

Santa Rosa Junior College

Program Resource Planning Process

Career and Technical Education and Economic Dev 2021

1.1a Mission

The mission of Career and Technical Education and Economic Development division is to provide quality education and training in high demand industry sectors to prepare our students to be an effective global workforce.

1.1b Mission Alignment

The mission of the Career and Technical Education and Economic Development is consistent with the District's mission. It is also closely aligned with the College's Strategic Plan of Learning Academic Excellence, Sustainability, Diversity, Community, Compassion, and Innovation.

1.1c Description

The Career and Technical Education and Economic Development unit is comprised of the following clusters, departments, and programs:

- Agriculture, Natural Resources, Culinary Arts, and Shone Farm
- Work Experience, Apprenticeship Education, Instructional Service Agreements, Career Services and Student Employment
- Contract and Community Education and Event Management
- Child Development, Teacher Education, Children's Center
- Business and Professional Studies, Business, Computer Studies, and Industrial and Trade Technology

- Health Sciences, ADN, LVN, Dental Hygiene/Assisting, Comm. Health Worker, HLC/HLE/HLRC, Med. Assist., CNA, Pharm. Tech., and Rad. Tech.

The Dean of CTE/ED also supervises the Dean II's for Health Sciences, Business and Professional Studies, Agriculture/Natural Resources Management/Culinary, Child Development, Dean of Workforce Development, Director of Workforce programs and grants, Director of Community and Contract Education. The Dean's office provides broad oversight of the District's programs and services related to career and technical education and economic development.

The unit coordinates District activities related to outreach and marketing for all CTE and Economic Development services, in partnership with Public Relations, Computing Services and Student Services. This office is charged with developing new programs in response to emerging community workforce training needs, which requires extensive collaboration with community groups, local high schools, the Workforce Investment Board, Economic Development Board, North Bay Leadership Council, etc.

In addition to oversight of these diverse programs, this unit administers approximately \$4.9 million in CTE categorical grants, including the college's Career and Technical Education Act (CTEA) allocation, Strong Workforce Programs Funding, Prop 39 Grants, Industry Driven Regional Collaborative, National Science Foundation, Dept. of Agriculture, Healthcare Workforce, Child Care Initiatives in addition to multiple state and local grants. These grant opportunities are constantly changing, requiring flexibility and strong administrative support. In the absence of a District grant writer, responsiveness to grant opportunities is limited by staff time to prepare competitive, complex, and collaborative grants.

The unit provides support for 137 CTE certificate programs and 63 associate degrees, including disciplines that reside in other clusters (STEM, Arts and Humanities and Public Safety). This includes program design, curriculum development, marketing and outreach, conducting labor market research, endorsement from the Bay Area Community College Consortium, managing industry advisory committees and interface with multiple community organizations related to workforce development. The unit coordinates 54 SRJC employer advisory committees that inform curriculum and provide feedback to faculty and the District on industry trends, etc. Given the current economic trends at the State level, the unit has increased responsibility for managing regional collaboration with various partners (employers, community colleges, and secondary institutions), and responding to the needs and opportunities presented to community colleges under the new American Recovery and Response Act.

In response to repeated employer input on workforce needs and the need for soft skills, the unit is also responsible for collaborating with other college units (i.e. Math, English, College Skills, ESL, Counseling, Career Development and Matriculation) and various college departments to address the basic skills and language needs of students.

1.1d Hours of Office Operation and Service by Location

The administrative offices of the Career & Technical Education and Economic Development unit are located in 1330 Bailey Hall on the Santa Rosa campus.

Hours of operation are Monday - Friday, 7:30 a.m. - 5:00 p.m.

The Dean III of Career and Technical Education and Economic Development, the Dean of Workforce Development, the Director of Workforce Programs and Grants, and the Executive Assistant to the Sr. Dean and the Administrative Assistant II to the Director of Workforce Programs and Grants are housed in this location.

Staff coverage for this office is managed by one Executive Assistant and one administrative assistant position.

1.2 Program/Unit Context and Environmental Scan

This unit manages several categorically funded projects that intermittently hire multiple adjunct and allied faculty, staff and STNCs. Therefore the program unit review data does not reflect ongoing staff configurations.

2.1a Budget Needs

2.1b Budget Requests

| Rank | Location | SP | M | Amount | Brief Rationale |
|------|------------|----|----|------------|--|
| 0001 | Santa Rosa | 08 | 06 | \$3,500.00 | Travel, Professional Development, networking opportunities |

2.2a Current Classified Positions

| Position | Hr/Wk | Mo/Yr | Job Duties |
|---|-------|-------|--|
| Administrative Assistant III, Career/Tech/Educ/Eco | 35.00 | 12.00 | |
| Coordinator, Workforce Development | 10.00 | 12.00 | |
| Administrative Assistant II, Workforce Development | 40.00 | 10.00 | Supports the daily operations of the Career Hub (Work Experience, Career Development Services, and Student Employment). Provides administrative, clerical, and technical support to others within the Career Hub. Troubleshoots emerging issues, resolves problems, and recommends solutions. Assists students, staff and the public regarding Career Hub services, district policies/procedures, referring to appropriate area/department if needed. Supervises student employees including hiring, organizing work, scheduling, timesheets, and evaluations. Maintains various department records. Maintains complex general and confidential databases, spreadsheets, and files. Develops forms for the department. Monitors several budgets; purchases office supplies; prepares purchase requisitions and budget transfers and supply orders electronically. Updates, develops, and maintains department web site. Books rooms for a variety of meetings, conferences, and special events and projects. Reviews and formats department document, for accuracy, completeness, and conformity. Acquires and designs department marketing and information materials. |
| Job Developer | 40.00 | 12.00 | 100% SWP Funded |
| Job Developer | 40.00 | 12.00 | 100% SWP Funded |

2.2b Current Management/Confidential Positions

| Position | Hr/Wk | Mo/Yr | Job Duties |
|--|-------|-------|--|
| Dean of Workforce Development | 15.00 | 12.00 | Has principal administrative responsibilities for Work Experience education, inclusive of internships, career and technical education (CTE), and general programs; Community Involvement; Apprenticeship programs; Contract Workforce Training/Education; community, industry, and business-related workforce development partnerships and programs. This position also has responsibility on behalf of the district to develop CTE partnerships with the K-12 educational system, in addition to promoting the college's CTE educational offerings in the community. Oversees Special Education, Apprenticeship, Work Experience, and Community Involvement instructional service agreements (ISA) established between the district and non-profit agencies locally and across the state. |
| Director Workforce Programs and Grants | 40.00 | 12.00 | Provides administrative leadership and supervision for all activities related to the planning, development and implementation of the Strong Workforce Programs (SWP) and other Career and Technical Education (CTE) grants, special projects, and initiatives . The Director functions as the primary contact with all CTE related departments, programs, faculty and staff in regard to grant project implementation, administration and management. Trains, supervises and evaluates the performance of assigned staff. |

2.2c Current STNC/Student Worker Positions

| Position | Hr/Wk | Mo/Yr | Job Duties |
|-------------------|-------|-------|--|
| Student Assistant | 40.00 | 12.00 | The current student assistants help keep the (currently WOC), Coordinator, WFD keep the programs running efficiently and effectively by offering support with document retention, data entry, running documents around campus, keeping logs, making phone calls and /or email contacts, photocopies, checking mail, etc. |

2.2d Adequacy and Effectiveness of Staffing

The Career Education Department has seen drastic changes to it's staffing since the Early Retirement Incentive in December of 2020. The staffing has made adjustments to the needs of the department, and the work has been distributed as much as possible, which includes oversight of Perkins Grants (previously done so by Senior Dean and his Executive Assitant). Much of this burden has fallen to the Dean of Workforce Development as final approver.

In addition to the changes below in staffing, it is important to note that the Dean, Workforce Development has taken over committee positions in the community and partner relations with the following agencies and committees previously held by the Senior Dean of CTE:

- Workforce Investment Board (WIB)
- CTE Foundation
- Apprenticeship ad-hoc committee (County of Sonoma)
- Bay Area Community College Consortium (BACCC)

Reductions in Staff:

- Reduction of Senior Dean, Career and Technical Education (CTE)
- Reduction of Executive Assistant to Senior Dean of CTE
- Removal of direct reporting of Deans to this department directly (have all moved to direct reporting to VPAA).
- AA II, Workforce Development 100% converted to 80% to save funding.

Changes in Staff/Supervision

- Dean, Workforce Development has taken on additional supervisory duties that were previously performed by the Senior Dean of CTE and/or other Deans:
 - Directly supervises the Director, Workforce Programs and CTE Grants, Career/Technical/Educ/Econ/Dev
 - Directly oversees Business Department
 - Responsible for the 3 Regional Directors (RD's) assigned from the Chancellor's Office.

Dean Workforce Development continues to supervise:

- Administrative Assistant III, Career/Technical/Educ/Econ/Dev

- Administrative Assistant III, Workforce Development (moving into Coordinator, Workforce Development once all final approvals are made, has been WOC since February of 2019).

- AA II, Workforce Development (10 month employee)

- Work Experience
 - Community Education Faculty
 - General Work Experience; Faculty Coordinator and Faculty
 - Internship; Faculty Coordinator and Faculty
 - Occupational Work Experience Faculty

- Career Development Services
 - Directly Supervises Career Advisor (10 month employee)
 - Directly Supervises Job Developers (2)

- Student Employment Services
 - Directly Supervises Coordinator, WFD (current AA III working out of class since 2019 who oversees Student Employment on campus).

2.2e Classified, STNC, Management Staffing Requests

| Rank | Location | SP | M | Current Title | Proposed Title | Type |
|------|----------|----|---|---------------|----------------|------|
|------|----------|----|---|---------------|----------------|------|

2.3a Current Contract Faculty Positions

| Position | Description |
|----------|-------------|
|----------|-------------|

2.3b Full-Time and Part-Time Ratios

| Discipline | FTEF Reg | % Reg Load | FTEF Adj | % Adj Load | Description |
|------------|-------------|---------------|-------------|---------------|-------------|
|------------|-------------|---------------|-------------|---------------|-------------|

2.3c Faculty Within Retirement Range

2.3d Analysis of Faculty Staffing Needs and Rationale to Support Requests

n/a

2.3e Faculty Staffing Requests

| Rank | Location | SP | M | Discipline | SLO Assessment Rationale |
|------|----------|----|---|------------|--------------------------|
|------|----------|----|---|------------|--------------------------|

2.4b Rationale for Instructional and Non-Instructional Equipment, Technology, and Software

2.4c Instructional Equipment Requests

| Rank | Location | SP | M | Item Description | Qty | Cost Each | Total Cost | Requestor | Room/Space | Contact |
|------|----------|----|---|------------------|-----|-----------|------------|-----------|------------|---------|
|------|----------|----|---|------------------|-----|-----------|------------|-----------|------------|---------|

2.4d Non-Instructional Equipment and Technology Requests

| Rank | Location | SP | M | Item Description | Qty | Cost Each | Total Cost | Requestor | Room/Space | Contact |
|------|----------|----|---|------------------|-----|-----------|------------|-----------|------------|---------|
|------|----------|----|---|------------------|-----|-----------|------------|-----------|------------|---------|

2.4f Instructional/Non-Instructional Software Requests

| Rank | Location | SP | M | Item Description | Qty | Cost Each | Total Cost | Requestor | Room/Space | Contact |
|------|----------|----|---|------------------|-----|-----------|------------|-----------|------------|---------|
|------|----------|----|---|------------------|-----|-----------|------------|-----------|------------|---------|

2.5a Minor Facilities Requests

| Rank | Location | SP | M | Time Frame | Building | Room Number | Est. Cost | Description |
|------|------------|----|----|------------|-------------|-------------|------------|---|
| 0001 | Santa Rosa | 04 | 06 | Urgent | Bailey Hall | 1330 | \$75.00 | Light fixture is broken, including the plastic housing needs a tube replacement. |
| 0001 | Santa Rosa | 04 | 06 | Urgent | Bailey Hall | 1330 | \$1,000.00 | Our walls are multiple colors and have numerous holes in them. Old paint colors are starting to come through the walls. |
| 0001 | Santa Rosa | 04 | 06 | Urgent | Bailey Hall | 1330 | \$1,000.00 | Ceiling tiles have water damage |
| 0002 | Santa Rosa | 04 | 06 | Urgent | Bailey Hall | 1330 | \$3,000.00 | We are unable to completely close our window shades, which can be a security problem. |
| 0003 | Santa Rosa | 04 | 06 | 1 Year | Bailey Hall | 1330 | \$500.00 | Carpeting in beginning to look well worn and unkept |

2.5b Analysis of Existing Facilities

Our current space is good in size and office needs, but has not had an update in textiles and paint in quite some time and it is rather obvious. We often meet with external public partners in our offices and really feel as though it could use an update to be more clean, professional and modern to reflect our programs.

3.1 Develop Financial Resources

Any grants identified, applied for and received have been vetted to include the diversity of the district and programs of study offered. All grants take into effect the needs of special populations and address the needs and wants of such groups.

3.2 Serve our Diverse Communities

The unit recruits staff members who are sensitive to the diversity of our students and the community through internal and broad-based external recruiting. Each applicant completes a diversity statement. In addition, bi-lingual staff are recruited and hired for outreach positions.

The unit prints its annual Career and Technical Education Programs Handbook in both Spanish and English; funds the development of VESL courses and course materials in career and technical education programs; and conducts outreach and provides resources to underrepresented and special population students.

3.3 Cultivate a Healthy Organization

This unit encourages staff participation in PDA days; funds attendance at conferences; and provides release time for staff who wish to enroll in courses that will further professional development. The unit also supports staff who wish to participate in college committees or activities.

As part of the classified evaluation process, staff are encouraged to take classes that will improve their skills.

Professional Development activities for this year include:
Assorted Conferences related to specific disciplines in CTE
CCCAOE conference
CTE Leadership conference
Economic Development forums

Sexual Harassment Training
Cultural Competency Training
Admin 101
NSF Grant writing
Leadership Santa Rosa

3.4 Safety and Emergency Preparedness

The Department's AAll has recently been designated as the department safety leader. Our staff are eager to engage in training opportunities as the District boosts the emergency preparedness plan. More training is needed to ensure staff understand the role of Safety Leader and how it fits into broader emergency preparedness efforts in the District.

3.5 Establish a Culture of Sustainability

n/a

4.1a Course Student Learning Outcomes Assessment

This CTE/ED unit has allocated CTEA funds for a Student Learning Outcomes Coordinator to support CTE faculty in developing student learning outcomes and assessment projects.

4.1b Program Student Learning Outcomes Assessment

See 4.1a

4.1c Student Learning Outcomes Reporting

| Type | Name | Student Assessment Implemented | Assessment Results Analyzed | Change Implemented |
|------|------|--------------------------------|-----------------------------|--------------------|
|------|------|--------------------------------|-----------------------------|--------------------|

4.2a Key Courses or Services that address Institutional Outcomes

| Course/Service | 1a | 1b | 1c | 2a | 2b | 2c | 2d | 3a | 3b | 4a | 4b | 5 | 6a | 6b | 6c | 7 |
|----------------|----|----|----|----|----|----|----|----|----|----|----|---|----|----|----|---|
|----------------|----|----|----|----|----|----|----|----|----|----|----|---|----|----|----|---|

4.2b Narrative (Optional)

This unit fully supports the development, revitalization, improvement and planning of career and technical education programs of study. Primarily funded through Perkins funds (CTEA), projects are vetted and awarded funds for projects related to the program of study or purchasing equipment for such programs. We also encourage and fund professional development for instructors of our programs.

The unit is also reaching out to sources of funding outside the state. We apply and received funding for Ag, Business, Public Safety, Entrepreneurship, Computer Studies, Digital Media, Hospitality, Energy, Health Occupations, Manufacturing, and Transportation.

5.0 Performance Measures

ECONOMIC DEVELOPMENT

To support the regional economy, the college offers employers and business owners several training options:

Workforce Training – The College provides customized training for local businesses. In the last year, the department has partnered for training with Medtronic for two courses in Machine Tool Technology, Agilent/Keysight for C# computer programming, Project management and machining and Sonoma Promotional Inc., for business skills training through their ETP funding.

CTE

The breadth and scope of the projects within the CTE/ED unit are significant. Following are some of the key recent accomplishments.

CTE GRANTS

Perkins (CTEA)
NCCPA (Completed)
CTE Enhancement (completed)
NSF Sustainable Agriculture (completed)
Strong Workforce Program
Prop 39 Grant

CTEA SUPPORTED PROJECTS/PROGRAM DEVELOPMENT

1. By end of fiscal year, will have updated course information and narratives of all CTE certificates listed on SRJC Certificates pages.
2. In cooperation with the Counseling Department, placed a career/academic counselor in an office in Trade Technology departments to assist students with education plans, career selection, and college orientation.
3. Placed all CTE surveys on-line to improve information about CTE students, which should lead to increased funding.
4. Supported creation of new programs in digital media, hospitality, automotive and revitalized many existing programs. 20 existing certificates were discontinued.

CTE TRANSITIONS/SCHOOL INITIATIVES AND CAREER PATHWAY DEVELOPMENT

High School-SRJC Articulation:

- (17) new articulation agreements were established with (8) comprehensive high schools
- These represent (7) disciplines: Culinary, Web Design, Computerized Bookkeeping, Child Development; Geospatial Technology, and Machine Tool Technology.
- In total (68) articulation agreements are in place with (15) comprehensive high schools
- Articulated courses are from (7) industry sectors and represent (11) disciplines
- (17) SRJC courses are articulated with the high schools totaling 39.5 SRJC units.

SRJC Credit by Exam:

- (85) students who enrolled in articulated courses at (10) high schools
- passed (95) SRJC exams
- earning a total of 246 units
- more than doubling the number of units earned by students in spring 2010
- More than half of students earned SRJC credit in Computer Studies courses in the disciplines of Web Design, Cisco Networking, and IT Essentials.
- Students benefited from Credit by Exam fee exemptions totaling nearly \$8,000, due to special provisions established under procedure 3.16 for students in articulated courses.
 - (2) students have accumulated 8.5 units each through Credit by Exam in Auto and Diesel Technologies.

CTE OUTREACH

This unit hired a full time CTE outreach coordinator. Requests for presentations on the district's CTE program offerings have increased from the previous year. During the year, 9700 contacts were made with youth, adults, parents, educators, and community members through the following organizations, events, media, and venues:

- (22) comprehensive high schools in the region
- (7) comprehensive high schools outside the district
- (23) alternative education schools and juvenile justice programs
- Spanish radio KBBF programs
- (13) community based organizations
- (11) SRJC ESL/College Skills classes

SRJC's CTE programs are represented at large community events such as: End of Harvest Fair, Construction Expo, SRJC Career Fair, high school career fairs, Joblink, YouthBuild, Chops Teen Center, North Bay Conservation Corps, Sonoma County Human Services Dept., Latino Service Providers, Parent University, Community Action Partnership, et al.

The CTE Outreach Coordinator collaborates and coordinates with SRJC's English Language Learner outreach team as well as Schools Relations, the HOPE program, EOPS, and other Student Services programs. The Coordinator is bilingual and regularly attends high school English Language Advisory Committee (ELAC) meetings to engage parents about the educational opportunities at SRJC for them and their children. Being able to communicate in Spanish has been critical to engaging members of the Spanish speaking community.

The Coordinator engages high school career pathway students who are enrolled in courses articulated with SRJC CTE courses. He facilitates their completing online SRJC applications and filling out other forms required to participate in SRJC Credit by Exam for a chance to earn college credit.

5.1 Effective Class Schedule: Course Offerings, Times, Locations, and Delivery Modes (annual)

n/a

5.2a Enrollment Efficiency

n/a

5.2b Average Class Size

n/a

5.3 Instructional Productivity

n/a

5.4 Curriculum Currency

n/a

5.5 Successful Program Completion

n/a

5.6 Student Success

n/a

5.7 Student Access

n/a

5.8 Curriculum Offered Within Reasonable Time Frame

n/a

5.9a Curriculum Responsiveness

n/a

5.9b Alignment with High Schools (Tech-Prep ONLY)

See 5.0 (CTE Transitions)

5.10 Alignment with Transfer Institutions (Transfer Majors ONLY)

n/a

5.11a Labor Market Demand (Occupational Programs ONLY)

n/a

5.11b Academic Standards

n/a

6.1 Progress and Accomplishments Since Last Program/Unit Review

| Rank | Location | SP | M | Goal | Objective | Time Frame | Progress to Date |
|------|----------|----|----|---|---|------------|---|
| 0000 | ALL | 08 | 04 | Community / Career Education Industries Relationship Improvement, Bridge for Students | Create bridges for students and industry partners to connect for employment opportunities, workshops, hiring fairs, etc. | Fall 2018 | Position hired through SWP Funding, multiple events for targeted connections including but not limited to auto, child care, retail, agriculture, and more. |
| 0000 | ALL | 07 | 06 | Strong Workforce Program; equipment and program improvement for modernization to keep our students competitive in their respective employment markets | Modernize current program, expand into new program offerings related to local and regional needs in the community such as fire abatement, healthcare, hospitality, etc. Grouped into seven areas targeting student success, career pathways, workforce data and outcomes, curriculum, CTE faculty, regional coordination and funding, this leading-edge state economic development program is driven by "more and better" CTE. The "more" is increasing the number of students enrolled in programs leading to high-demand, high-wage jobs. The "better" is improving program quality, as evidenced by more students completing or transferring programs, getting employed or improving their earnings. | Fall 2016 | Since 2016, multiple rounds of funding have been offered and the district has seen improvements year over year in purchasing upgrades and improvements in items such as tractors at the farm, healthcare upgrades in dental and nursing programs, |
| 0000 | ALL | 03 | 06 | Ensure opportunities exist on all Advisory Committees for a more expansive and diverse group of individuals covering a larger part of our local population. | Increase diversification on all Advisory Committees by actively outreaching and recruiting of individuals in our communities who are people of color, from differing socioeconomic backgrounds, etc. | Fall 2020 | Across the board, certain areas have actively increased diversification of their committees, where as others have been slower to respond and pivot to include a more diverse group. |
| 0000 | ALL | 08 | 06 | Increase efficiency and effectiveness of tracking, reporting, and communication amongst all aspects of Career Education | Reduce old school paper based practices as much as possible within the Career Education programs. | Fall 2019 | All aspects of Instructional Service Agreements, Apprenticeships, Student Employment, Strong Workforce, and a majority of Career Hub practices have moved to utilizing digital formats including the use of programs such as Microsoft Teams, Adobe Sign, Formstacks, and Excel. Everything from audit preparation, attendance tracking, petitions, communication with agencies and unions, etc. are now done electronically. |

| Rank | Location | SP | M | Goal | Objective | Time Frame | Progress to Date |
|------|----------|----|----|--|--|-------------|---|
| 0000 | ALL | 06 | 04 | Increase meaningful participation in CE Leadership team meetings | Create a cohesive support team that is able to tackle large problems, come up with big ideas, and think outside the box with an understanding that Career Education is a moving target and we should be fluid and adaptable as required for our field. | Spring 2021 | Implementation set for Fall 2021 |
| 0000 | ALL | 08 | 02 | Create a seamless network for students to connect directly with Career Services. | Prepare all Career Education students to be successful during initial job searching, interviews, etc. | Spring 2021 | Discussion / Planning Fall 2021 |
| 0001 | ALL | 08 | 06 | CTE Web page and Outreach | Develop and implement outreach program and procedures | Spring 2015 | <p>Complete overhaul on website to include all CE programs, Apprenticeships, and links to Career Hub Services.</p> <p>CTE Outreach is now part of the District Student Services Outreach Team, which includes direct contact with county and surrounding middle and high schools directly.</p> |
| 0002 | ALL | 08 | 06 | CTE Celebration Event | Develop and initiate and end of the year celebration for all CTE | Spring 2015 | During the years of 2016, 17, 18 and 19 end of year celebrations, a live in-person event was held to celebrate and honor our certificate completers, where every year the attendees grew in numbers. During the 2020/2021 years we had to pivot to an online celebration / video but continued to honor our certificate holders 100% virtually to give them a chance to celebrate. The goal is in 2022 to return to in person celebrations, focusing more on student success stories. |
| 0003 | ALL | 02 | 06 | CTE program videos | Create and distribute | Spring 2015 | Completed in 2020, included all of the Career Education programs, all reside on the website and included drone footage from the actual drone program and covered all campuses from PTSC to Santa Rosa to Petaluma, etc. |

6.2b PRPP Editor Feedback - Optional

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6.3a Annual Unit Plan

| Rank | Location | SP | M | Goal | Objective | Time Frame | Resources Required |
|------|----------|----|---|------|-----------|------------|--------------------|
|------|----------|----|---|------|-----------|------------|--------------------|