CAED serves the community by:
1. Helping businesses grow and create jobs
2. Helping people develop skills to succeed

CAED enhances LBCC’s
1. Reputation – Communicate key college programs and initiatives and “Where Education Works”
2. Relevance – Connect industry to education to ensure programs remain relevant to students and employers
3. Revenue – Acquire funding and resources to support college initiatives

Progress towards Goals and Accomplishments:
The division has been focused on aligning programs and services to meet the goals set by the Board of Trustees and President’s agenda.

CAED does this by delivering robust and relevant programs and services to entrepreneurs, business owners, employers and employees and to supporting the college’s instructional programs and key initiatives. These efforts include assessing division structure, staffing needs, funding focus, and operational efficiencies to achieve these goals. As a key outreach arm of LBCC, CAED communicates the “Where Education Works” message in various channels and approaches to stakeholders and funders.

ECONOMIC DEVELOPMENT
The Goldman Sachs 10,000 Small Businesses Initiative launched in 2010 completed delivery of 9 cohorts by 2013, with 221 scholars completing the program at LBCC. Goldman Sachs Foundation (GSF) piloted a regional center model in Southern California. LBCC was awarded the grant to manage program delivery at both Los Angeles and Long Beach City College. Consolidation and staffing realignment resulted from LBCC becoming the Regional Center serving all of Southern California, and will continue to be assessed as the team works with GSF to develop the Regional Center model.

The Los Angeles Regional SBDC Network (SBDC) experienced funding reduction due to sequestration in 2013. As a result, the Lead Center eliminated budget allocations for professional development and marketing, in order to keep the service centers whole and maximize the dollars for advising and consulting. As a result of this strategic cut, the Network was still able to achieve strong results for 2013, including more than $100 million in capital infusion and more than $190 million in increase in sales.

SBDC Network expanded to include two new service centers in 2013. Establishing a formal partnership with the Los Angeles Chamber and launching the Bixel Exchange, a technology focused SBDC service center. Pasadena City College also became a satellite SBDC increasing coverage of services to the San Gabriel Valley area. The Service Center located at LBCC continues to be a strong performer for the Network, far exceeding the average for all critical milestones.

LB SBDC continues to offer the Young Entrepreneur Project (YEP), an important program with potential for many points of integration between CAED and CTE programs at the college, and partnership development with other local organizations such as Gateway Cities Council of Governments, California State University, Long Beach (CSULB) and Pacific Gateway Workforce Investment Network (PGWIN). Additional funding needs to be secured to continue program delivery in the near future.

LBCC was invited to join the Slingshot Network, a joint partnership between the Ewing Marion Kauffman Foundation (Kauffman) and the Association of American Community Colleges (AACC). The Slingshot Network consists of select community colleges that are doing innovative programs in economic and workforce development and provide members access and insight into initial discussions with AACC, NACCE and Kauffman, as they are reviewing community colleges and entrepreneurship practices aimed for national roll out, and first look at future opportunities with Kauffman or other funders supporting entrepreneurship.

LBCC was selected as a pilot site for Innovation Fund America (IFA) by the Kauffman Foundation, and has been devoting CAED staff and resources to develop and launch the program in 2014. IFA, named Innovation Fund So Cal at LBCC, will provide pre-seed to high growth innovation-driven startups, and extends the spectrum of services provided to entrepreneurs. The SBDC Network is developing wraparound services for the entrepreneurs.

CAREER TECHNICAL EDUCATION (CTE)/WORKFORCE DEVELOPMENT (WFD)
LBCC Advanced Transportation Technology & Energy Center (ATTE) continues to focus on Alternative Fuels training for CNG and LNG engines training programs. A one-time grant by the California Energy Commission (CEC) has allowed the college to update current training offerings, add new training content and modules, and expand development of the electric vehicle (EV) program, to address industry training needs.
The CEC grant also provided an opportunity to develop more interdisciplinary opportunities by connecting the EV charging infrastructure training component to the Electrical department, specifically solar program, via building a pilot micro-grid on campus to provide students with a real-world learning lab environment.

CAED CTE/WFD in partnership with faculty and employer partners was awarded two Department of Labor (TAACCCT) grants, focused on creating alternative pathways to engineering education and careers, and supply chain management. The engineering pathways grant will allow LBCC to pilot interdisciplinary curriculum, online delivery and compressed schedules to assist individuals with a faster track to employment, and an education path to achieve career advancement.

CAED successfully competed to host the Deputy Sector Navigator (DSN) for Global Trade and Logistics at LBCC from the Chancellor’s office. LBCC provides a regional leadership role in advancing and promoting international business and trade programs and content to community colleges, high schools and universities throughout LA county, to establish new, expand existing courses/programs, and extend global trade content into other disciplines.

The Truck Driver Training Program in partnership with the Harbor Trucking Association has graduated four cohorts and placed more than 20 graduates with local drayage companies. In 2014 the program will begin discussions with employer partners regarding program recruitment focused on veterans, curriculum modifications, and sustainability.

CAED CTE/WFD in partnership with faculty has secured and administers six grants dedicated to supporting the viability of CTE programs and the development of articulated career pathways with K-12 and 4-year institutions. The WFD Director currently serves as the co-chair of the Promise Pathways, Expanding Pathways committee ensuring the successful integration of CTE/WFD pathway development efforts and institution-wide initiatives.

COMMUNICATIONS & COLLEGE ADVANCEMENT (C&CA)
The department filled a key position in 2013 (Assoc. Dir. Public Relations and Marketing) and is focused in increasing media attention, marketing and outreach to both businesses and students about the LBCC’s instructional programs with particular focus on innovative programs at LBCC, such as the Promise Pathways, Long Beach College Promise which has resulted in significant national attention for these efforts.

C&CA supports key college-wide initiatives (campus communication, emergency communication, class schedules) and events such as College Day and the Annual State of the College Address. C&CA also partnered with the LBCC Foundation to support the year-long 85th Anniversary celebration which culminated in a gala in support of the College Promise Scholarships.

Increasing enrollment funding and the LBCC’s inaugural Winter Intersession created the need for increased student marketing efforts which will continue to increase in coming years and which will require additional resources moving forward.

INSTITUTIONAL RESOURCE DEVELOPMENT
IRD was restructured with two new positions, both approved by personnel commission to focus on institutional grants development. The Associate Director, Grants Development, and Research Analyst positions are expected to be filled in 2014.

**Internal/ External Conditions:**

Due to regular changes in programs and funding levels from federal, state, local governments and foundations, and funders’ increasing expectations of deliverables and outcomes, CAED continues to review staff positions and structure in all its programs to ensure the required skills and abilities are on hand to meet and exceed program deliverables.

**Internal – College Processes**

- The rollout of ACA initially presented a significant challenge to CAED’s hiring due to rapid hiring needs to ramp up new grants delivery. As grants projects become increasing large, complex and with results driven outcomes, the biggest challenge is the ability to hire well qualified individuals with the best skills and fit in a timely manner. HR has worked to find solutions to address these challenges for CAED hiring.

- The types of CAED programs and focus continue to require an entrepreneurial approach driven by the nature of the work and clients being served. Even though CAED operates within an academic and bureaucratic system traditional to education institutions, which can impact CAED’s timeliness while doing business with business and industry’s at their speed and timelines, CAED’s successes (and LBCC’s reputation) with these large and highly complex projects is a result of increased collaboration and support from fiscal, purchasing and HR to navigate the District’s business practices and layers of bureaucracy to achieve results, while staying compliant. In addition, the division must ensure having well-qualified personnel on staff to do good planning (key success factors) continue to be in place.

- Closing (due to expiration) of grant projects, along with changes in funder priorities and objectives continue to impact CAED staff structure and positions, resulting in the need to regularly restructure program areas, and create or eliminate positions based on funding requirements and grant deliverables. CAED continues to expend a considerable amount of time managing creation of new positions due to grant requirements, and recruitment of new or vacant positions (turnover) required by funder/project delivery.

- As most CAED staff is supported by grant funding, this leads to frequent re-organization of staff and program units as grant funding comes and goes, making it difficult to establish stable and consistent operations for growth, and to consistently generate revenues for the college.

**Internal – CTE Initiative**

- The hiring of the CTE Dean position will be a key partner for CAED to effectively support the College CTE agenda, and integration and leveraging of
CAED programs for the College. Having strong CTE Dean Leadership is critical to the success of many CAED activities and grants.

-Limited understanding across college about the role and value of CAED and its critical link to CTE, academic programs, and the LBCC Mission has improved but at the same time is still a challenge for improved integration of programs.

-Although the program discontinuation process has impacted grant deliverables and outcomes, the outcome and subsequent rebuilding of CTE program areas will only enhance alignment of CAED grant development resources and collaboration with college programs.

Internal Staffing
- CAED is seeking to further strengthen its financial operations. As the hub for the majority of major grants and special projects for the college, CAED requires the capacity to manage grants and special projects budgets in an efficient and speedy manner, particularly to satisfy funders’ reporting requirements, in collaboration with fiscal services. To that end, the division has identified the need to bring on board a Finance Manager to centralize and oversee the fiscal processes of the division, to ensure financial reports are accurate and in compliance with local, state and federal regulations.

- CAED needs additional professional capacity for marketing and promotional support of programs and services. C&CA staff has been significantly reduced from recent rounds of budget reductions and most of that capacity is directed toward college-wide efforts. Growing demand for marketing to support enrollment efforts along with ongoing marketing need for CAED programs requires additional staff and budget resources. Additionally, the need to better communicate how Education Works with CAED’s Economic and Workforce Development and CTE programs, and the value these resources bring in attracting new students to LBCC requires additional dedicated professional support beyond what is directly funded and specifically required for a grant. Electronic marketing is a particular need of the division.

External – State Budget
- Cyclical funding process at State level creates wide swings of push and pull for meeting the third mission of community colleges. This creates havoc in developing and maintaining partnerships, seeking resources and meeting outcomes of grants. This is especially important for long-term sustainability and viability of pilot programs.

External – Stakeholder Partnerships
- Developing and maintaining key stakeholder partnerships is time consuming and designed for the long term. CAED’s ability overall to obtain resources, develop comprehensive partnerships and link LBCC instructional programs to regional industry needs depends on strategic and on-going partnership development. The primary goals of partnerships are to enhance LBCC’s competitive advantage in securing additional funding and cash match for key programs. There is an increasing need for the College to focus on fund development efforts, and allocating resources to support such a function. CAED is in a position to provide key assistance to the college in examining approaches to a college advancement plan that will result in alternate revenue sources for the college in the long run.

External – Legislative Mandates
- Education code and legislative restrictions are barriers to innovation and LBCC is challenged to find ways to move past these barriers to deliver effective and impactful programs and services to our community.
- CAED is developing a plan to assist the college in managing its legislative agenda.

Summary of Access, Efficiency & Effectiveness:

Highlights of CAED Results:
• Continued and increased funding for 10KSB program for year 3
• Successfully developed 9 cohorts and graduated 221 scholars from the 10KSB program
• SBDC Network achieving over 100% of SBA performance goals
• Increased grant funding to college (new grants)
• Increased LBCC presence on social media (facebook/twitter)
• Earned significant national media attention for key college programs
• Successful 85th Anniversary, College Day & State of the College events
• New collateral development for Promise Pathways
• SBDC successfully launched two new SBDCs in partnership with LA Chamber and Pasadena City College.
• CAED division wide metrics collected and reported quarterly
• Continue to support boot camp programs to support student learning and preparation for the nursing program (Code Green).

Additional Comments:

Names and Titles of workgroup members:
Marty Alvarado, Director, Workforce Development/ CAED; Lou Anne Bynum, Vice President/CAED; David Morse, Academic Senate Representative; Vivian Shimoyama, Program Director, 10,000 Small Businesses Program/CAED; Amy Smith, CTE Coordinator/CAED; Mark Taylor, Director, College Advancement, Public Affairs and Government Relations/CAED; Jesse Torres, SBDC Regional Director/CAED; Sheneui Weber, Executive Director, Economic & Partnership Development/CAED.

Shared Goals:
(Lou Anne to discuss with other VPs – Items include:)
- Fund development
- College communications plan (that includes CAED components)
Goal

Student Success - Acquire funding to support student success initiatives, pilot program development, student support services and securing resources for program improvement.

Measurable Objectives:
1. Recruit and hire Associate Director of Grants Development position by June 2014.
2. Updated Workforce Development program plan and implement plan by June 2014.
3. Areas for collaboration between CAED programs and departments identified for key CTE program areas based on industry needs.

Supported School or Department Goals:
- Program Performance Metrics (All departments)
- Relevant CTE/workforce training programs and partnerships (Workforce Development)

Strategies:
1. Collaborate and partner with CTE Dean and other program areas to build new and enhance existing programs that meet industry needs.
2. Focus resources on funding opportunities with good fit to support expanding and enhancement of current student success efforts (CTE, promise pathways, legislation, etc.)
3. Prepare, plan and apply for Title V funding for next cycle funding.
4. Build Student Success growth strategies into all grants where allowable.
5. Fill key positions that provide leadership and assistance in securing new funding for college initiatives.

Goal Priority: 1

1. Type of Resource Requested: Personnel - Classified/ Manager

1. Resources Requested: Salary and benefits for approved position Associate Director of Grants Development

1. Estimated Cost: 112683

1. Suggested Funding Source: General Fund

1. Comments: Covered by CAED for FY 13-14 due to budget reduction, and will be District funded beginning FY 14-15.

2. Type of Resource Requested: Personnel - Classified/ Manager

2. Resources Requested: Salary and benefits for approved CAED Research Analyst position is District funded. Position and recruitment was delayed until FY 13-14 for cost savings reasons.

2. Estimated Cost: 75653

2. Suggested Funding Source: General Fund

2. Comments:

Relationship to Higher Level Goals

Educational Master Plan 2011 - 2016

Goal Type: Goal : Student Success
Goal Type: Goal : Community
Goal Type: Goal : Resources

Communication & Marketing - Develop and implement a fully integrated internal and external communications & marketing plan to:
1) Ensure that LBCC attracts students to meet its growing enrollment targets and  
2) Convey the value, activities, purpose, need and accomplishments of LBCC’s instructional programs and key initiatives including CAED’s economic and workforce development programs

Measurable Objectives:

1. C&CA to develop and implement enrollment marketing campaign in collaboration with Student Relations and academic programs
2. Develop college-wide communications plan Spring of 2014 to increase awareness of key CAED initiatives
3. Conduct quarterly meetings with interested departments and greater campus community to share information about CAED programs that benefit students.
4. Staff assigned to perform regular updates to website on CAED activities and posting of LBCC press releases.
5. Use digital newsletters and social media to regularly to advertise college-wide and CAED activities
6. Publish and share quarterly performance metrics with key college stakeholders.

Strategies:

1. Increase collaboration with LBCC outreach, PR & marketing team (C&CA) to leverage grant outcomes for College outreach and marketing activities.
2. Retain external marketing firm to develop enrollment marketing plan and to better integrate and communicate key College and CAED messages
3. Coordinated information disseminates with all CAED program websites to increase force multiplier effect of LBCC communications.
4. Conduct ongoing awareness and information dissemination activities with academic/CTE departments (existing structures such as department meetings, program planning, and additional meetings with department chairs to share CAED program of benefit to students)
5. Collect program performance metrics on a quarterly basis.

Supported School or Department Goals:

- CAED Communications Plan (CAC/POPS)
- External Partnership Development (All)
- ASBDC Accreditation (SBDC)
- Increase integration of CAED programs to college areas (All departments)

Goal Priority:

1

1. Type of Resource Requested:

Other

1. Resources Requested:

Consulting assistance for developing and implementing college communications and marketing plan.

1. Estimated Cost:

200000

1. Suggested Funding Source:

General Fund

1. Comments:

District supplemented by grant funding where allowable. CAED recognizes the need to increase frequency and effectiveness of communications within the college, and to region served.

Relationship to Higher Level Goals

Educational Master Plan 2011 - 2016

Goal Type: Goal:
Equity

Goal Type: Goal:
Community

Goal Type: Goal:
Resources

Staffing and Infrastructure – Build appropriate CAED staff and operational structures to achieve increased capacity needed to serve and fulfill statewide and national economic and workforce agenda of the college.

Measurable Objectives:

1. Centralize CAED Fiscal function that supports grant financial reporting accuracy and compliance.
2. Key CAED vacant positions filled by Fall 2014.
3. Implement wide spread staff usage of Laserfiche by 2014. Identify and implement CRM program.
4. New Personnel on-boarding process developed and implemented by end of 2014.
5. Innovation So Cal pilot project successfully launched and completed by Q1 2015.
6. Workforce Development department structure reorganized to effectively manage and support ramping up of increased grant activities

Supported School or Department Goals:
- Department processes and procedure (All departments)
- Grant Development (All departments)
- Improve relationship and processes with Fiscal, HR, Contracts/Purchasing, Facilities (All departments)

Strategies:
1. Assess current functions and operations, and restructure to maximize allocation of staff resources and needs
2. Develop strategies for talent recruitment and management to support college initiatives – placement of individuals in key positions with the necessary skills and abilities to successfully manage, direct, deliver local, state and national programs for the college.
3. Hold regular training for CAED staff in operational activities such as contracts, HR, purchasing, and fiscal.

Goal Priority: 1

1. Type of Resource Requested: Personnel - Classified/Manager

1. Resources Requested: Finance Manager

1. Estimated Cost: 112683

1. Suggested Funding Source: Grants

1. Comments: Create appropriate positions and hire qualified personnel to centralize operations to maximize efficiency and automation of routine tasks to increase productivity of staff, specifically related to grant budgets.

2. Type of Resource Requested: Personnel - Classified/Manager

2. Resources Requested: CAED Accountant

2. Estimated Cost: 75653

2. Suggested Funding Source: Grants

2. Comments: Create appropriate positions and hire qualified personnel to centralize operations to maximize efficiency and automation of routine tasks to increase productivity of staff, specifically related to grant budgets.

3. Type of Resource Requested: Professional Development

3. Resources Requested: Fiscal and Human Resources training provided to CAED new and existing staff annually/as needed. Create systems and relevant tools to improve and implement consistent operational processes and procedures.

3. Estimated Cost: 0

Relationship to Higher Level Goals

Educational Master Plan 2011 - 2016

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