

# APPENDIX E

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## Sector Specific Objectives 2018-2019



Each Sector Navigator, in collaboration with Sector Deputy Sector Navigators, has developed Sector Specific Objectives as the first step in fiscal year planning. The next steps are for the Sector Navigators and Deputy Sector Navigators to collaboratively develop the supporting strategies and common metrics that are aligned with these objectives.

Deputy Sector Navigators and Sector Navigators (as needed) will communicate sector specific objectives, supporting strategies, and common metrics to the Regional Consortium. Regions will work with the DSN and SN to design workplans in alignment with the statewide sector objectives, supporting strategies, and common metrics. Regional needs can be met by selecting objectives appropriate for the region and adding as necessary for regional need.

### **Advanced Manufacturing**

The overarching goals for the Advanced Manufacturing (AM) Sector were developed and approved by the AM's Statewide Advisory Council. These goals also support the policies of National Association of Manufacturers and the Obama Administration Manufacturing Initiates.

- Work with representatives of business, labor, professional trade associations, and colleges within the Center's geographic region to explore and develop new alternatives for assisting incumbent workers and/or small-to-medium sized enterprises. Enable small-to-medium enterprises to become more competitive within the global marketplace.
- Work with industry to determine and assist in filling with their short-term training needs.
- To the extent possible, help develop and adopt industry certification programs.
- Promote the capacity of regional colleges to provide credit and non-credit programs and courses that contribute to advancing workforce skill development with a focus on industry standards and technical skills specific to occupations in manufacturing.

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Coordinate regional activities and services related to meeting the technical and training needs of the advanced manufacturing sector.

- Sponsor technology demonstrations and/or faculty training seminars that showcase state-of-the-art manufacturing and engineering processes and techniques with a goal to conduct four (4) per year.
- Provide one-on-one counseling, seminars, workshops, and demonstrations that contribute to the achievement of success of existing small and mid-sized manufacturing or engineering firms.
- Foster the transfer of technology, promoting the growth of new manufacturing businesses and the creation of new technical and engineering job opportunities.
- Assist in the development of new curricula for emerging occupations and track the dissemination of that curriculum and other training materials throughout the state's community colleges.

### **Advanced Transportation and Logistics**

- Work with representatives of business/industry, labor, professional trade associations, government organizations and colleges within the DSNs region to explore, develop, manage and maintain effective partnerships or collaboratives that enable new and incumbent workers to become more competitive in their region's labor market.
- Coordinate with industry, colleges and high schools to determine short and longterm skillset training needs, to adjust curriculum to incorporate into programs, and to provide effective new and incumbent worker training.
- Identify, develop and/or promote recognized certifications for college and appropriate high school programs to incorporate in their respective career and technical education programs.
- Work with industry, colleges and high schools to develop effective career pathways leading to living wage jobs and meeting long-term workforce needs.
- Coordinate with industry and college faculty to deliver professional development programs that ensure qualified and up to date career and technical education.
- Promote advanced transportation and renewable energy technologies (including solar, wind, geothermal, biomass and related system features) for future initiative development.
- Provide technical assistance within and outside the Region to companies, community colleges, universities, and other institutions of higher learning interested in establishing and/or developing ATRE programs and or incorporating ATRE components into existing curriculum programs.
- Collect and report data on required accountability measures working with common metrics and with the statewide LaunchBoard initiative.
- Develop and coordinate industry certification programs.
- Coordinate with industry, colleges and high schools to determine short and longterm skillset training needs and assist in the development of new curricula for emerging occupations and industry standards.

- Assist in the development of new curricula for emerging occupations and industry standards

### **Agriculture, Water & Environmental Technologies**

Promoting and supporting the agriculture, water, and environmental technology industry with the ultimate outcome of increasing the pool of qualified and skilled students and that enter the industry, as well as improving the skills and abilities of incumbent workers through education and training.

- Partnership Development between education and industry:
  - Industry: Skills gap analysis, training employees, connection to local colleges, industry certification programs.
  - Education: Develop partnership opportunities with faculty to collaborate on curriculum, student leadership/career preparation, professional development
- Curriculum Development and improvement: working with the California PostSecondary Articulation collaborative and Academic Senate for California Community Colleges to organize and support curriculum development and improvement. Collaborate on establishing discipline specific career pathways that map to industry priorities and industry certifications.
- Student Support Structures: attracting students to Ag, water, Environmental careers and developing leadership and soft skills in current students utilizing the Collegiate Agriculture Leaders (CAL) organization
- Professional Development: Supporting the faculty education through training, conferences, industry connections.
- Spread innovation to help agriculture professionals and educators compete in a global environment:
  - Conduct workshops, seminars, training, for industry and faculty to increase the understanding and adoption of new technology and industry standards.
  - Working with contract education programs at colleges to provide technical and regulatory training.
  - Expand the number of colleges offering education and training in sector disciplines.
  - Conduct activities related to meeting the technical and training needs of the Agriculture, Water, and Environmental Technology Sector.

### **Energy Construction and Utilities**

Execute a statewide Sector Strategy, connecting community college curricula to industry workforce needs.

- Fully integrate Prop 39 Regional Project Directors into the Sector team and align work plans and investment with statewide Sector Strategy.
- Complete pilot courses in High Performance Building Operations Professionals, Control Systems Technologies, Energy Auditing and Analytics, and Facility Management.

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Cultivate new faculty instructional knowledge and skills via Energy Efficiency Expert Networks in all Regions, establishing an effective platform for scaling standard versions of pilot courses.

- Establish HVACR career pathways that map to industry workforce priorities
- Develop new evidence for student success in completing high school to postsecondary transition.
- Facilitate student success in completing community college programs and improved potential for employment in a related field.
- Develop SN and DSN professional capabilities to successfully coordinate Sector and Regional activities in response to industry needs.

## **Global Trade**

- Assist colleges in globalizing their campus and curricula
  - Through collaboration with and between K-12, Community Colleges, CSUs, UCs and other education partners.
  - Provide industry resources and reports about the impact of global trade on regional economic growth and future employment opportunities
    - Provide professional development opportunities for faculty through “Faculty Development for International Business” programs, and participation in business events.
- Expose more students to global business concepts and practice
  - Help to expand credit, non-credit and/or not-for-credit international trade and global logistics curriculum by providing faculty/colleges with access to issue and skill focused modules and connections to industry expertise.
    - Provide access to international trade industry events.
- Help incumbent workers and students acquire industry recognized credentials in international business and global logistics.
  - Provision of non-for-credit programs in specialized areas in demand by the regional and state business community.
  - Leveraging of 3<sup>rd</sup> party credentialing organizations such as the Small Business Administration ETAP program, the Port of Los Angeles Trade Connect, Western United States Agricultural Trade Association, NASBITE and others.
- Convene education, business, and economic development partners, to promote exports.
  - Promote exports for small business through leveraging federal and state resources to create economic impact, including business expansion, job creation and retention
  - Leverage export promotion activities to provide a bridge and connection between local businesses and the colleges

## Health Workforce Initiative

Promoting the advancement of California's health care workforce through quality education and services.

- Facilitate professional development opportunities to update the skills of nursing and allied health faculty, teachers, counselors, and staff.
- Facilitate incumbent worker training for nursing and allied health professionals to meet continuing education and/or licensure requirements.
- Partner with regional nursing and allied health programs to convene regional meetings for effective response to workforce needs and requests.
- Facilitate curriculum and program development or revision to meet emerging workforce needs and industry standards.
- Complete mandatory grant activities, including but not limited to, statewide and regional meetings and reporting requirements.
- Represent HWI as the regional nursing and allied health subject matter expert.
- Support the capacity of regional colleges to provide credit, non-credit, and notfor-credit.
- Collaborate with education and economic development partners (for example K12, CSUs, UCs, WIBs, etc.) to develop and broadly publicize industry-informed career pathways leading to living wage jobs and meeting long-term workforce needs within the regional labor market.

## ICT & Digital Media

- Identify ICT-DM Regional Labor Market Needs & Skills in the following subsectors
    - Information Technology Networking, IT
    - Software Development/ Computer Sciences
    - Business Information services/ Office applications
    - Digital Media
    - Entertainment
  - Develop separate skill pathways by student types (personas); i.e.,
    - Transfer Student
    - Entry-level Middle skills
    - Career Transformer
    - Incumbent upskiller
  - Research effective Skill-Credential Criteria for Sector Occupations in demand:
    - Utilize LMI, survey, Placement Agency, SME and industry projections
    - Match industry recognized certifications and badges with CCC curriculum
  - Establish Conceptual Pathway curriculum for Sub-Sector Occupations in demand:
    - Establish list of classes (generic) ideal for each entry level position
    - Survey or validate (again) with business
- Assess Regional CCC Assets or Gaps and fix
  - Invite colleges to match courses with recommended pathway
  - Promote colleges with effective pathways to placement agencies and student populations

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- Promote pathways to in-demand jobs
  - Promote colleges with effective pathways to placement agencies and student populations
  - Facilitate student job placement with support programs for Certification and Badging
- Baccalaureate attainment
  - Promote effective TMCs
  - Support development of effective Bachelors programs for CCC's
- Monitor, Measure and Share via Launchboard

### **Life Sciences/Biotech**

- Insure that the statewide inventory of life sciences/biotech program geography, capacity, supply, and quality that matches the needs of industry
- Develop competency-based methodology to assess the efficacy of the statewide program inventory in providing in demand skills in a manner that is efficient for students transitioning to the workforce.
- Create connections for pathway development from K-12, to CCs to the workplace, 4 year or beyond
- Participate with DWM initiative/Launchboard to track movement of students from K-12 through to the workplace.
- Explore feasibility of competency-based 3rd party credentials such as badges, certifications or other mechanism for external validation of programs and/or students.

### **Retail, Hospitality & Tourism 'Learn and Earn'**

- Work with employers, industry and labor organizations and workforce development agencies within the region to conduct needs assessments to identify and prioritize gaps within the workforce.
- Work collaboratively with the Regional Consortia to align the programs and curricula offered by colleges within the regional consortium to the needs of sector employers with strategies developed and implemented using SB 1402 and/or SB 1070 funding.
- Continue to inventory regional programs within the sector and work with the Regional Consortia to strengthen programs within the sector at regional colleges and high schools.
- Promote opportunities for contract education and provide incumbent worker training to support growth of the sector within the regional economy.
- Work with industry and labor organizations to develop and deliver sector based curricula for incumbent workers that integrates industry recognized certifications into stackable certificates that enable workers to be competitive in the region. Offer curricula using a variety of mechanisms including credit, noncredit, and not for credit utilizing face-to-face, hybrid, and online methodologies.

- Promote and provide faculty professional development opportunities in the sector to increase capacity of regional colleges to address the needs of the sector with a minimum of two in-service activities during the year.
- Collect and report data on all required accountability measures working with common metrics and with the statewide Launchboard initiative.

### **Business & Entrepreneurship**

Convene education, business, and economic development partners, to identify the regional workforce development and business development needs of the Small Business Sector and then identify programs (or set of courses) that are in alignment with these needs.

- Collaborate with education and economic development partners (K-12, CSUs, UCs, WIBs, Adult Education, etc.) to incorporate small business and entrepreneurship into career pathways.
- Develop professional development opportunities to update the skills of faculty, teachers, counselors, and staff to reflect the needs identified for the Small Business Sector.
- Help to expand credit, non-credit and/or not-for-credit small business and/or entrepreneurship curriculum (contextualized modules, courses, programs, certificates, degrees, incumbent worker training) that support the priority and emerging sectors identified for the region.
- Document the success of students and businesses as a result of the programs and curriculum developed under the Small Business Sector efforts.
- Promote Experiential/Work-based Learning Opportunities (Business Plan Pitch Competitions, Virtual Entrepreneurship, Job Readiness, Internships, Apprenticeships, Student Run Businesses, Service Learning, Job Shadowing, Mentorships, etc.)