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, aligning with college planning, 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 CAED programs play a key role in connecting businesses and key stakeholders in the community with students and the work of the College. These programs include:

Goldman Sachs 10,000 Small Businesses Program
The College continues in its 4th year of delivering the Goldman Sachs 10,000 Small Businesses Initiative launched in 2010. Delivery of 21 cohorts has been completed to date with over 590 CEO business owners completing the program (356 graduates at LBCC and 254 graduates at LACC). As the regional center in Southern California, LBCC also oversees and manages program delivery at a second site located at Los Angeles City College. For program delivery, three LBCC faculty teach in the 10KSB program. The program offers internship opportunities for students. To date three LBCC students have interned with the program. Staffing for the Regional Center serving all of Southern California is in process and will be completed by the end of 2015.

LA Regional Small Business Development Center Network
The college is in its 10th year as the host to the Los Angeles Regional Small Business Development Center Network (SBDC), a national economic development program funded by the U.S. Small Business Administration. With leadership from LBCC on statewide advocacy, the California SBDC was successful in obtaining state funding as match to the federal funds received by the SBDC. The Network continues to achieve strong results for 2014, including more than $116 million in capital infusion and more than $90 million in increased sales. SBDC Network expanded to include new partners in 2014, the most notable being a partnership with UCLA’s California NanoSystems Institute via Innovation Fund SoCal. The Service Center located at LBCC continues to be a strong performer for the Network, far exceeding the average for all critical milestones.

Long Beach Small Business Development Center
In 2014, the LBCC SBDC, one of the highest performing SBDCs in the LA network, achieved all three of its core metrics for the SBDC program – helping to launch 46 new businesses, providing business advice and training to 1,762 business owners and assisting businesses achieve more than $16 million in capital infusion. In addition, LBCC SBDC offered the Young Entrepreneur Project (YEP) at PCC, an important program with potential for many points of integration between CAED and CTE programs at the college. Eleven student entrepreneurs participated in the 2014 cohort and, in its program history, YEP has trained 475 students at both Long Beach City College and CSULB.

International Trade Development
The Lead Center, also based at LBCC, is moving forward on aligning its international trade programming to align with the workforce development and industry relations programs at LBCC. In particular, the SBDC is committing resources to support the growth and export capacities of businesses in advanced manufacturing. In 2015, the SBDC will seek to provide wraparound business development services for the work of the Deputy Sector Navigator, Global Trade Logistics and the California Career Pathways Trust and help to establish LBCC as a leader in supporting regional advanced manufacturing.

Innovation Fund SoCal
Through LBCC’s Innovation Fund SoCal, the college deepened its partnership with the Ewing Marion Kauffman Foundation (Kauffman), with the award of two Kauffman grants. The Kauffman Entrepreneur-in-Residence (EIR) enabled LBCC to establish and appoint its first EIR, and the Kauffman IFA Transition grant supports capacity planning and building to expand LBCC’s innovative entrepreneurship programs such as the Innovation Fund SoCal.

Additionally, the Innovation Fund SoCal completed its first pilot funding round and awarded three startups with pre-seed funding, as well as provided business coaching and education to the Founders of the three companies. The college began the second pilot funding round in late 2014 and will complete the process in Spring of 2015. 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. As a key partner, the SBDC Network is developing wraparound services for the entrepreneurs.

Staff also began planning for the innovate!socal 2015 conference in Long Beach in partnership with the Kauffman Foundation. The high profile conference received high marks and positive feedback from over 300 attendees at the 2014 conference.

CAREER TECHNICAL EDUCATION (CTE)/WORKFORCE DEVELOPMENT (WFD)

Advanced Transportation Technology & Energy Center (ATTE)
LBCC Advanced Transportation Technology & Energy Center (ATTE) continues to focus on Alternative Fuels training for CNG and LNG engines training programs. With the one-time grant by the California Energy Commission (CEC), installation of the pilot mini-microgrid project allowed the college to connect the EV charging infrastructure training component to the Electrical department, specifically solar program, providing students with a real-world learning lab environment.

Career Pathways and CTE Grants
CAED continues to implement the two Department of Labor (TAACCCT) grants, focused on creating alternative pathways to engineering education and careers, and supply chain management, in partnership with the Electrical, Architecture and Drafting programs. Not-for-credit training to prepare individuals for industry certification warehouse management, and supply chain management is near completion and expected to be deployed in FY 15-16, in the second TAACCCT grant.

CAED CTE/WFD developed and led a consortium of regional community colleges and unified school districts to successfully compete for and be awarded a $15 million California Career Pathways Trust (CCPT) grant focused on the advanced manufacturing sector, funded through the CA Department of Education. LBCC also partnered with LBUSD on their Healthcare sector CCPT grant and will receive over $1 million for that partnership. The WFD department administers and supports eleven projects that support activities related to CTE programs and the development of articulated career pathways with K-12 and 4-year institutions. The WFD Director 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.

Regional Leadership in Global Trade & Logistics
As host for the Chancellor’s office Deputy Sector Navigator (DSN) for Global Trade and Logistics, LBCC continues to provide 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. This is accomplished via working with the Los Angeles-Orange County Regional Consortium (LAOCRC) and other DSNs in the region.

Workforce Training
The Truck Driver Training Program in partnership with the Harbor Trucking Association has graduated 78 participants, and placed 57 program graduates in jobs with local drayage companies. Program sustainability continues to be a focus with employer partners and funders.

Recruitment of project staff needed to support the number of new large scale grants is a challenge for CAED and will need to be addressed quickly in order to meet grant deliverable and outcomes required in grant workplans. These positions include the vacant Director of Workforce Development, two grant project managers, two workforce training coordinators, one grants assistant III, and CTE coordinator.

COMMUNICATIONS & COLLEGE ADVANCEMENT (C&CA)

The Communications office supports key initiatives such as media relations, government relations, internal campus communications, marketing, branding, crisis communications, special events such as the Annual State of the College Address, and more.

The department filled two key positions last year – the Director of College Advancement, Public Affairs and Government Relations, and the Associate Director of Public Relations and Marketing. The department initiated a series of internal and external surveys which were used to develop a strategic communications plan for the college. The plan provides a 3-5 year strategic vision for the College to improve its communications with a wide variety of internal and external audiences. The plan addresses the College’s need to promote the value of LBCC in general and leverage increased interest in programs like Promise Pathways, the Long Beach College Promise, and economic development programs. Changing economic conditions, an improved state budget, and the emergence of new technologies have also necessitated different strategies in marketing and outreach. Appropriate resources allocated to such efforts will be critical in addressing these needs moving forward.

INSTITUTIONAL RESOURCE DEVELOPMENT
The Associate Director, Grants Development, and Research Analyst positions are currently vacant. Finding qualified candidates to fill these positions will be critical for supporting new resources development for institutional initiatives.
Internal/External Conditions:

CAED obtains over $9 million in grant funding annually for the College. These grants provide funding to support the majority of staff positions in CAED. Grant funds invest in LBCC economic development programs and enable the college to be innovative in approaches in engaging education to meet the skill needs of current and future workers, and in job creation.

With each new grant funded project, CAED’s capacity to manage and implement new and existing projects without additional staff has been the biggest challenge. Meeting grant deliverables and timelines is paramount and not doing so risks negative impact to the College’s reputation and may jeopardize chances of future funding.

Internal –College Processes

Changes in HR rules for staffing from ACA continue to present a significant challenge to CAED’s ability to quickly hire new staff for new grants, while working with HR to put in place grant positions for full-time hire. Hiring well qualified individuals with the best skills and fit in a timely manner continues to be a challenge as grants projects become increasingly large, complex and have results-driven outcomes.

The types of CAED programs and focus continue to require an entrepreneurial approach driven by the nature of the work and clients being served. However, CAED operates within an academic and bureaucratic system traditional to education institutions impacting CAED’s ability to work with business and industry at their speed and timelines. CAED has a track record of successfully implementing large scale and highly complex projects with 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. With increasing District internal controls and processes that increase processing times, CAED must work harder to ensure planning is in place to adjust for these internal changes, while balancing the deliverable timelines and requirements of funders.

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, requiring significant staff time to manage while trying to maintain stable and consistent operations for growth, and to consistently generate revenues for the college.

Internal –CTE Initiative

CAED continues to partner with the CTE Dean on a number of CTE programs/projects. The CTE Dean is a key partner to CAED for effectively supporting the College CTE agenda, and integrating grant funded programs for the College. The CTE Dean’s and other Dean’s leadership is critical to the success of many CAED grants and activities.

As CTE is the current hot topic for grant funding, the role of CAED in supporting CTE, academic programs, and the LBCC Mission is even more critical than before, with integrated programs playing a crucial role in successful pathways development.

Internal Staffing

As the hub for the majority of major grants and special projects for the college, CAED collaborated with fiscal services to manage grants and special projects budgets in an efficient and speedy manner, particularly to satisfy funders’ reporting requirements. The Division has worked with fiscal services to hire an accounting position that will enable centralization and better coordination of fiscal related activities.

C&CA staff has been significantly reduced from recent rounds of budget reductions and most of current capacity is directed towards college-wide efforts. A growing number of large and high visible grant projects is requiring a much more coordinated and centralized approach to ensure a consistent message and branding of LBCC to the public and media. C&CA plays a critical role in doing so, especially with increased need for enrollment recruitment efforts. The question of the communications function as resourced is at a critical point, and additional dedicated professional resources for marketing and outreach activities will need to be addressed in the very near term.

External –State Budget

Although the state budget situation has improved, the cyclical funding nature at the State level continues to create 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 requires ongoing long term efforts. The primary goals of partnerships are to enhance LBCC’s competitive advantage in securing additional funding and cash match for key programs. With the experience and lessons learned from the Innovation Fund SoCal pilot, it is evident that fund development capacity is needed at the College to support innovative entrepreneurship programs. CAED has demonstrated that the college is able to build and develop the right types of partnerships and networks to support and grow the entrepreneurial ecosystem in the region. A dedicated fund development resource is the next frontier for the college in developing 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 funding for Goldman Sachs 10,000 Small Businesses program for year 4
• Delivered 21 cohorts to date with 99% completion rate of over 590 CEO business owners (356 graduates at LBCC and 254 graduates at LACC)
• SBDC Network met and exceeded 100% of SBA performance goals
• Successful job placements in workforce training programs
• Awarded $15 million California Career Pathways Trust grant
• Earned significant national media attention for key college programs
• New key SBDC partnership with UCLA
• CAED division wide metrics collected and reported quarterly
• Completed annual report distributed at State of the College
• Delivered State of the College with strong attendance by public and business leaders in the community.

Additional Comments:
Plan includes input provided by Mark Taylor, Director, College Advancement, Public Affairs and Government Relations and Marty Alvarado, Director, Workforce Development prior to departure from their positions.

Names and Titles of workgroup members:
Lou Anne Bynum, Vice President/CAED; Kenna Hillman, Academic Senate Representative; John Pope, Director, College Advancement, Public Affairs and Government Relations/CAED; Rodney Rodriguez, Academic Senate Representative; Rachel Sandoval, SBDC Marketing Coordinator/CAED; Vivian Shimoyama, Regional Director, 10,000 Small Businesses Program/CAED; Jesse Torres, SBDC Regional Director/CAED; Sheneui Weber, Executive Director, Economic & Partnership Development/CAED.

Shared Goals:
- Fund development
- College communications plan (that includes CAED components)
- College legislative agenda
- Staffing, talent recruitment and management

Goal

Student Success and Performance – Partner with appropriate college departments/schools to support student success initiatives, piloting of new program development, student support services innovation, and securing new grant funding and resources for program improvement.

Measurable Objectives:
1. Successful roll-out/implementation of CCPT grants in the first year with partner organizations.
2. Meet grant project requirements, deliverables and timelines for awarded grant projects.
4. Identify and target opportunities to secure resources for CTE program improvement (funding and Industry partnerships), working in collaboration with CTE Dean and schools.

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

Strategies:
1. Focus resources on identifying appropriate funding opportunities for expanding and enhancing current collegewide student success initiatives (CTE, Promise Pathways, legislation, etc.), in alignment with college goals and program plans.
2. Assess, review and restructure workforce development program area to build capacity needed to successfully implement new large scale grant projects (e.g. CCPT, TAACCCT), and work with HR to recruit and hire grant project staff needed for new grants.
3. Develop pathways and programs for the advanced manufacturing sector to prepare students for jobs needed by industry, in collaboration and partnership with CTE Dean, programs and schools.
4. Incorporate Student Success growth strategies and development of career pathways into all grants where allowable.
5. Develop internship opportunities with employer partners, Innovation Fund SoCal portfolio companies, and community partnership for students.
Goal Priority: Personnel - Classified/Manager

1. Type of Resource Requested: Grant personnel referenced above for grant projects are funded primarily by grants, based on funder approved budgets.

1. Resources Requested: 287762

1. Estimated Cost: 287762

1. Suggested Funding Source: Grants

1. Comments:

2. Type of Resource Requested: Other

2. Resources Requested: Resource allocations by District (General Fund) for institutionalization of program components required by grants upon completion. Final cost for institutionalization of program components will be determined in year 3 of project. Current estimate is for faculty, mentors, software and ongoing activities.

2. Estimated Cost: 440450

2. Suggested Funding Source: General Fund

2. Comments: Increasingly, grants for the purpose of program improvement (e.g. CCPT) require colleges to plan for, address, and implement sustainability of grant activities after conclusion of grant funding, by requiring colleges to show institutionalization of positions, resources, and programs in the final year of grant activities.

Relationship to Higher Level Goals

Educational Master Plan 2011 - 2016

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

Communications and partnership development - Develop and implement a comprehensive communications plan to:

1. Communicate and market LBCC internally and externally. 
2. Ensure that LBCC attracts students to meet enrollment targets.
3. Convey the value, activities, purpose, need and accomplishments of LBCC’s instructional programs and rebranding of CAED’s key initiatives to internal and external stakeholders/partners.

Measurable Objectives:

1. Roll out and implementation of strategic college communications plan:
   a. Lead efforts for rebranding of key college and CAED initiatives to achieve unified and consistent message.
   b. Successful delivery of State of the College event and college’s annual report.
   c. Implement seasonal marketing, outreach and social media programs to ensure that student enrollment aligns with college goals and growth targets.
   d. Collect and report on key communications metrics on a quarterly basis.
   e. Integrate CAED legislative activities with college legislative agenda.

Strategies:

1. Complete strategic communications plan rollout and implementation of recommendations for action.
2. Assess and develop plan to unify College key messages and branding of CAED programs.
3. Update marketing and outreach strategies, approaches, and technology tools to maximize market reach and meet communications objectives.
4. Coordinate messaging of Board of Trustees, Superintendent-President and College’s internal and external communications, particularly crisis management.
5. Develop key communications metrics to measure, monitor effectiveness of plan, and share with key College stakeholders quarterly.

Supported School or Department Goals:
- LBCC Communications Plan (All)
- External Partnership Development (All)
- ASBDC Legislative (SBDC)
- Increase integration of CAED programs to college areas (All departments)

Goal Priority: 1

1. Type of Resource Requested: Other

1. Resources Requested: Resources devoted to implementing the strategic Communications plan, and ongoing support of college communications and marketing activities. These activities include advertising (outdoor, TV, radio, print, etc.), photography, content development, outreach events, media relations, social media, newsletter publication, government relations, promotional items, branding and crisis communications.

1. Estimated Cost: 450000

1. Suggested Funding Source: General Fund

1. Comments: District supplemented by grant funding where allowable. College recognizes the need to increase effectiveness of communications within the college, and to region served.

Relationship to Higher Level Goals

Educational Master Plan 2011 - 2016

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Infrastructure – Achieve increased capacity needed to serve and fulfill statewide and national economic and workforce agenda of the College by building appropriate CAED staff and operational structures.

Measurable Objectives:
1. Centralization of CAED Fiscal activities to meet key grant financial reporting and audit requirements, deadlines and compliance.
2. Key vacant CAED positions filled by December 2015.
3. Implement CRM tool for division to increase capacity and streamline operations for grant projects.
4. Two Innovation So Cal pilots completed by December 2015.
5. Workforce Development department reorganized to effectively manage and support current grant activities, and capacity to target new workforce funding opportunities.

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

Strategies:
1. Partner with HR to develop strategies to recruit high quality candidates and refine interview process for hiring of best candidate to fill vacant or new grant project positions.
2. Hold regular training for CAED staff in operational activities such as contracts, HR, purchasing, and fiscal, and orientation of new hires.

Goal Priority: 1

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

1. Resources Requested: Grant-funded positions
1. Estimated Cost: 508941

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.

Majority of CAED positions are funded by grant and special projects. Only positions funded by District are VP office (2 FTE), Institutional Resource Development (2 FTE), and Communications Dept (4 FTE).

2. Type of Resource Requested: Software

2. Resources Requested: Implementation of CRM tool needed to track and monitor grant project participants' enrollment and progress needed for grant reporting purposes.

2. Estimated Cost: 15000

2. Suggested Funding Source: Grants

2. Comments: IITS to review and evaluate options available in selection of CRM tool.

3. Type of Resource Requested: Professional Development

3. Resources Requested: Regular training provided by fiscal, purchasing and HR to newly hired grant project staff. Assistance from HR to structure interview process that results in selecting best qualified candidates for grant funded positions.

3. Estimated Cost: 0

Relationship to Higher Level Goals

Educational Master Plan 2011 - 2016

Goal Type: Goal : Resources

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