Date: 1/21/15

Van Ton-Quinlivan, Vice Chancellor  
Workforce & Economic Development Division  
California Community Colleges Chancellor’s Office  
1102 Q Street, Suite 4554  
Sacramento, CA 95811-6549

Dear Vice Chancellor:

Feather River College is pleased to support the grant RFA for Industry-Driven Regional Collaborative - Acute Need for Coding/Programming Bootcamp and Embedded Soft Skills

As indicated in the instructions in the RFA, we are providing this letter within our electronic submission of the RFA to specify that the Community College District is willing to be the fiscal agent for this 24-month grant.

Sincerely,

[Signature]

Dr. Kevin Trutna  
Superintendent/President  
Feather River College
**District:** Feather River CCD  
**Address:** 570 Golden Eagle Ave.  
**City:** Quincy  
**State:** CA  
**Zip:** 95971

**District Superintendent/President (or authorized designee)**

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<thead>
<tr>
<th>Name</th>
<th>Phone</th>
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<tbody>
<tr>
<td>Dr. Kevin Trutna</td>
<td>530-283-0202 x 232</td>
<td>530-283-3757</td>
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<tr>
<td>Superintendent/President</td>
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<tr>
<td>E-mail Address:</td>
<td><a href="mailto:ktrutna@frc.edu">ktrutna@frc.edu</a></td>
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**Responsible Administrator (Should not be the same as Project Director)**

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<tr>
<th>Name</th>
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<tr>
<td>Dr. Derek Lerch</td>
<td>530-283-0202 x 321</td>
<td>530-283-3757</td>
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<tr>
<td>Chief Instructional Officer</td>
<td></td>
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<tr>
<td>E-mail Address:</td>
<td><a href="mailto:dlerch@frc.edu">dlerch@frc.edu</a></td>
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**Project Director (Person responsible for conducting the daily operation of the grant)**

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<tr>
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**Person Responsible for Data Entry**

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<tr>
<td>Tanya Meyer</td>
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**District Chief Business Officer (or authorized designee)**

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<tr>
<td>Katie Schmid</td>
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<tr>
<td>Chief Accountant</td>
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<td>E-mail Address:</td>
<td><a href="mailto:kschmid@frc.edu">kschmid@frc.edu</a></td>
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**Person Responsible for Budget Certification**

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<tr>
<td>James Scoubes</td>
<td>530-283-0202 x 270</td>
<td>530-283-3757</td>
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<tr>
<td>Chief Financial Officer</td>
<td></td>
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<tr>
<td>E-mail Address:</td>
<td><a href="mailto:jscoubes@frc.edu">jscoubes@frc.edu</a></td>
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Abstract:

The Feather River College New World of Work initiative is seeking $833,733 in IDRC funding for its Embedded Soft Skills project. This project proposal includes a cohort of ten partner colleges committed to creating a Community of Practice for the purpose of utilizing and vetting 21st Century Soft Skills curriculum. Partner colleges include: Columbia College, Feather River College, Hartnell, Lassen, Santa Barbara, Santa Rosa, Shasta, Southern California Biotechnology Center at Miramar, West Hills College Coalinga, and West Valley College. Employer and advisory board support letters have been provided by each partner college outlining an in-kind match of $1,592,600. In addition, this proposal has the support of the following Sector Navigators and Deputy Sector Navigators: Charles Eason, Sector Navigator for Small Business; Alex Kramer, Deputy Sector Navigator for Small Business Bay Area Region; Darren Gurney, Deputy Sector Navigator for Small Business Far North Region; Sandra Slivka, Sector Navigator for Life Sciences/ Biotechnology; and Stephan Wright, Sector Navigator ICT/Digital Media.

The 21st Century Soft Skills curriculum modules included in this project are comprised of classroom lessons, video teasers, and video assessments created through previous CTE/EWD/Adult Education funding. The skills were identified through extensive research and the results of a series of Skills Panels. They include: Self-Awareness, Social/Diversity Awareness, Resilience, Empathy, Communication, Adaptability, Collaboration, Digital Fluency, Entrepreneurial Mindset, and Analysis/Solution Mindset. These modules are open source and free of charge.

Curriculum will be embedded across the pilot college campuses in workplace learning courses representing a comprehensive range of industry sectors. By the end of the grant cycle, a projected 1,053 students will have completed the soft skills modules. Train-the-trainer sessions will ensure pilot colleges have all the necessary tools to embed this soft skills curriculum, and will be able sustainable in growing this training after the grant cycle. Partnership with the Foundation for California Community Colleges will allow for the development of industry recognized digital badges aligned with each of the ten 21st Century Soft Skills. This project will also be compared to the WorkKeys pilot at Cuyamaca College as a means to further vet the efficacy of 21st Century Soft Skills.
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>COVER LETTER</td>
<td>1</td>
</tr>
<tr>
<td>CONTACT PAGE</td>
<td>2</td>
</tr>
<tr>
<td>APPLICATION ABSTRACT</td>
<td>3</td>
</tr>
<tr>
<td>TABLE OF CONTENTS</td>
<td>4</td>
</tr>
<tr>
<td>NEED</td>
<td>5</td>
</tr>
<tr>
<td>RESPONSE TO NEED</td>
<td>7</td>
</tr>
<tr>
<td>ANNUAL WORKPLAN</td>
<td>13</td>
</tr>
<tr>
<td>APPLICATION BUDGET DETAIL SHEET</td>
<td>26</td>
</tr>
<tr>
<td>APPLICATION BUDGET SUMMARY</td>
<td>29</td>
</tr>
<tr>
<td>OUT OF STATE TRAVEL REQUEST</td>
<td>30</td>
</tr>
<tr>
<td>PROJECT MANAGEMENT PLAN</td>
<td>31</td>
</tr>
<tr>
<td>PARTNERSHIPS AND SCALABILITY</td>
<td>93</td>
</tr>
<tr>
<td>INTEGRATION AND SUSTAINABILITY</td>
<td>93</td>
</tr>
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</table>
Need:

Feather River College (FRC) launched the New World of Work (NWoW) initiative during the 2012-2013 academic year. The focus of the initiative is to research the needs of employers in the emerging global economy, to align those needs with curriculum and experiential learning activities for students, and to disseminate these resources across the California Community College system. NWoW’s approach in identifying and prioritizing the needs of employers began with research at the global, national, state, and regional levels.

The white paper, Assessment and Teaching of 21st Century Skills, provided a global perspective based on the partnership of Cisco, Intel, Microsoft, UNESCO, and the World Economic Forum. The group created an Education Taskforce focused on the “growing awareness that many countries are moving from an industrial-based to information-based economy and that education systems must respond to this change” (Griffin and McGaw, Springer Press 2012). The Taskforce identified the need for skills-based learning and assessment to fill the gap employers indicate exists in the global workforce. These skills were defined under four groupings: ways of thinking, ways of working, tools for working, and living in a globally connected world.

For an overview at a national level, NWoW looked at the IDC research organization’s report, Skills Requirements for Tomorrow’s Best Jobs. IDC analyzed US Bureau of Labor Statistics economic forecasts for the year 2020, to determine the top high growth/high wage jobs. The IDC then examined 14.6 million job postings between April and September 2013 from 25,000 job boards and staffing companies’ websites. The skills requested in these postings were categorized to determine the top twenty skills most sought after by employers (Anderson and Gantz, IDC 2013). They represent a mix of job specific “hard skills” and cross-industry “soft skills” including oral/written communication, attention to detail, customer service, and ability to problem solve.

The NWoW team reached out to the Center for Excellence to gather employer data on the need for embedded soft skills training. Based on the Small Business Survey for the Far North Region (Nov 2013) the following skills gaps were identified by small business owners who represent a cross section of industries:

![Skill Deficiencies at Small Businesses](image)

To test the data provided in these and numerous other reports, the NWoW team convened a series of Skills Panels, funded by a CCCCCO Workforce Innovations
Partnership grant, during the spring/summer of 2013. The Skills Panels included employers across industry sectors, successful entrepreneurs, human resources professionals, K-12 and college educators, and students. The results of these discussions revealed agreement on the types of skills and traits students should attain to be ready for the workplace. Feather River College’s New World of Work team was able to prioritize the needs of employers by matching the skills discussed during the Skills Panel series against state, national, and international data summaries to develop the “Top 10” 21st Century Soft Skills list: Self-Awareness, Social/Diversity Awareness, Resilience, Empathy, Communication, Adaptability, Collaboration, Digital Fluency, Entrepreneurial Mindset, and Analysis/Solution Mindset. A white paper summary of the Skills Panels can be accessed at: www.newworldofwork.org. Under the NWoW initiative, classroom modules have been created to correlate to each of the “Top 10” skills. The modules include two lessons per skill, short humorous videos to encourage student engagement, longer video based assessments, and numerous self-assessment tools. The videos have all been created through partnership with CreatorUp, a digital learning and videography company based in Southern California https://creatorup.com.

Understanding the importance of new assessment strategies to address a skills-based approach to workforce development, the NWoW team began researching the Mozilla open-source badging platform in Spring 2014. This fostered talks with Tim Aldinger, Director of Workforce Development Services at the Foundation for California Community Colleges. Tim and his colleagues demonstrated the beta version of the Launchpath web portal, including the capability for digital badging through use of the Mozilla platform. Feather River College was also invited to participate on the California Community Colleges Digital Badging Pilot Planning Team convened by Steven Wright, Sector Navigator for ICT and Digital Media. For digital badging to be relevant, two main factors must be addressed: skills assessment and industry recognition of the badges. Pending funding of this IDRC application, NWoW and the Foundation plan to convene an Advisory Board to develop assessment strategies culminating in the creation of ten 21st Century Soft Skills digital badges housed through LaunchPath. The Foundation would also assist in gaining employer and industry recognition for these badges. The pilot colleges in this application would be trained on LaunchPath in summer 2016 to enable their students to assess and badge in 21st Century Soft Skills.

These exchanges with the Foundation also prompted the use of their internship payroll management service. Lynette Falls, Workforce Development Specialist at the Foundation, partnered with Feather River College’s internship program and the US Forest Service in the summer term 2014. Due to the success of this pilot, the initial batch of 7 interns has been increased to 17 highly specialized placements per summer for the next five years. In spring 2015, FRC will host a training workshop with the Foundation to encourage local internship site supervisors to take advantage of both the internship-matching tool on LaunchPath and the HR support program. This same model would be shared with all participating colleges in this IDRC collaborative.

The Foundation has analyzed the use of the National Academy Foundation’s Career Readiness Assessment tool and the ACT WorkKeys tool. WorkKeys has historically been utilized by workforce development agencies and is now being piloted in Cuyamaca College. Under the leadership of Dr. Sanrda Slivka, Sector Navigator of Life
Sciences, NWoW would partner with Cuyamaca College and their Career Ready course, which is utilizing WorkKeys. This partnership would result in a white paper analysis of WorkKeys and its efficacy in producing desired training outcomes for soft skills as compared to the 21st Century Soft Skills modules. This would be shared in the Community of Practice across pilot colleges.

Response to Need:

In creating a Community of Practice with partner colleges across the state, Feather River College will address the skills gap needs identified by employers through providing 21st Century Soft Skills training modules to community college students concurrently while students complete a workplace learning experience. The key components of this project will be:

1. Candidate Outreach/Selection & Student Numbers- Each of the pilot colleges included in this application was chosen based on the availability of courses, across industry sectors, where 21st Century Soft Skills modules could be incorporated. This is done as classroom learning coupled with workplace learning including internships, mentorships, and capstone projects. Current estimates of students in the first term of the project are included with each course, and a projected total of students over three terms within the grant cycle:

- Culinary Internship and GIS Internship programs with 22 students combined at Columbia College; projected total of 66 students
- Project Based Learning Internship course at Feather River College with 30 students per term; projected total of 90 students
- Industrial Technology at Hartnell College with 6-8 students per term; projected total of 24 students
- Career & Life Planning and Human Services courses at Lassen College with 60 students per term; projected total of 180 students
- Skills Institute courses that are utilizing digital badging platforms with 10-20 students at Santa Barbara City College; projected total of 60 students
- Soft Skills for Business with 70-80 students at Santa Rosa Junior College; projected total of 240 students
- Service Learning courses with a link to high school training with 25 students at Shasta College; projected total of 75 students
- Biotech classes including Service Learning with 6 students, Internship Prep with 24 students, and Life Sciences with 16 students at the Southern CA Biotechnology Center at Miramar College; projected total of 138 students
- Health/Work Experience class with 10 students at West Hills College Coalinga; projected total of 30 students
- Business Communication with 30 students & Fashion Design with 20 students at West Valley College; projected total of 150 students

- The total number of projected students across pilot colleges is: 1,053

To lower the risk of execution for candidate selection, Feather River College’s NWoW team has already conducted individual and group conference calls to provide an overview of the program, answer any questions, and confirm the intent to participate.
This combination of group communication and personal check-ins with each college would continue throughout the grant.

2. Student Selection/Intake Process- Because the 21st Century Soft Skills curriculum modules will be embedded within existing courses at each campus, student cohorts will be based on course enrollment at each campus, per term. To assist enrollment, NWoW will provide the community of practice with branded marketing materials promoting the 21st Century Soft Skills coursework. An overview video, which has already been completed with NWoW and CreatorUp, will be shown at the start of each pilot course to review the content and applicability to student learning. Students will fill out initial intake sheets to track their baseline understanding of soft skills, workplace interests, and any special needs students self-identify. Student surveys will be completed at regular intervals to track skill attainment and will be referenced against feedback from instructors and workplace learning supervisors. To lower the risk of execution for the student intake process, the NWoW team will provide the required intake forms and feedback structure at the Summer 2015 training. A wide selection of students, from various academic disciplines, is looked at as a distinct asset in this program as it will provide holistic data on the applicability of soft skills across industry sectors and at varying skill levels.

3. Quality of Instruction/Training- Consistency of instruction will be ensured by convening a two-day train-the-trainer session in Sacramento for all instructors utilizing the 21st Century Soft Skills curriculum modules. The training will occur in summer 2015. It will be co-facilitated by the Project Director, Rajinder Gill, and the Faculty Champion, Amy Schulz, both of whom created the majority of the curriculum. Other curriculum contributors include FRC’s Internship Director and Life Coach, Dana Masih, DSN for Global Trade and Logistics, Leah Goold-Haws, and CEO/Co-Founder of Empact, Sheena Lindahl. During the training, instructors will have the opportunity to teach-back the lessons. After the training, quarterly Community of Practice conference calls will ensure instructors can provide feedback and make adjustments as needed with the curriculum. An online platform for communication will also be incorporated into the NWoW website to allow instructors to collaborate in real time with one another. In summer 2016, a second training will be held to provide feedback from the Fall Term 2015 and Spring Term 2016 courses utilizing the soft skills modules. This training will also prepare instructors for the final term of the pilot where students will be able to earn digital badges through LaunchPath. To lower the risk of execution for instruction, the NWoW team will have regular check-ins with instructors to answer any questions and allow for curriculum enhancement. These changes will be noted and shared at the second summer training in 2016.

4. Curriculum Model Content & Validation- One of the strengths of this proposed project is all 21st Century Soft Skills modules have been created through the use of previous SB70-sourced and AB86 Adult Ed grant funds and have been branded under Doing What Matters, CCCCO and Creative Commons. The curriculum has already been tested with over 120 students in the Feather River College Internship Program, starting in Fall Term 2012. Data has also been gathered from all intern site supervisors hosting FRC student interns as a way to modify curriculum components to better fit the needs of employers. Expanding to the 10-college Community of Practice will enable greater collection of data at the student level and a larger scale of employer validation. To
lower the risk of execution for curriculum content, the NWoW team has conducted extensive research into contemporary applications of soft skills and how to translate this information into content students find engaging. CreatorUp’s video content has played a large role in aligning lessons with media formats students readily respond to. In addition, this grant application includes stipends to assist each college in curriculum integration within established courses.

5. Employer Relationships- As part of the application process, each college has been asked to provide letters of support from industry representatives willing to provide workplace-learning placements and in-kind fund matching. Employers will be engaged in the process through survey feedback tracking intern skill attainment. By year two, this will culminate in a digital badging system through LaunchPath that is vetted by employers. In directly filling the skills gap through training students and allowing for employer input, the number of employers willing to host workplace learning within each community will grow. In the summer 2016 training, all pilot colleges will also be given instruction on how to grow opportunities for internship/workplace learning placements through utilization of the LaunchPath intern-matching program. To lower the risk of execution with employer relationships, this grant application includes stipends for each college to assist coordination of workplace learning/internship placements for students. Providing this funding will help each college to strengthen/grow their current employer network.

6. Case Management- Case management of students will be conducted by each of the participating colleges through the instructors/internship coordinators running the soft skills courses. Guidelines will be provided for student intake surveys, periodic self-assessment surveys, and final evaluations. Guidelines will also be provided for managing the feedback from employers hosting interns or workplace learning. This feedback will be uploaded to an administrative portal for review by the NWoW team for summary/synthesis. At the end of Fall Term 2016, all tracking will be compiled into a white paper report to share across the state. Colleges will also be given the opportunity to share video content from students to create a personalized story of their experiences incorporating soft skills training into workplace settings. To lower the risk of execution for case management, the NWoW team will provide administrative support and will track feedback if any problems need to be addressed during each term.

7. Data Collection- The NWoW team plans to collaborate with WestEd’s Renah Wolzinger to train all pilot colleges on collecting quantitative data from students to upload to LaunchBoard. NWoW will work with Santa Rosa Junior College to create a template for qualitative assessment for students, employers, and instructors involved in this pilot. Colleges will also be asked to track the students who earn stipends or gain employment based on their internships/workplace learning during this pilot. A white paper will be produced to track findings from the WorkKeys pilot at Cuyamaca College. All data/feedback will be collected at each college and summaries will be transferred to the NWoW team at FRC through an administrative portal built into the NWoW website. This will also be supported through email communication when needed. Data will be summarized for quarterly and final reports, as well as incorporated into executive summaries/video PR to share across the Community College system. To lower the risk of execution in data collection, the summer 2014 training will include training and instructions on all required data collection.
8. Accountability- To ensure the deliverables from each of the pilot colleges, Feather River College will draft MOU agreements with each college. To lower the risk of execution and ensure accountability from each college, FRC will require workplan updates based on agreed upon activities covered under the stipends provided to each campus. In order to join this pilot proposal, colleges have already provided a summary of their proposed budget activities and travel expenses.

Partnerships in this IDRC application that will lower the risk of execution include the support of the following Sector Navigators and Deputy Sector Navigators: Charles Eason, Sector Navigator for Small Business; Alex Kramer, Deputy Sector Navigator for Small Business Bay Area Region; Darren Gurney, Deputy Sector Navigator for Small Business Far North Region; Sandra Slivka, Sector Navigator for Life Sciences/ Biotechnology; and Stephan Wright, Sector Navigator ICT/Digital Media. The Foundation for California Community Colleges has also provided official support of this project. Colleges involved in this community of practice will benefit from the expertise of these leaders, who act as liaisons to industry sector representatives, and can act as advisors to convey relevant information about employer needs. The Center for Excellence’s Theresa Milan and Laura Coleman have also provided support in the form of relevant research and data. The partnership with the Foundation for California Community Colleges will ensure that experts in assessment and badging provide the framework for creation of 21st Century Soft Skills badges, and that Industry Sector Boards are included to add endorsement and validation of badges. CreatorUp has a large network in online learning and video classroom education. Continued partnership with them allows for a broad application of the 21st Century Soft Skills videos at both the secondary and postsecondary level.

The roles/responsibilities of all partners in this project are:

**Feather River College**- Designated lead of project, fiscal agent, created blueprint for 21st Century Soft Skills curriculum modules under the New World of Work initiative, creating website to house curriculum and to create a blog forum for instructors, will convene two train-the-trainer sessions in summer 2015 and 2016, will have oversight of all quantitative and qualitative data collected from partner colleges, and will disseminate best practice summaries of project data.

**Foundation for California Community Colleges**- Will establish and convene a steering committee for assessment of digital badging in 21st Century Soft Skills, will seek out workforce board/industry sector/employer validation of digital badge system, and will create ten 21st Century Soft Skills Digital Badges.

**Sector Navigators, Deputy Sector Navigators, and Center for Excellence**- Will act as liaisons to employers across industry sectors to provide relevant data and guidance for the Community of Practice colleges in aligning soft skills to workplace needs. Will provide input on data collection templates. DSN’s will disseminate curriculum and training to their regional colleges.

**CreatorUp**- Filmed 10 educational intro videos and 10 video assessments to align with each 21st Century Soft Skill. Will be available for additional video content to showcase best practices of the project and/or for soft skills video requests from partner colleges.

**Dr. Sandra Slivka, Sector Navigator California Life Sciences**- Will partner with Cuyamaca College to produce a white paper on the effectiveness of the ACT WorkKeys
tool in their Career Ready course in comparison to the 21st Century Soft Skills modules utilized at the Southern CA Biotechnology Center at Miramar College.

**Josh Adams and Brad Davis at Santa Rosa Junior College** - Will partner with Feather River College to create a template for gathering qualitative data from students, employers, and instructors.

**Renah Wolzinger, WestEd** - Will create guidelines and provide training on entering quantitative student data into the LaunchBoard program.

**Columbia College, Feather River College, Hartnell, Lassen, Santa Barbara, Santa Rosa, Shasta, Southern California Biotechnology Center at Miramar, West Hills College Coalinga, and West Valley College** - Will attend train-the-trainer sessions to replicate 21st Century Soft Skills curriculum through courses involving in-class and workplace learning activities, will collect data on student and employer feedback, will provide instructor feedback through a Community of Practice model, will manage workplace learning/internship placement of students, and will attend train-the-trainer session to learn how to utilize LaunchPath in digital badge and intern matching.

The Leading Indicators and Momentum Points that will be utilized in this project are:

**LI3.** Alignment of a certificate with state, industry, nationally, and/or employer recognized certification: This will be done through collaboration with the Foundation for California Community Colleges in convening a steering committee, developing an assessment strategy, and creating 21st Century Soft Skills digital badges. Digital badges are considered micro-credentials in the education and work sectors when properly vetted by faculty and employers. FRC and the Foundation will seek out industry endorsement to vet this badging system.

**LI6.** Updating the skills of faculty, teachers, counselors, and/or supporting staff to student to reflect labor market needs: This will be done through creating a Community of Practice amongst the ten partner colleges in this IDRC application. Activities to support this skill building will be two train-the-trainer sessions, one focused on the delivery of soft skills education and data collection, the second focused on digital badging and internship matching capabilities through LaunchPath. To support the community of practice, online forums will be created, monthly conference calls will be hosted, and personalized contact will allow for sharing and revising curriculum.

**MP19.** Completed a work readiness Soft Skills training program (either stand alone or embedded): This will be done through embedded soft skills training at each of the pilot colleges in their designated courses. Students will have the opportunity to complete training in the Fall 2015, Spring 2016, and Fall 2016 terms, as well as any applicable summer sessions. Curriculum for this training has been developed and will be delivered, revised, and enhanced each term. Hosting will be done through the NWoW website, and all materials will be consistent and branded to create uniformity in content available for students. The certification of this training will occur as micro-credentialing through digital badges in Fall Term 2016.

**MP27.** Participated in an internship or workplace learning program in the same occupational area as the education pathway: This will be done through the courses at each of the ten colleges incorporating 21st Century Soft Skills curriculum. An agreement in this project is all participating students will undergo an internship or workplace
learning placement coupled with their soft skills instruction. Placements can be done in tandem with the soft skills training or as a follow up to the soft skills training.

The technical assistance and shared infrastructure provided to all participating colleges will include: an instructor portal on the New World of Work website to allow curriculum access, submitting data, and access to a community blog forum for sharing updates and questions. Conference calls with the option for screen sharing will be done through CCC Confer and/or Join Me run through the Foundation CCC. Individual contact with each college will also be maintained through email and phone to allow for a constant support system during this project.

The Faculty Champion, Amy Schulz, will act as the Facilitator for the Community of Practice. Amy Schulz is a veteran community college educator with over 15 years experience as an administrator and faculty. Amy’s instructional background has been in business, specifically in entrepreneurship, project-based learning and internships, and soft skills development. Amy’s research in soft skills was launched in 2009 with a mini-grant through the Business Education Statewide Advisory Collaborative (BESAC), which responded to employer needs of soft skills development. Her BESAC project incorporated soft skills training and assessment within a project-based learning class. The following year the project was expanded to include a full internship program at Feather River College, funded by CTE Transitions and directed by Rajinder Gill. In addition to Amy’s vast background in soft skills training and development through work-based learning, Amy is a skilled facilitator. She currently serves as the director for the Far North SB1070 Consortium. Because of the geographic distance between colleges in the Far North, Amy is adept at facilitating virtual meetings and leveraging in-person meetings. Amy holds Certificates in Essential Facilitation and Facilitative Leadership from Interaction Associates. Amy has also completed the CCCAOE Leadership Academy and CTE Curriculum Academy. Amy holds an MBA from University of Texas-Pan American, a Bachelor’s of Arts in Economics from UC Davis, and a Single Subject Teaching Credential in Business Education from Chapman University. Amy is currently enrolled in a PhD program in Organizational Systems, Leadership of Sustainable Organizations at Saybrook University.
**Objective:**

Establish a 21st Century Soft Skills Community of Practice with 10 Pilot Colleges to test the efficacy of soft skills embedded in Workplace Learning.

**Metric Number**

| Leading Indicator | LI 6 | Updating the skills of faculty, teachers, counselors, and/or 'supporting staff to student' to reflect labor market needs |
| Momentum Point | MP 19 | Completed a work readiness soft skills training program (either stand-alone or embedded) within a CTE pathway |

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<td>1.1</td>
<td>Establish timeline and expectations for each participating college</td>
<td>Timeline is agreed upon by participating colleges and clearly communicated throughout the pilot participants.</td>
<td>May 2015</td>
<td>Rajinder Gill, Amy Schulz</td>
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<td>1.2</td>
<td>Establish data collection requirements</td>
<td>Quantitative and qualitative data collection standards, timelines and expectations are established. All pilot participants are trained on Data collection and assessments at July training.</td>
<td>July 2015</td>
<td>Rajinder Gill, Brad Davis, Santa Rosa JC, Renah Wolzinger</td>
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<td>1.3</td>
<td>2-day convening and curriculum training Summer 2015</td>
<td>Up to three participants from each pilot college will be trained in 21st Century Soft Skills curriculum. SN's and DSN's will be invited to attend.</td>
<td>July 2015</td>
<td>Rajinder Gill, Amy Schulz</td>
</tr>
</tbody>
</table>
Statement of Work (Annual Workplan)
Objectives/Leading Indicators/Momentum Points

Objective: Establish a 21st Century Soft Skills Community of Practice with 10 Pilot Colleges to test the efficacy of soft skills embedded in Workplace Learning.

<table>
<thead>
<tr>
<th>Metric Number*</th>
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<th>Timelines</th>
<th>Responsible Person(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leading Indicator: LI 6</td>
<td>Quarterly Evaluations and Feedback via virtual meetings from pilot participants</td>
<td>Pilot participants will attend a quarterly virtual meeting to share progress on their campus and contribute to the Community of Practice.</td>
<td>September 2015</td>
<td>Rajinder Gill, Amy Schulz</td>
</tr>
<tr>
<td>Momentum Point: MP 19</td>
<td>Develop website for practice sharing</td>
<td>The final outcome will be an interactive website to share best practices, student and program success stories and open source curriculum.</td>
<td>September 2015</td>
<td>Rajinder Gill, Amy Schulz, Daniel Hickey</td>
</tr>
<tr>
<td>#</td>
<td>1.4</td>
<td>1.5</td>
<td>1.6</td>
<td>2-Day Convening and LaunchPath Alignment Summer 2016</td>
</tr>
</tbody>
</table>
Statement of Work (Annual Workplan)
Objectives/Leading Indicators/Momentum Points

Objective:  
Students will complete 21st Century Soft Skills Training

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<tr>
<td>Leading Indicator: LI 6</td>
<td>Updating the skills of faculty, teachers, counselors, and/or 'supporting staff to student' to reflect labor market needs</td>
<td>Pilot colleges will identify how soft skills training will be delivered.</td>
<td>July 2015</td>
<td>Rajinder Gill</td>
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<td>Momentum Point: MP 19</td>
<td>Completed a work readiness soft skills training program (either stand-alone or embedded) within a CTE pathway</td>
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<tr>
<td>2.1</td>
<td>Each college identifies how 21st Century Soft Skills training will be delivered</td>
<td>Pilot colleges will identify how soft skills training will be delivered.</td>
<td>July 2015</td>
<td>Rajinder Gill</td>
</tr>
<tr>
<td>2.2</td>
<td>Train-the-trainer and curriculum available online (Summer 2015)</td>
<td>Customized, open source 21st Century Soft Skills curriculum will be available online for all pilot colleges</td>
<td>July 2015</td>
<td>Rajinder Gill, Amy Schulz, Daniel Hickey</td>
</tr>
<tr>
<td>2.3</td>
<td>If necessary, curriculum will be developed and approved locally</td>
<td>All Pilot participants will incorporate 21st Century Soft Skills through local processes, if necessary.</td>
<td>December 2015</td>
<td>Rajinder Gill</td>
</tr>
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</table>
**Objective:**

Students will complete 21st Century Soft Skills Training

---

**Metric Number**:  

- **Leading Indicator:** LI 6  
  Updating the skills of faculty, teachers, counselors, and/or 'supporting staff to student' to reflect labor market needs  
- **Momentum Point:** MP 19  
  Completed a work readiness soft skills training program (either stand-alone or embedded) within a CTE pathway

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</table>
| 2.4 | Each college markets and recruits students for the cohort | Pilot participants will market and recruit students for the WBL/21st Century Soft Skills course for Spring 2016 | December 2015 | Rajinder Gill  
   Workplace Learning Coordinators |
| 2.5 | Each college identifies cohort for embedded 21st Century Soft Skills training | Cohort of students for the Spring 2016 pilot will be identified and enrolled         | February 2016  | Rajinder Gill  
   Workplace Learning Coordinators |
| 2.6 | Students are trained and assessed in 21st Century Soft Skills by instructors and site supervisors | Students will receive training in 21st Century Soft Skills and assess students' skills at the end of the term to report to the Community of Practice | June 2016  
   December 2016  | Rajinder Gill  
   Brad Davis  
   Workplace Learning Coordinators |
Statement of Work (Annual Workplan)
Objectives/Leading Indicators/Momentum Points

Objective: 2
Students will complete 21st Century Soft Skills Training

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<tbody>
<tr>
<td>LI 6</td>
<td>MP 19</td>
</tr>
</tbody>
</table>

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<tr>
<td>2.7</td>
<td>Align with recommendations of FCCC and steering committee for Soft Skills assessment tools</td>
<td>FCCC steering committee will recommend how to assess 21st Century Soft Skills for digital badging. Students will be assessed by those recommendations.</td>
<td>November 2016</td>
<td>Rajinder Gill</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Tim Aldinger</td>
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| 2.8 |                                                                            |                                                                                      |                 |                       |

* Limit one (1) metric per page. Activities should have corresponding numbers (i.e., 1.1, 1.2, 1.3, . . .)
Statement of Work (Annual Workplan)
Objectives/Leading Indicators/Momentum Points

Objective: 3
Students will complete workplace-learning experience with 21st Century Soft Skills Training.

Metric Number:
Leading Indicator: LI 6
Updating the skills of faculty, teachers, counselors, and/or 'supporting staff to student' to reflect labor market needs
Momentum Point: MP 27
Participated in a college internship or workplace learning program within a CTE pathway

<table>
<thead>
<tr>
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<th>Performance Outcomes</th>
<th>Timelines</th>
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</thead>
<tbody>
<tr>
<td>3.1</td>
<td>Each college identifies workplace learning coordinator to coordinate student/workplace matches</td>
<td>Pilot participants will designate a workplace learning coordinator to coordinate matches, facilitate assessments with site supervisors and collect and report data to the pilot.</td>
<td>September 2015</td>
<td>Rajinder Gill</td>
</tr>
<tr>
<td>3.2</td>
<td>Each college markets and recruits students for the cohort</td>
<td>Pilot participants will market and recruit students for the WBL/21st CenturySoft Skills course for Spring 2016</td>
<td>December 2015</td>
<td>Rajinder Gill, Workplace Learning Coordinators</td>
</tr>
<tr>
<td>3.3</td>
<td>Each college identifies cohort for embedded 21st Century Soft Skills training</td>
<td>Cohort of students for the Spring 2016 pilot will be identified and enrolled</td>
<td>February 2016</td>
<td>Rajinder Gill</td>
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## Objective:

Students will complete workplace-learning experience with 21st Century Soft Skills Training.

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<tbody>
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<td>LI 6</td>
<td>MP 27</td>
<td>Updating the skills of faculty, teachers, counselors, and/or 'supporting staff to student' to reflect labor market needs.</td>
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### Activities and Performance Outcomes

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<tbody>
<tr>
<td>3.4</td>
<td>Students are trained and assessed in 21st Century Soft Skills by instructors and site supervisors</td>
<td>Students will receive training in 21st Century Soft Skills and assess students' skills at the end of the term to report to the Community of Practice.</td>
<td>June 2016&lt;br&gt;December 2016</td>
<td>Rajinder Gill&lt;br&gt;Workplace Learning Coordinators</td>
</tr>
<tr>
<td>3.5</td>
<td>Results are aggregated across the Community of Practice</td>
<td>Quantitative and qualitative data will be aggregated for the final report and white paper.</td>
<td>February 2017</td>
<td>Rajinder Gill&lt;br&gt;Amy Schulz&lt;br&gt;Renah Wolzinger</td>
</tr>
<tr>
<td>3.6</td>
<td>Student feedback and evaluation of the program</td>
<td>At the end of each term, student feedback will be collected through the Student Learning Outcomes Assessment Cycle process.</td>
<td>June 2016&lt;br&gt;December 2016</td>
<td>Rajinder Gill&lt;br&gt;Workplace Learning Coordinators</td>
</tr>
</tbody>
</table>
Statement of Work (Annual Workplan)
Objectives/Leading Indicators/Momentum Points

Objective: 4

<table>
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<tr>
<th>Metric Number*</th>
<th>Leading Indicator: LI 3</th>
<th>Momentum Point: MP 19</th>
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<tbody>
<tr>
<td></td>
<td>Alignment of a certificate with state-, industry-, nationally-, and/or employer-recognized certification</td>
<td>Completed a work readiness soft skills training program (either stand-alone or embedded) within a CTE pathway</td>
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<tbody>
<tr>
<td>4.1</td>
<td>Collaborate with Foundation for California Community Colleges (FCCC) and steering committee to develop assessment strategies for soft skills</td>
<td>FCCC will facilitate a steering committee made up of industry partners and educators to develop assessment metrics and strategies for digital badging</td>
<td>December 2015</td>
<td>Tim Aldinger</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>Rajinder Gill</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Amy Schulz</td>
</tr>
<tr>
<td>4.2</td>
<td>Collaborate with Foundation for California Community Colleges to identify assessment tools of targeted 21st Century Soft Skills</td>
<td>Identify how assessment strategies will be implemented through digital badging and incorporated with pilot participants.</td>
<td>December 2015</td>
<td>Tim Aldinger</td>
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<td></td>
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<td></td>
<td>Rajinder Gill</td>
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<td></td>
<td></td>
<td></td>
<td>Amy Schulz</td>
</tr>
<tr>
<td>4.3</td>
<td>Collaborate with FCCC to identify industry and trade organizations to recognize digital badging of 21st Century Soft Skills</td>
<td>Employers will recognize 21st Century Soft Skills digital badging as a work readiness indicator for potential interns and employees</td>
<td>June 2016</td>
<td>Tim Aldinger</td>
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<td></td>
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<td></td>
<td></td>
<td>Rajinder Gill</td>
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Statement of Work (Annual Workplan)
Objectives/Leading Indicators/Momentum Points

Objective: 4

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<tbody>
<tr>
<td>4.4</td>
<td>Align with ICTSector Navigator and Digital Badging Statewide Advisory Committee for digital badging strategies</td>
<td>21st Century Soft Skills Digital Badging will align with CCC Digital Badging Statewide Advisory Committee led by the SN in ICT</td>
<td>June 2016</td>
<td>Tim Aldinger</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Steve Wright</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Rajinder Gill</td>
</tr>
<tr>
<td>4.5</td>
<td>Disseminate assessment tools</td>
<td>Make assessment tools available through the website and public presentations.</td>
<td>December 2016</td>
<td>Rajinder Gill</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Tim Aldinger</td>
</tr>
<tr>
<td>4.6</td>
<td>Brand and market the digital badging credentialing</td>
<td>Brand and market completed digital badging to generate recognition around the badges.</td>
<td>December 2016</td>
<td>Rajinder Gill</td>
</tr>
<tr>
<td></td>
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<td></td>
<td>Tim Aldinger</td>
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<td></td>
<td>Amy Schulz</td>
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</tbody>
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# Statement of Work (Annual Workplan)
## Objectives/Leading Indicators/Momentum Points

**Objective:**

Evaluate the efficacy of WorkKeys in the Community of Practice.

## Metric Number:

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<tbody>
<tr>
<td>5.1</td>
<td>WorkKeys pilot at Cuyamaca College will share their results with the 21st Century Soft Skills Community of Practice</td>
<td>SN in Biosciences is leading the WorkKeys pilot and will participate in the Community of Practice to share results</td>
<td>June 2016</td>
<td>Rajinder Gill</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>Sandra Slivka</td>
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<td></td>
<td>Amy Schulz</td>
</tr>
<tr>
<td>5.2</td>
<td>Contract with Miramar College on a white paper covering the results of the WorkKeys pilot</td>
<td>WorkKeys pilot will be documented in a white paper developed by SN in Biosciences</td>
<td>June 2016</td>
<td>Rajinder Gill</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Sandra Slivka</td>
</tr>
<tr>
<td>5.3</td>
<td>Compare WorkKeys results and process to the 21st Century Soft Skills pilot results</td>
<td>Project directors for each pilot will share and compare results and make recommendations to the CCCCO</td>
<td>November 2016</td>
<td>Rajinder Gill</td>
</tr>
<tr>
<td></td>
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<td></td>
<td></td>
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Statement of Work (Annual Workplan)
Objectives/Leading Indicators/Momentum Points

Objective:  5
Evaluate the efficacy of WorkKeys in the Community of Practice.

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<tr>
<td>5.4</td>
<td>Disseminate results on website and through public presentations</td>
<td>Results will be disseminated through website and public presentations</td>
<td>February 2017</td>
<td>Rajinder Gill, Sandra Slivka, Amy Schulz</td>
</tr>
<tr>
<td>5.5</td>
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<tr>
<td>5.6</td>
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## Statement of Work (Annual Workplan)
### Objectives/Leading Indicators/Momentum Points

**Objective:**

Results of Community of Practice will be disseminated throughout the state.

**Metric Number:**

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<tr>
<td>6.1</td>
<td>Results of the pilot will be disseminated through video documentation to be hosted on the 21st Century Soft Skills website: New World of Work</td>
<td>Videographer will be contracted and document each phase of the project, resulting in an accessible overview of the pilot project</td>
<td>December 2016</td>
<td>Rajinder Gill</td>
</tr>
<tr>
<td>6.2</td>
<td>Produce a white paper documenting the results of the pilot to disseminate through the state.</td>
<td>After all data and results are aggregated, a white paper will be produced to document the project.</td>
<td>February 2017</td>
<td>Rajinder Gill, Amy Schulz</td>
</tr>
<tr>
<td>6.3</td>
<td>All resources, curriculum and results will be available through the 21st Century Soft Skills website: New World of Work</td>
<td>The website will be a depository for resources, curriculum and key contact information open to any California Community College educators to access.</td>
<td>December 2016</td>
<td>Rajinder Gill, Daniel Hickey</td>
</tr>
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Statement of Work (Annual Workplan)
Objectives/Leading Indicators/Momentum Points

Objective: 6
Results of Community of Practice will be disseminated throughout the state.

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<tr>
<td>6.4</td>
<td>Present progress and results at the CCCOAE and other relevant conferences</td>
<td>Disseminate to other CTE educators in the CCC system</td>
<td>March 2016</td>
<td>Rajinder Gill</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>October 2016</td>
<td>Amy Schulz</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>Tim Aldinger</td>
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<tr>
<td>6.5</td>
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<td>6.6</td>
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<td>Object of Expenditure</td>
<td>Classification</td>
<td>FUNDS REQUESTED</td>
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<tr>
<td>1240</td>
<td>Faculty Champion, Non-Instructional Part time 400 hours X $50 per hour X 2 years</td>
<td>$40,000</td>
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<td>1000</td>
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<tr>
<td>2110</td>
<td>Project Director, Rajinder Gill, $63,000 Annually X 2 years = $126,000</td>
<td>$126,000</td>
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<tr>
<td>2000</td>
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<tr>
<td>2120</td>
<td>Project Assistant, Tanya Meyer, $47,350 Annually X 2 years = $94,700</td>
<td>$94,700</td>
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<td></td>
<td>Employee Benefits</td>
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<tr>
<td>3000</td>
<td>Project Director $63,000 X 52% X 2 years = $65,520</td>
<td>$65,520</td>
<td></td>
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<tr>
<td></td>
<td>Project Assistant $47,350 X 52% X 2 years = $49,244</td>
<td>$49,244</td>
<td></td>
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<tr>
<td></td>
<td>Faculty Champion $20,000 X 13% X 2 years = $5200</td>
<td>$5,200</td>
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<tr>
<td></td>
<td>Supplies and Materials</td>
<td></td>
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<tr>
<td>4000</td>
<td>4325 Training Supplies and General Office Supplies $1000 X 2 years = $2,000</td>
<td>$2,000</td>
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</tbody>
</table>

RFA NUMBER: 14-326

PROJECT: Industry Driven Regional Collaborative (IDRC)
DISTRICT: Feather River CCD
COLLEGE: Feather River College
# APPLICATION BUDGET DETAIL SHEET

<table>
<thead>
<tr>
<th>Object of Expenditure</th>
<th>Classification</th>
<th>FUNDS REQUESTED</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Other Operating Expenses and Services</strong></td>
<td></td>
<td>$833,730</td>
</tr>
<tr>
<td>5050 Pilot College Contracts to cover Curriculum Alignment &amp; Integration and Workplace learning Coordination 10 colleges X $10,500 X 2 years = $210,000</td>
<td></td>
<td>$210,000</td>
</tr>
<tr>
<td>Data Collection Consultant to Align with Launchboard</td>
<td></td>
<td>$5,000</td>
</tr>
<tr>
<td>2 Day Curriculum Training-10 Colleges, Summer 2015 (Facilities, Travel, Lodging) 32 people X $1250 per person = $40,000</td>
<td></td>
<td>$40,000</td>
</tr>
<tr>
<td>2 Day Convening/LaunchPath Alignment-10 Colleges, Summer 2016 (Facilities, Travel, Lodging) 32 people X $1250 per person = $40,000</td>
<td></td>
<td>$40,000</td>
</tr>
<tr>
<td>Website Development for Community of Practice and Curriculum Sharing</td>
<td></td>
<td>$20,000</td>
</tr>
<tr>
<td>Video Documentation</td>
<td></td>
<td>$5,000</td>
</tr>
<tr>
<td>Developing a Template for Qualitative Student Assessment and Workplace Learning Supervisor Assessment</td>
<td></td>
<td>$5,000</td>
</tr>
<tr>
<td>Marketing Materials to Promote Program and Workplace Learning</td>
<td></td>
<td>$5,000</td>
</tr>
<tr>
<td>Collaborate with FCCC to Coordinate Steering Committee and Develop 10 Industry Recognized Digital Badges of 21st Century Soft Skills</td>
<td></td>
<td>$60,000</td>
</tr>
<tr>
<td>White Paper and Executive Summary comparing WorkKeys to New World of Work 21st Century Soft Skills</td>
<td></td>
<td>$5,000</td>
</tr>
<tr>
<td>Travel to CCCAOE for Director, Faculty Champion, &amp;/or Project Assistant Spring 2016</td>
<td></td>
<td>$4,000</td>
</tr>
<tr>
<td>Travel for Director, Faculty Champion &amp;/or Assistant to Statewide Meetings and Collaboration with FCCC and Project Pilot Schools $10,000 Annually X 2</td>
<td></td>
<td>$20,000</td>
</tr>
<tr>
<td><strong>Capital Outlay</strong></td>
<td></td>
<td>$</td>
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<tr>
<td>6000</td>
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<tr>
<td><strong>Other Outgo</strong></td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>7000</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td><strong>TOTAL DIRECT COSTS:</strong></td>
<td></td>
<td>$801,664</td>
</tr>
<tr>
<td><strong>TOTAL INDIRECT COSTS (Not to exceed 4% of Direct Costs):</strong></td>
<td></td>
<td>$32,066</td>
</tr>
<tr>
<td><strong>TOTAL COSTS:</strong></td>
<td></td>
<td>$833,730</td>
</tr>
</tbody>
</table>
### APPLICATION BUDGET DETAIL SHEET

**MATCH**

<table>
<thead>
<tr>
<th>Object of Expenditure</th>
<th>Classification</th>
<th>Match</th>
</tr>
</thead>
<tbody>
<tr>
<td>1000</td>
<td>$</td>
<td>-</td>
</tr>
<tr>
<td>2000</td>
<td>$</td>
<td>-</td>
</tr>
<tr>
<td>3000</td>
<td>$</td>
<td>-</td>
</tr>
<tr>
<td>4000</td>
<td>$</td>
<td>-</td>
</tr>
<tr>
<td>5000</td>
<td>10 community colleges have in-kind industry support to provide the match: Industry leaders per region include: Anderson Partnership for Healthy Children, San Diego Workforce Partnership, Santa Rosa Business Advisory Committee, Fuel Box, LLC Digital Graphic Design, Mann Packing Co., Nakoma Resort, Old Navy, Umpqua Bank, Womens Community Business Network, etc. (letters of support included) 17,120 hours X $50 per hour = $856,000</td>
<td>$</td>
</tr>
<tr>
<td>6000</td>
<td>$</td>
<td>-</td>
</tr>
</tbody>
</table>

**TOTAL DIRECT COSTS:** $1,592,600

**TOTAL INDIRECT COSTS (Not to Exceed 4% of Direct Costs):**

**TOTAL COSTS:** $1,592,600

RFA NUMBER: 14-326
APPLICATION BUDGET SUMMARY

NOTE: Submit details explaining the expenditures by category on the Application Budget Detail Sheet.

<table>
<thead>
<tr>
<th>Object of Expenditure</th>
<th>Classification</th>
<th>Line</th>
<th>TOTAL PROGRAM FUNDS REQUESTED</th>
<th>MATCH</th>
</tr>
</thead>
<tbody>
<tr>
<td>1000</td>
<td>INSTRUCTIONAL SALARIES</td>
<td>1</td>
<td>$40,000</td>
<td>$0</td>
</tr>
<tr>
<td>2000</td>
<td>NONINSTRUCTIONAL SALARIES</td>
<td>2</td>
<td>$220,700</td>
<td>$0</td>
</tr>
<tr>
<td>3000</td>
<td>EMPLOYEE BENEFITS</td>
<td>3</td>
<td>$119,964</td>
<td>$0</td>
</tr>
<tr>
<td>4000</td>
<td>SUPPLIES AND MATERIALS</td>
<td>4</td>
<td>$2,000</td>
<td>$0</td>
</tr>
<tr>
<td>5000</td>
<td>OTHER OPERATING EXPENSES AND SERVICES</td>
<td>5</td>
<td>$419,000</td>
<td>$1,592,600</td>
</tr>
<tr>
<td>6000</td>
<td>CAPITAL OUTLAY</td>
<td>6</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>7000</td>
<td>OTHER OUTGO</td>
<td>7</td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>

**TOTAL DIRECT COSTS:**
8 $801,664 $1,592,600

**TOTAL INDIRECT COSTS (Not to exceed 4% of Direct Costs):**
9 $32,066

**TOTAL COSTS:**
10 $833,730 $0

I authorize this cost proposal as the maximum amount to be claimed for this project and assure that funds shall be spent in compliance with State and Federal Regulations. I also certify the match listed above are valid match funding that is not being used as a match for another program requiring match funding and in total are equal, or greater than, the funds requested from CCCCCO.

**Project Director:**

**Name:** Rajinder Gill

**Authorized Signature:**

**Title:** Director, IDRC 21st Century Soft Skills

**Date:** 1-28-15

**District Chief Business Officer (or authorized designee):**

**Name:** Katie Schmid

**Authorized Signature:**

**Title:** Chief Accountant

**Date:** 1-28-15
### CCCCO/CTE Out-of-State Travel Request Form [Revised Oct. 2013]

**NO OUT-OF STATE TRAVEL REQUEST FORM WILL BE ACCEPTED AFTER TRAVEL HAS OCCURRED**

<table>
<thead>
<tr>
<th>Agreement/Grant Number</th>
<th>14-326</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>District/College Name</strong></td>
<td>Feather River Community College District</td>
</tr>
<tr>
<td><strong>Traveler Name(s)</strong></td>
<td>Amy Schulz, Rajinder Gill, Tanya Meyer</td>
</tr>
<tr>
<td><strong>Traveler Position(s)</strong></td>
<td>Faculty Lead, Director, Assistant</td>
</tr>
<tr>
<td><strong>Event Title</strong></td>
<td>NACCE</td>
</tr>
<tr>
<td><strong>Event Website Address</strong></td>
<td><a href="http://www.nacce.com/events/event_details.asp?id=514999">http://www.nacce.com/events/event_details.asp?id=514999</a></td>
</tr>
<tr>
<td><strong>Event Location</strong></td>
<td>Houston, TX</td>
</tr>
<tr>
<td><strong>Travel Dates</strong></td>
<td>10/11/15-10/14/15</td>
</tr>
</tbody>
</table>

#### EWD Funds Only (check if applicable)

- [ ] EWD Funds Only

#### Perkins Title IC Funds Only: Travel pertains to and is included in the respective budget summary.

- (Check One)
- [ ] List Top Code(s) that are addressed
- [ ] Across CTE Programs

#### Title IB Funds Only: Explain how attendance will have regional or statewide impact.

#### State “SB 1070” Funds Only: Explain how attendance is related to project.

**All:** Explain how this attendance will contribute to the success of the program/project.

### Maximum reimbursable costs

1. **Incidentals, parking, tolls, etc.**
   - Registration: 1800.00
   - Meals (not covered by the conference, at district rates): 500.00
   - Airfare: 850.00
   - Car Rental: 250.00
   - Lodging (not including non-discretionary taxes and fees): 1600.00

**ESTIMATED TOTAL:** 5000.00

---

1. Costs must reflect the most cost effective and prudent use of state/federal funds.
2. For airfare costs, use California State Government rates as a “reasonableness” guide, most recent management memo ([http://www.travel.dgs.ca.gov/default.htm](http://www.travel.dgs.ca.gov/default.htm)) [See “Airlines” tab.]

---

To submit, e-mail completed form (as an attachment) from responsible Administrator to your Project Monitor.

1) In the e-mail subject line, type: Out-of-state travel request.

2) In e-mail body, state EITHER that the request (a) complies with the cost guidelines per the request form footnotes or (b) provide a justification for non-compliance. Monitor will review the request and email a response back to you. Keep a copy of the approval document and/or email in your audit files.

3) Gather and keep information such as the agenda, handouts from sessions of the conference/professional development session which adequately records the purpose of the event. Keep documentation with the project audit file.
Project Management Plan:
1. Feather River College and all the Community of Practice partner colleges are committed to utilizing LaunchBoard for data collection and reporting. This is evidenced by the planned partnership with Renah Wolzinger to align tracking of workplace learning and provide training in LaunchBoard during the summer 2015 train-the-trainer workshop.
2. The Grant Project Director, Rajinder Gill, has four years experience inputting accountability information into quarterly online reporting systems through the Chancellor’s Office, first as the CTE Transitions Director and currently as the AB86 Adult Education Director at Feather River College. Rajinder is prepared to adhere to all reporting deadlines and to provide comprehensive narrative data. Rajinder will also work with Project Assistant, Tanya Meyer, to ensure all budget reporting is checked for accuracy.
3. Feather River CCD has previously received SB 1402 EWD grant funding. Previous funding has included: Workforce Innovations Partnerships 2011-12 and 2012-13, DSN Global Trade & Logistics 2014-15.
4. The Project Director and Faculty Champion have both reviewed and are familiar with items 1.0-1.4 on the Doing What Matters WEDD Grantee Resource database. We have been utilizing CCC Confer, Google's suite of communication and document sharing resources, and Dropbox. We follow and post on Twitter through the New World of Work (NWoW). In addition, under NWoW, we are active on LinkedIn, FaceBook, and have created our own website to allow for communication and content sharing. Both Rajinder and Amy are signed up to receive Chancellor Office eUpdates. In addition, Amy has attended both the Leadership Academy and CTE Curriculum Approval workshops.
5. The work the NWoW team did to collaborate with the global nonprofit, SamaSource, to bring virtual micro-work training to students at Feather River College has been documented in the Practices with Promise eShowcase. In addition, Director Rajinder Gill is submitting key deliverables under the current AB86 Adult Education consortium through Feather River; for inclusion in Practices with Promise. If funded, the work of this IDRC Community of Practice would be submitted to the eShowcase, including the white paper comparison of WorkKeys to 21st Century Soft Skills, the creation of Digital Badges with the Foundation, and the impact on student learning from embedded soft skills education.
Intent to Participate

January 9, 2015

Van Ton-Quinlivan, Vice Chancellor
Workforce & Economic Development Division
California Community Colleges Chancellor’s Office
1102 Q Street, Suite 4554
Sacramento, CA 95811-6549

Dear Vice Chancellor:

Yosemite Community College District – Columbia College is pleased to participate in the grant RFA for Industry-Driven Regional Collaborative -Embedded Soft Skills with Feather River College’s 21st Century Soft Skills project.

The lead contacts at our college for this project will be:

Name: Kathy Sullivan  
Email: sullivunk@yosemite.edu  
Contact Phone: (209) 588-5142

Name: Leslie Buckalew  
Email: buckalewl@yosemite.edu  
Contact Phone: (209) 588-5107

As indicated in the instructions in the RFA, we are providing this letter to indicate our commitment if this IDRC grant is funded.

Sincerely,

Angela R. Fairchilds, Ph.D.
Columbia College President
Intent to Participate

January 5, 2015

Van Ton-Quinlivan, Vice Chancellor
Workforce & Economic Development Division
California Community Colleges Chancellor's Office
1102 Q Street, Suite 4554
Sacramento, CA 95811-6549

Dear Vice Chancellor:

**Feather River College** is pleased to participate in the grant RFA for Industry-Driven Regional Collaborative - *Embedded Soft Skills* with Feather River College’s 21st Century Soft Skills project.

The lead contacts at our college for this project will be:

Name: Dana Masih, Internship Director
Email: dmasih@frc.edu
Contact Phone: 530-283-0202 ext. 265

Name: Rajinder Gill and Amy Schulz, Project Director and Faculty Champion
Email: rgill@frc.edu or aschulz@frc.edu
Contact Phone: 530-283-0202

As indicated in the instructions in the RFA, we are providing this letter to indicate our commitment if this IDRC grant is funded.

Sincerely,

[Signature]

Dr. Derek Lerch, CIO
Intent to Participate

22 January 2015

Van Ton-Quinlivan, Vice Chancellor
Workforce & Economic Development Division
California Community Colleges Chancellor's Office
1102 Q Street, Suite 4554
Sacramento, CA 95811-6549

Dear Vice Chancellor:

Hartnell College – Agricultural Business and Technology Institute is pleased to participate in the grant RFA for Industry-Driven Regional Collaborative - Embedded Soft Skills with Feather River College’s 21st Century Soft Skills project.

The lead contacts at our college for this project will be:

Name: Albert Earnest Graham, III
Email: araham@hartnell.edu
Contact Phone: 831.755.6017

Name: Susan M. Pheasant, Ph.D.
Email: spheasant@hartnell.edu
Contact Phone: 831.766.6702

As indicated in the instructions in the RFA, we are providing this letter to indicate our commitment if this IDRC grant is funded.

Sincerely,

Susan M. Pheasant, Ph.D.
Director, Agricultural Business & Technology Institute
Intent to Participate

January 16, 2015

Van Ton-Quinlivan, Vice Chancellor  
Workforce & Economic Development Division  
California Community Colleges Chancellor's Office  
1102 Q Street, Suite 4554  
Sacramento, CA 95811-6549

Dear Vice Chancellor:

Lassen Community College District is pleased to participate in the grant RFA for Industry-Driven Regional Collaborative -Embedded Soft Skills with Feather River College’s 21st Century Soft Skills project.

The lead contacts at our college for this project will be:

Name: Dr. Tammy Robinson  
Email: trobinson@lassencollege.edu  
Contact Phone: 530-251-8839

Name: Brian Murphy  
Email: bmurphy@lassencollege.edu  
Contact Phone: 530-251-8836

As indicated in the instructions in the RFA, we are providing this letter to indicate our commitment if this IDRC grant is funded.

Sincerely,

[Signature]

Dr. Tammy Robinson, Vice President of Academic Services, interim
Intent to Participate

January 22, 2015

Van Ton-Quinlivan, Vice Chancellor
Workforce & Economic Development Division
California Community Colleges Chancellor’s Office
1102 Q Street, Suite 4554
Sacramento, CA 95811-6549

Dear Vice Chancellor:

Santa Barbara City College is pleased to participate in the grant RFA for Industry-Driven Regional Collaborative -Embedded Soft Skills with Feather River College’s 21st Century Soft Skills project.

The lead contacts at our college for this project will be:

Name:  Melissa V. Moreno
Email:  Melissa.Moreno@sbcc.edu
Contact Phone:  805-683-8284

Name:
Email:
Contact Phone:

As indicated in the instructions in the RFA, we are providing this letter to indicate our commitment if this IDRC grant is funded.

Sincerely,

Dr. Melissa V. Moreno
Dean, Educational Programs - Business
Intent to Participate

January 14, 2015

Van Ton-Quinlivan, Vice Chancellor
Workforce & Economic Development Division
California Community Colleges Chancellor’s Office
1102 Q Street, Suite 4554
Sacramento, CA 95811-6549

Dear Vice Chancellor:

Santa Rosa Junior College is pleased to participate in the grant RFA for Industry-Driven Regional Collaborative -  Embedded Soft Skills with Feather River College’s 21st Century Soft Skills project.

The lead contacts at our college for this project will be:

Name: Joshua Adams
Email: JAdams2@santarosa.edu
Contact Phone: (707) 524-1731

Name: Brad Davis
Email: Bdavis@santarosa.edu
Contact Phone: (707) 522-2824

As indicated in the instructions in the RFA, we are providing this letter to indicate our commitment if this IDRC grant is funded.

Sincerely,

Dr. Mary Kay Rudolph
Vice President of Academic Affairs/Assistant Superintendent
Santa Rosa Junior College
Intent to Participate

January 15, 2015

Van Ton-Quinlivan, Vice Chancellor
Workforce & Economic Development Division
California Community Colleges Chancellor’s Office
1102 Q Street, Suite 4554
Sacramento, CA 95811-6549

Dear Vice Chancellor:

Miramar College is pleased to participate in the grant RFA for Industry-Driven Regional Collaborative Embedded Soft Skills with Feather River College’s 21st Century Soft Skills project.

The lead contacts at our college for this project will be:

Name: Sandra Slivka
Email: sslivka@sdccd.edu
Contact Phone: 619-388-7490

Name: Sharon Price
Email: sprice@sdccd.edu
Contact Phone: 619-388-7490

As indicated in the instructions in the RFA, we are providing this letter to indicate our commitment if this IDRC grand is funded.

Sincerely,

[Signature]

Paulette Wong Hopkins, Ed.D.
Dean, School of Mathematics,
Biological, Exercise & Physical Sciences
San Diego Miramar College
Intent to Participate

Date: January 12, 2015

Van Ton-Quinlivan, Vice Chancellor
Workforce & Economic Development Division
California Community Colleges Chancellor’s Office
1102 Q Street, Suite 4554
Sacramento, CA 95811-6549

Dear Vice Chancellor:

Shasta-Tehama-Trinity Community College is pleased to participate in the grant RFA for Industry-Driven Regional Collaborative -Embedded Soft Skills with Feather River College’s 21st Century Soft Skills project.

The lead contacts at our college for this project will be:

Name: Eva Jimenez
Email: ejimenez@shastacollege.edu
Contact Phone: 530-242-7565

Name: Heather Wylie
Email: hwyile@shastacollege.edu
Contact Phone:

As indicated in the instructions in the RFA, we are providing this letter to indicate our commitment if this IDRC grant is funded.

Sincerely,

Eva Jimenez
Dean, Career Technical Education
ejimenez@shastacollege.edu
January 23, 2015

Van Ton-Quinlivan, Vice Chancellor
Workforce & Economic Development Division
California Community Colleges Chancellor's Office
1102 Q Street, Suite 4554
Sacramento, CA 95811-6549

Dear Vice Chancellor:

West Hills College Coalinga is pleased to participate in the grant RFA for Industry-Driven Regional Collaborative -Embedded Soft Skills with Feather River College’s 21st Century Soft Skills project.

The lead contacts at our college for this project will be:

Name: Stephanie Droker, Vice President of Educational Services
Email: stephaniedroker@whccd.edu
Contact Phone: 559-934-2307

Name: Robert Pimentel, Associate Dean of Student Learning
Email: Robertpimentel@whccd.edu
Contact Phone: 559-934-2793

As indicated in the instructions in the RFA, we are providing this letter to indicate our commitment if this IDRC grant is funded.

Sincerely,

Stephanie Droker
January 5, 2015

Van Ton-Quinlivan, Vice Chancellor
Workforce & Economic Development Division
California Community Colleges Chancellor's Office
1102 Q Street, Suite 4554
Sacramento, CA 95811-6549

Dear Vice Chancellor:

West Valley College is pleased to participate in the grant RFA for Industry-Driven Regional Collaborative -Embedded Soft Skills with Feather River College's 21st Century Soft Skills project.

The lead contacts at our college for this project will be:

**Name: Heidi Diamond, MBA, Business Professor**
Email: heidi.diamond@wesvalley.edu
Contact Phone: 408.741.2426

**Name: Sally Aitken, Fashion Design Professor**
Email: sally.aitken@westvalley.edu
Contact Phone: 408.741.2003

As indicated in the instructions in the RFA, we are providing this letter as our commitment if this IDRC grant is funded.

Sincerely,

\[Signature\]

**Kuni Hay**
**Vice President of Instruction**
West Valley College
14000 Fruitvale Avenue
Saratoga, CA 95070
kuni.hay@westvalley.edu
January 23, 2015

Van Ton-Quinlivan, Vice Chancellor
Workforce & Economic Development Division
California Community Colleges Chancellor’s Office
1102 Q Street, Suite 4554
Sacramento, CA 95811-6549

RE: Letter of Support for Feather River College’s Grant Application

Dear Vice Chancellor:

As Vice President of Advancement at the Foundation for California Community Colleges (Foundation), I would like to commit my support and our Workforce Development team’s support to the grant application from Feather River College for its 21st Century Soft Skills Project. The grant application is in response to the current Request for Applications, entitled “Industry-Driven Regional Collaborative (IDRC) – Acute Need for Coding/Programming Bootcamp and Embedded Soft Skills” (RFA # 14-326).

The employers we interact with in our workforce development efforts strongly express the need for soft skills training for prospective and current employees. Feather River College’s 21st Century Soft Skills curriculum and training addresses this immediate need and also addresses the rapidly accelerating need to train for future work trends, which will continue to be increasingly team-oriented, diverse, and global in all employment sectors.

The Foundation will support this project by convening an advisory board to determine the assessment strategies related to 21st Century Soft Skills, and use the advisory board’s expertise to create digital badges for soft skills that will be housed in the Foundation’s LaunchPath program. These badges will be vetted by employers and endorsed by relevant industries.

Please accept this letter of support to indicate our strong commitment to this IDRC proposal.

Sincerely,

Melissa F. Conner
Vice President, Advancement
Jan. 15, 2015

Van Ton-Quinlivan, Vice Chancellor
Workforce & Economic Development Division
California Community Colleges Chancellor’s Office
1102 Q Street, Suite 4554
Sacramento, CA 95811-6549

Dear Vice Chancellor:


As a result, I am encouraging programs to consider strengthening their soft skills curriculum. The 21st Century Soft Skills Project will be a great first step in integrating curriculum into work-based learning and internship programs. Development of digital badges to provide certification to the students should be very helpful for job seekers. I am working with S.D. Miramar College to become part of the Community of Practice.

On another front, I have worked with the SD/IC Regional Consortium to develop a Workkeys™ approach to improve work readiness. Already an ACT approved 3rd party credential, this pilot program will be offered to students outside the classroom. I will be sharing with the Community of Practice created by the 21st Century project the outcomes of this pilot. Likewise, I will be sharing with the Consortium the outcomes of the 21st Century project.

Together these two strategies will both increase students work readiness and allow CCC graduates to be more competitive in the job market. The purpose of this letter is to indicate to you my strong commitment to this IDRC proposal.

Sincerely,

[Signature]

Sandra Slivka, PhD
Director & Sector Navigator
LIFE SCIENCES/BIOTECHNOLOGY INITIATIVE
10440 Black Mountain Road
San Diego, CA 92126
619-388-7490
sslivka@sdccd.edu
RE: Letter of Support:  
IDRC Project Proposal: 21st Century Soft Skills  
Feather River College

Grant Review Committee,

As Sector Navigator ICT-Digital Media I host a statewide effort focusing on Digital Badge pilot programs in the California Community Colleges. As such we share the progress and learning’s from a variety of pilots underway. The Feather River soft skills project is a one of a kind effort to advance both the qualitative and quantitative aspects of soft skill awareness and validation also using digital badges. The Feather River team, Amy Schulz and Rajinder Gill, are responsive and keenly focused on a system wide quality application.

I have reviewed the referenced IDRC proposal, which is to test the efficacy of the 21st Century Soft Skills curriculum embedded in a workplace learning courses and/or experience with 10 pilot colleges. Please consider this letter my endorsement of the scope and goals of the project as well as its team. This will be money well spent.

My support would be in continuing to share developments and practices in digital badging and to ensure that these IDRC project outcomes align with the priorities established by the CCC Digital Badge review team. Furthermore, the ICT –Digital Media Sector team of 10 DSN's will support the work by sharing employer data around soft skills and helping to disseminate the results and resources statewide to the colleges.

Stephen Wright  
Director & Sector Navigator  
Information Communication Technologies (ICT)/ Digital Media  
Workforce & Economic Development - California Community Colleges  
Desk: 805 496 8583, Cell: 805 2318444
January 22, 2015

Amy Schulz  
Feather River College  
Director, Career Technical Education &  
Economic Workforce Development  
570 Golden Eagle Avenue  
Quincy, CA 95971


Dear Amy:

As the Sector Navigator for Small Business, I am pleased to provide this letter of support for Feather River College’s proposal for an IDRC Project around forming a Community of Practice among 10 pilot colleges who will pilot the 21st Century Soft Skills curriculum embedded in a workplace learning course or experience and training cohorts of students on 21st Century Soft Skills.

Since the project builds on Feather River College’s New World of Work project which was based on skills panel research, I am confident that employers from the small business sector will find value in the outcomes of project. I am also pleased to see that the project includes working with the Foundation for California Community Colleges (FCCC) on developing industry-recognized digital badges for 21st Century Soft Skills that will be vetted with at least one statewide industry trade group.

The Small Business Sector team of DSN’s can support the work by sharing employer data around soft skills and help to disseminate the results and resources statewide to the colleges. If there is anything further I can do to support the project, please feel free to contact me.

Sincerely,

Charles Eason  
Small Business Sector Navigator

360 Campus Lane, Room 236, Fairfield, CA 94534 (707) 863-7846 charles.eason@solano.edu

www.doingwhatmatters.cccco.edu
Intent to Participate

January 20, 2015

Van Ton-Quinlivan, Vice Chancellor
Workforce & Economic Development Division (WEDD)
California Community Colleges Chancellor’s Office
1102 Q St, Suite 4554
Sacramento, CA 95811-6549

Dear Vice Chancellor Quinlivan:

As Deputy Sector Navigator for Small Business representing the Bay Area under the Doing What MATTERS for Jobs and the Economy framework, I am happy to support and participate in the grant RFA for Industry-Driven Regional Collaborative Embedded Soft Skills in participation with Feather River College’s 21st Century Soft Skills Project.

The lead contact at our college for this project will be:
Name: Alex Kramer
Email: alkramer@cabrillo.edu
Phone: 415-423-0290

As indicated in the instructions in the RFA, we are providing this letter to indicate our commitment if this IDRC grant proposal is funded. Please don’t hesitate to reach out with any questions whatsoever.

Sincerely,

Alex Kramer
Deputy Sector Navigator, Small Business
Hosted by Cabrillo College
Date: January 12, 2015

Van Ton-Quinlivan, Vice Chancellor  
Workforce & Economic Development Division  
California Community Colleges Chancellor’s Office  
1102 Q Street, Suite 4554  
Sacramento, CA 95811-6549

Dear Vice Chancellor:

The Deputy Sector Navigator of Small Business for the Far North Region is pleased to participate in the grant RFA for Industry-Driven Regional Collaborative -Embedded Soft Skills with Feather River College’s 21st Century Soft Skills project.

The lead contact at our college for this project will be:

Name: Darren Gurney  
Email: dgurney@shastacollege.edu  
Contact Phone: 530-242-7635

As indicated in the instructions in the RFA, we are providing this letter to indicate our commitment if this IDRC grant is funded.

Sincerely,

Darren Gurney,  
Deputy Sector Navigator, Small Business  
Hosted by Shasta College
January 9, 2015

Workforce & Economic Development Division  
California Community Colleges Chancellor’s Office  
1102 Q Street  
Sacramento, CA 95811

Dear Grant Administrator:

The Highway 108 FireSafe Council recognizes that our time is valuable, and we would like to support the 21st Century Soft Skills project for workforce development through the contribution of time. Our Board of Directors commits to partnering with the 21st Century Soft Skills project to strengthen students’ soft skills to address employment opportunities for our region.

Our non-profit organization will work with our education partners and specifically contribute to the development of soft skills by committing to the following:

Providing students with a form of workplace learning including job shadowing, paid or unpaid internships, virtual and group experiences, or paid part-time and/or summer employment.

Annual commitment is an estimate calculated by: Number of Students hosted annually X Hours hosted at site X $50/hour = Company’s in-kind, volunteer contribution.

Using the above formula, The Highway 108 FireSafe Council’s in-kind annual contribution to this two-year project is estimated to be $4000.

We are committed to working with community college educators to improve students’ soft skills attainment and assist in preparing qualified individuals for future employment.

Sincerely,

[Signature]

GLENN GOTTSCHALL  
President  
Highway 108 FireSafe Council
January 15, 2015

Workforce & Economic Development Division  
California Community Colleges Chancellor's Office  
1102 Q Street  
Sacramento, CA 95811

Dear Grant Administrator:

Mother Lode Workforce Investment Board is in support of the 21st Century Soft Skills project for workforce development. Our Board commits to partnering with Columbia College through the 21st Century Soft Skills project to strengthen students' soft skills to address employment opportunities for our region, to assist in connecting student's to work-based learning opportunities and to increase their knowledge of emerging and in demand job opportunities. This work aligns with our recently completed strategic plan and our on-going commitment to the partnerships that support and sustain the successful accomplishment of this plan.

The Mother Lode Workforce Investment Board and Columbia College have a long and established partnership and we will continue to work to support the development of soft skills training We will support an agreement and engage in a partnership to:

1. Providing students with a form of workplace learning including job shadowing, paid or unpaid internships, virtual and group experiences, or paid part-time and/or summer employment.

2. Serving on an advisory committee for the program that identifies essential job requirements and competencies, and identifies industry-valued skills credentials.

3. Coordinate with education and business partners to develop workplace learning (e.g., job shadowing, paid or unpaid internships, virtual and group experiences, and paid part-time and/or summer employment) opportunities for students enrolled in a career pathways program;

4. Help to organize and establish a speaker’s network providing classrooms and students with opportunities for workplace visits, volunteer speakers for classrooms and events, mentors for participating students, and externships for teachers and community college faculty;

5. Collaborate with County Schools and Columbia College to align resources and services with CTE and Career Pathways program curriculums, course offerings and other resources; and

6. Align and integrate our workforce programs and services with the career pathways program.

As articulated in our strategic plan, our goal is that every student in our local workforce investment area will graduate prepared for college and/or careers, and will seamlessly transition between high school and post-secondary education or training programs to gainful employment. Our youth resources are committed to this end, and we very much look forward to being a part of this partnership and working together toward the achievement of our joint goals.

Sincerely,

Jeff Dickason  
Executive Director
January 12, 2015

Workforce & Economic Development Division
California Community Colleges Chancellor’s Office
1102 Q Street
Sacramento, CA 95811

Dear Grant Administrator:

Black Oak Casino Resort recognizes that our time is valuable, and we would like to support the 21st Century Soft Skills project for workforce development through the contribution of time. Our management commits to partnering with the 21st Century Soft Skills project to strengthen students’ soft skills to address employment opportunities for our region.

Our company will continue to work with our education partners and specifically contribute to the development of soft skills by committing to one or both of the following:

1. Providing students with a form of workplace learning including job shadowing, paid or unpaid internships, virtual and group experiences, or paid part-time and/or summer employment.
2. Serving on an advisory committee for the program that identifies essential job requirements and competencies, and identifies industry-valued skills credentials.

We are committed to working with community college educators to improve students’ soft skills attainment and assist in preparing qualified individuals for our company and overall workforce.

Sincerely,

[Signature]

Andee Houser, PHR
Human Resources Manager
Black Oak Casino Resort
209.928.9416 O
209.770.7339 C
209.928.9301 F
ahouser@blackoakcasino.com
Workforce & Economic Development Division
California Community Colleges Chancellor’s Office
1102 Q Street
Sacramento, CA 95811

1/20/2015

Dear Grant Administrator:

Executopia recognizes that our time is valuable, and we would like to support the 21st Century Soft Skills project for workforce development through the contribution of time. Our management commits to partnering with the 21st Century Soft Skills project to strengthen students’ soft skills to address employment opportunities for our region.

Our company will continue to work with our education partners and specifically contribute to the development of soft skills by committing to one or both of the following:

1. Work to provide students to participate in a form of workplace learning, including job shadowing, paid or unpaid internships, virtual and group experiences, and paid part-time and/or summer employment;
2. Serve on an advisory committee for the sector that identifies essential job requirements and competencies and identifies industry-valued skills credentials.

Annual commitment is an estimate calculated by:

Number of Students hosted annually X Hours hosted at site X $50/hour = Company’s in-kind, voluntary contribution.

Using the above formula, Executopia’s (Company/Organization) in-kind annual commitment to this two-year project will be $1250.

We are committed to working with community college educators to improve students’ soft skills attainment and assist in preparing a qualified workforce for our company and overall workforce.

Sincerely,

Dana Masih
Founder/Director
January 22, 2015

Workforce & Economic Development Division
California Community Colleges Chancellor’s Office
1102 Q Street
Sacramento, CA 95811

Dear Grant Administrator:

Nakoma Golf Resort & Spa supports the 21st Century Soft Skills project for workforce development through the contribution of time. Our management commits to partnering with the 21st Century Soft Skills project to strengthen students’ soft skills so they can take advantage of employment opportunities in our region.

Our company will continue to work with our education partners and contribute to the development of soft skills by committing to one or both of the following:

1. Provide students the opportunity to participate in a form of workplace learning, including job shadowing, paid or unpaid internships, virtual and group experiences, and paid part-time and/or summer employment;
2. Serve on an advisory committee for the sector that identifies essential job requirements and competencies and identifies industry-valued skills credentials.

Annual commitment is an estimate calculated by:

Number of Students hosted annually X Hours hosted at site X $50/hour = Company’s in-kind, voluntary contribution.

Using the above formula, Nakoma’s In-kind annual commitment to this two-year project will be up to $24,000 based on 2 students/high season (3 mos) x 20 hours/week.

We are committed to working with community college educators to improve students’ soft skills and prepare students to be part of a qualified workforce for our company and any other future work opportunity they encounter.

Sincerely,

Dan Gallagher
General Manager
Nakoma Golf Resort & Spa
January 22, 2015

Workforce & Economic Development Division
California Community Colleges Chancellor’s Office
1102 Q Street
Sacramento, CA 95811

Dear Grant Administrator,

Mohawk Community Resource Center (MCRC) recognizes that our time is valuable, and we would like to support the 21st Century Soft Skills project for workforce development through the contribution of time. Our management commits to partnering with the 21st Century Soft Skills project to strengthen students’ soft skills to address employment opportunities for our region.

Our organization will continue to work with our education partners and specifically contribute to the development of soft skills by committing to one or both of the following:

1. Work to provide students opportunities to participate in a form of workplace learning, including job shadowing, paid or unpaid internships, virtual and group experiences, and paid part-time and/or summer employment;
2. Serve on an advisory committee for the sector that identifies essential job requirements and competencies and identifies industry-valued skills credentials.

Annual commitment is an estimate calculated by:

Number of Students hosted annually X Hours hosted at site X $50/hour = Company’s in-kind, voluntary contribution.

Using the above formula, MCRC’s in-kind annual commitment to this two-year project will be $2000.

We are committed to working with community college educators to improve students’ soft skills attainment and assist in preparing a qualified workforce for our company and overall workforce.

Sincerely,

Heidi Rose
Coordinator
Mohawk Community Resource Center
January 20, 2015

Workforce & Economic Development Division  
California Community Colleges Chancellor’s Office  
1102 Q Street  
Sacramento, CA 95811

Dear Grant Administrator:

Plumas Arts recognizes that our time is valuable, and we would like to support the 21st Century Soft Skills project for workforce development through the contribution of time. Our management commits to partnering with the 21st Century Soft Skills project to strengthen students’ soft skills to address employment opportunities for our region.

Our company will continue to work with our education partners and specifically contribute to the development of soft skills by committing to one or both of the following:

1. Work to provide students an opportunity to participate in a form of workplace learning, including job shadowing, paid or unpaid internships, virtual and group experiences;
2. Serve on an advisory committee for the sector that identifies essential job requirements and competencies and identifies industry-valued skills credentials.

Annual commitment is an estimate calculated by:

Number of Students hosted annually X Hours hosted at site X $50/hour = Company’s in-kind, voluntary contribution.

Using the above formula, Plumas Arts’ (Company/Organization) in-kind annual commitment to this two-year project will be $2,000.

We are committed to working with community college educators to improve students’ soft skills attainment and assist in preparing a qualified workforce for our company and overall workforce.

Sincerely,

Roxanne I. Valladao

Roxanne Valladao, Executive Director, Plumas Arts
PO Box 1564
Quincy, CA 95971

Workforce & Economic Development Division
California Community Colleges Chancellor’s Office
1102 Q Street
Sacramento, CA 95811

Dear Grant Administrator:

High Altitude Harvest recognizes that our time is valuable, and we would like to support the 21st Century Soft Skills project for workforce development through the contribution of time. Our management commits to partnering with the 21st Century Soft Skills project to strengthen students’ soft skills to address employment opportunities for our region.

Our company will continue to work with our education partners and specifically contribute to the development of soft skills by committing to one or both of the following:
- Work to provide students to participate in a form of workplace learning, including job shadowing, paid or unpaid internships, virtual and group experiences, and paid part-time and/or summer employment;
- Serve on an advisory committee for the sector that identifies essential job requirements and competencies and identifies industry-valued skills credentials.

Annual commitment is an estimate calculated by:

Number of Students hosted annually X Hours hosted at site X $50/hour = Company’s in-kind, voluntary contribution.

Using the above formula, High Altitude Harvest’s in-kind annual commitment to this two-year project will be $1000.

We are committed to working with community college educators to improve students’ soft skills attainment and assist in preparing a qualified workforce for our company and overall workforce.

Sincerely,

[Signature]

Elizabeth Powell
Owner
January 9, 2015

Workforce & Economic Development Division
California Community Colleges Chancellor's Office
1102 Q Street
Sacramento, CA 95811

Dear Grant Administrator:

Pangaea (Company/Organization) recognizes that our time is valuable, and we would like to support the 21st Century Soft Skills project for workforce development through the contribution of time. Our management commits to partnering with the 21st Century Soft Skills project to strengthen students' soft skills to address employment opportunities for our region.

Our company will continue to work with our education partners and specifically contribute to the development of soft skills by committing to one or both of the following:

1. Work to provide students to participate in a form of workplace learning, including job shadowing, paid or unpaid internships, virtual and group experiences, and paid part-time and/or summer employment;
2. Serve on an advisory committee for the sector that identifies essential job requirements and competencies and identifies industry-valued skills credentials;

Annual commitment is an estimate calculated by:

Number of Students hosted annually X Hours hosted at site X $50/hour = Company's in-kind, volunteer

Using the above formula, Pangaea's (Company/Organization) in-kind annual commitment to this two-year project will be $4,000.00.

We are committed to working with community college educators to improve students' soft skills attainment and assist in preparing a qualified workforce for our company and overall workforce.

Sincerely,

Title
Owner, Pangaea Cafe & Pub

57
January 22, 2015

Workforce and Economic Development Division
California Community Colleges Chancellor’s Office
1102 Q Street
Sacramento, CA 95811

Dear Grant Administrator:

The Plumas Audubon Society recognizes that time is valuable, and we would like to support the 21st Century Soft Skills project for workforce development through the contribution of time. We have committed to partnering with the 21st Century Soft Skills project to strengthen students’ soft skills to address employment opportunities for our region.

Our company will continue to work with our education partners and specifically contribute to the development of soft skills by:

- Providing students opportunities for workplace learning, including job shadowing, internships, group experiences, and/or summer employment;
- Serving on an advisory committee for the environmental sector that identifies essential job requirements and competencies and identifies industry-valued skills and credentials.

Our annual commitment is an estimate based on the number of students that we host annually and the number of hours that they our hosted. The Plumas Audubon Society’s in-kind annual commitment to this two-year project will be at least $2,000.

We are committed to working with community college educators to improve students’ soft skills attainment and assist in preparing a qualified workforce for the environmental workforce.

Sincerely,

[Signature]
David Arsenault
Executive Director
Date January 13, 2015

Workforce & Economic Development Division  
California Community Colleges Chancellor’s Office  
1102 Q Street  
Sacramento, CA  95811

Dear Grant Administrator:

Eastern Plumas Chamber of Commerce recognizes that our time is valuable, and we would like to support the 21st Century Soft Skills project for workforce development through the contribution of time. Our management commits to partnering with the 21st Century Soft Skills project to strengthen students’ soft skills to address employment opportunities for our region.

Our company will continue to work with our education partners and specifically contribute to the development of soft skills by committing to one or both of the following:

1. Work to provide students to participate in a form of workplace learning, including job shadowing, paid or unpaid internships, virtual and group experiences, and paid part-time and/or summer employment;

2. Serve on an advisory committee for the sector that identifies essential job requirements and competencies and identifies industry-valued skills credentials.

We are committed to working with community college educators to improve students’ soft skills attainment and assist in preparing a qualified workforce for our company and overall workforce.

Sincerely,

Audrey Ellis

Audrey Ellis (Executive Director)
January 22, 2015

Workforce & Economic Development Division
California Community Colleges Chancellor’s Office
1102 Q Street
Sacramento, CA 95811

Dear Grant Administrator:

Mann Packing Co. would like to support the 21st Century Soft Skills project for workforce development through the contribution of time. Our management commits to partnering with the 21st Century Soft Skills project to strengthen students’ soft skills to address employment opportunities for our region.

Our company will continue to work with our education partners and specifically contribute to the development of soft skills by committing to one or both of the following:

1. Providing students with a form of workplace learning including job shadowing, paid or unpaid internships, virtual and group experiences, or paid part-time and/or summer employment.
2. Serving on an advisory committee for the program that identifies essential job requirements and competencies, and identifies industry-valued skills credentials.

Annual commitment is an estimate calculated by:

Up to three (3) Students hosted annually equaling up to 1,200 hours hosted at site X $50/hour = $60,000.00 Company’s in-kind, volunteer contribution.

Using the above formula, Mann Packing’s in-kind annual contribution to this two-year project will be up to $60,000.00.

We are committed to working with community college educators to improve students’ soft skills attainment and assist in preparing qualified individuals for our company and overall workforce.

Sincerely,

Deborah Tangonan
Human Resource Manager

Mann Packing Co., Inc. • P.O. Box 690 • Salinas, CA 93902-0690 • T: 831-422-7405 • F: 831-422-1131 • veggiesmadeeasy.com
January 22, 2015

Workforce & Economic Development Division
California Community Colleges Chancellor’s Office
1102 Q Street
Sacramento, CA 95811

Dear Grant Administrator:

ALBA would like to support the 21st Century Soft Skills project for workforce development through the contribution of time. Our management commits to partnering with the 21st Century Soft Skills project to strengthen students’ soft skills to address employment opportunities for our region.

Our company will continue to work with our education partners and specifically contribute to the development of soft skills by committing to one or both of the following:

1. Providing students with a form of workplace learning including job shadowing, paid or unpaid internships, virtual and group experiences, or paid part-time and/or summer employment.
2. Serving on an advisory committee for the program that identifies essential job requirements and competencies, and identifies industry-valued skills credentials.

Annual commitment is an estimate calculated by:

Number of Students hosted annually X Hours hosted at site X $50/hour - Company’s in-kind, volunteer contribution.

Using the above formula, 2 students from Hartnell College AIT department will work for 80 hour paid internship with ALBA in-kind annual contribution to this two-year project will be $8,000 per year.

We are committed to working with community college educators to improve students’ soft skills attainment and assist in preparing qualified individuals for our company and overall workforce.

Sincerely,

Christopher Brown
Executive Director
1/22/15

Workforce & Economic Development Division
California Community Colleges Chancellor’s Office
1102 Q Street
Sacramento, CA 95811

Dear Grant Administrator:

Ramsay Highlander recognizes that our time is valuable, and we would like to support the 21st Century Soft Skills project for workforce development through the contribution of time. Our management commits to partnering with the 21st Century Soft Skills project to strengthen students’ soft skills to address employment opportunities for our region.

Our company will continue to work with our education partners and specifically contribute to the development of soft skills by committing to one or both of the following:

1. Providing students with a form of workplace learning including job shadowing, paid or unpaid internships, virtual and group experiences, or paid part-time and/or summer employment.
2. Serving on an advisory committee for the program that identifies essential job requirements and competencies, and identifies industry-valued skills credentials.

Annual commitment is an estimate calculated by:

Number of Students hosted annually X Hours hosted at site X $50/hour = Company’s in-kind, volunteer contribution.

Using the above formula, 2 students from Hartwell College AIT department will work for 80 hour paid internship with Ramsay Highlander in-kind annual contribution to this two-year project will be $8,000 per year.

We are committed to working with community college educators to improve students’ soft skills attainment and assist in preparing qualified individuals for our company and overall workforce.

Sincerely,

Frank J. Macnachy
President / CEO
Ramsay Highlander, Inc.
January 22, 2015

Workforce & Economic Development Division
California Community Colleges Chancellor’s Office
1102 Q Street
Sacramento, CA 95811

Dear Grant Administrator:

Blue River Technology recognizes that our time is valuable, and we would like to support the 21st Century Soft Skills project for workforce development through the contribution of time. Our management commits to partnering with the 21st Century Soft Skills project to strengthen students’ soft skills to address employment opportunities for our region.

Our company will continue to work with our education partners and specifically contribute to the development of soft skills by committing to one or both of the following:

1. Providing students with a form of workplace learning including job shadowing, paid or unpaid internships, virtual and group experiences, or paid part-time and/or summer employment.
2. Serving on an advisory committee for the program that identifies essential job requirements and competencies, and identifies industry-valued skills credentials.

Annual commitment is an estimate calculated by:

Number of Students hosted annually \( \times \) Hours hosted at site \( \times \) $50/hour = Company’s in-kind, volunteer contribution.

Using the above formula Blue River Technology’s in-kind annual contribution to this two-year project will be $1,000 per year.

We are committed to working with community college educators to improve students’ soft skills attainment and assist in preparing qualified individuals for our company and overall workforce.

Sincerely,

[Signature]

Jorge Heraud
CEO
Blue River Technology
January 20, 2015

Workforce & Economic Development Division
California Community Colleges Chancellor's Office
1102 Q Street
Sacramento, CA 95811

Dear Grant Administrator:

Lassen Family Services, Inc. recognizes that our time is valuable, and we would like to support the 21st Century Soft Skills project for workforce development through the contribution of time. Our management commits to partnering with the 21st Century Soft Skills project to strengthen students' soft skills to address employment opportunities for our region.

Our company will continue to work with our education partners and specifically contribute to the development of soft skills by committing to working to provide students to participate in a form of workplace learning, including job shadowing, paid or unpaid internships, virtual and group experiences, or paid part-time and/or summer employment.

Annual commitment is an estimate calculated by:

Number of Students hosted annually X Hours hosted at site X $50/hour = Company's in-kind, volunteer contributions

Lassen Family Services will work towards providing 10 hours per week for two students for two years. If this occurs, using the above formula, our in-kind annual commitment to this two-year project will be $52,000.

We are committed to working with community college educators to improve students' soft skills attainment and assist in preparing a qualified workforce for our company and overall workforce.

Sincerely,

Melissa Downing
Executive Director
Lassen Family Services, Inc.

/mkd
January 16, 2015

Workforce & Economic Development Division
California Community Colleges Chancellor’s Office
1102 Q Street
Sacramento, CA 95811

Dear Grant Administrator:

The Lassen Community College Digital Graphic Design Advisory Board recognizes that our time is valuable, and we would like to support the 21st Century Soft Skills project for workforce development through the contribution of time. Our management commits to partnering with the 21st Century Soft Skills project to strengthen students’ soft skills to address employment opportunities for our region.

Our board will continue to work with our education partners and specifically contribute to the development of soft skills by committing to serving on an advisory committee for the sector that identifies essential job requirements and competencies and identifies industry-valued skills credentials. Advisory board member time devoted to these efforts including providing work based learning opportunities for students, curriculum review and input, and select board members attendance of related meetings or trainings, is calculated at an annual contribution of 500 in-kind volunteer hours, or $25,000 at a rate of $50/hr.

We are committed to working with community college educators to improve students’ soft skills attainment and assist in preparing a qualified workforce for our company and overall workforce.

Sincerely,

Lori Collier
Chairman, Digital Graphic Design Program Advisory Board
Lassen Community College
January 16, 2015

Workforce & Economic Development Division
California Community Colleges Chancellor's Office
1102 Q Street
Sacramento, CA 95811

Dear Grant Administrator:

Crossroads Ministries recognizes that our time is valuable, and we would like to support the 21st Century Soft Skills project for workforce development through the contribution of time. Our management commits to partnering with the 21st Century Soft Skills project to strengthen students' soft skills to address employment opportunities for our region.

Our company will continue to work with our education partners and specifically contribute to the development of soft skills by committing to working to provide students to participate in a form of workplace learning, including job shadowing, paid or unpaid internships, virtual and group experiences, and paid part-time and/or summer employment.

Annual commitment is an estimate calculated by:

Number of Students hosted annually X Hours hosted at site X $50/hour = Company's in-kind, volunteer contributions

Using the above formula, Crossroads Ministries in-kind annual commitment to this two-year project will be $24,000.

We are committed to working with community college educators to improve students' soft skills attainment and assist in preparing a qualified workforce for our company and overall workforce.

Sincerely,

Crossroads Ministries

Cheri Farrell, Executive Director
January 16, 2015

Workforce & Economic Development Division
California Community Colleges Chancellor’s Office
1102 Q Street
Sacramento, CA 95811

Dear Grant Administrator:

Westwood Family Resource Center recognizes that our time is valuable, and we would like to support the 21st Century Soft Skills project for workforce development through the contribution of time. Our management commits to partnering with the 21st Century Soft Skills project to strengthen students’ soft skills to address employment opportunities for our region.

Our company will continue to work with our education partners and specifically contribute to the development of soft skills by committing to the following:

1. Work to provide students to participate in a form of workplace learning, including job shadowing, paid or unpaid internships, virtual and group experiences, and paid part-time and/or summer employment;

Annual commitment is an estimate calculated by:

Number of Students hosted annually X Hours hosted at site X $50/hour = Company’s in-kind, volunteer contributions

Using the above formula, Westwood Family Resource Center’s in-kind annual commitment to this two-year project will be $12,000.

We are committed to working with community college educators to improve students’ soft skills attainment and assist in preparing a qualified workforce for our company and overall workforce.

Sincerely,

[Signature]
Desiree Naseath
Director
Westwood Family Resource Center
January 16, 2015

Workforce & Economic Development Division
California Community Colleges Chancellor’s Office
1102 Q Street
Sacramento, CA 95811

Dear Grant Administrator:

Leap Ahead Learning Center recognizes that our time is valuable, and we would like to support the 21st Century Soft Skills project for workforce development through the contribution of time. Our management commits to partnering with the 21st Century Soft Skills project to strengthen students’ soft skills to address employment opportunities for our region.

Our company will continue to work with our education partners and specifically contribute to the development of soft skills by committing to provide students to participate in a form of workplace learning, including job shadowing, paid or unpaid internships, virtual and group experiences, and paid part-time and/or summer employment.

Annual commitment is an estimate calculated by:

Number of Students hosted annually X Hours hosted at site X $50/hour = Company’s in-kind, volunteer contributions

Using the above formula, Leap Ahead Learning’s in-kind annual commitment to this two-year project will be $15,000.

We are committed to working with community college educators to improve students’ soft skills attainment and assist in preparing a qualified workforce for our company and overall workforce.

Sincerely,

Tambra Boules
Director/Owner
(530) 252-6100
January 19th, 2015

Workforce & Economic Development Division
California Community Colleges Chancellor’s Office
1102 Q Street
Sacramento, CA 95811

Dear Grant Administrator:

FuelBox Inc. recognizes that our time is valuable, and we would like to support the 21st Century Soft Skills project for workforce development through the contribution of time. Our management commits to partnering with the 21st Century Soft Skills project to strengthen students’ soft skills to address employment opportunities for our region.

Our company will continue to work with our education partners and specifically contribute to the development of soft skills by committing to one or both of the following:

1. Providing students with a form of workplace learning including job shadowing, paid or unpaid internships, virtual and group experiences, or paid part-time and/or summer employment.
2. Serving on an advisory committee for the program that identifies essential job requirements and competencies, and identifies industry-valued skills credentials.

Annual commitment is an estimate calculated by:

Number of Students hosted annually X Hours hosted at site X $50/hour = Company’s in-kind, volunteer contribution.

Using the above formula, FuelBox Inc.’s in-kind annual contribution to this two-year project will be approximately $96,000.

We are committed to working with community college educators to improve students’ soft skills attainment and assist in preparing qualified individuals for our company and overall workforce!

Sincerely,

Dan Friedman

Co-founder & Chief Marketing Officer
Dan.Friedman@MyFuelBox.com
818.665.6178
www.MyFuelBox.com
January 19, 2015

Workforce & Economic Development Division
California Community Colleges Chancellor’s Office
1102 Q Street
Sacramento, CA 95811

Dear Grant Administrator:

DeDominic & Associates recognizes that our time is valuable, and we would like to support the 21st Century Soft Skills project for workforce development through the contribution of time. Our management commits to partnering with the 21st Century Soft Skills project to strengthen students’ soft skills to address employment opportunities for our region.

Our company will continue to work with our education partners and specifically contribute to the development of soft skills by committing to both of the following:

1. Providing students with a form of workplace learning including job shadowing, paid or unpaid internships, virtual and group experiences, or paid part-time and/or summer employment.
2. Serving on an advisory committee for the program that identifies essential job requirements and competencies, and identifies industry-valued skills credentials.

Annual commitment is an estimate calculated by:

500 hours/year (10 hrs. per week)

Number of Students hosted annually X Hours hosted at site X $50/hour = Company’s in-kind, volunteer contribution.

Using the above formula, DeDominic & Associates in-kind annual contribution to this two-year project will be $50,000.

We are committed to working with community college educators to improve students’ soft skills attainment and assist in preparing qualified individuals for our company and overall workforce.

Sincerely,

Patty DeDominic
DeDominic & Associates
Managing Partner
Contact:
805-565-9967
2353 East Valley Road
Santa Barbara, CA 93108

www.dedominic.com
January 19, 2015

Workforce & Economic Development Division
California Community Colleges Chancellor's Office
1102 Q Street
Sacramento, CA 95811

Dear Grant Administrator:

The Women’s Community Business Network (WCBN) recognizes that our time is valuable, and we would like to support the 21st Century Soft Skills project for workforce development through the contribution of time. Our management commits to partnering with the 21st Century Soft Skills project to strengthen students’ soft skills to address employment opportunities for our region.

Our company will continue to work with our education partners and specifically contribute to the development of soft skills by committing to one or both of the following:

1. Providing students with a form of workplace learning including job shadowing, paid or unpaid internships, virtual and group experiences, or paid part-time and/or summer employment.
2. Serving on an advisory committee for the program that identifies essential job requirements and competencies, and identifies industry-valued skills credentials.

Annual commitment is an estimate calculated by:

Number of Students hosted annually X Hours hosted at site X $50/hour = Company’s in-kind, volunteer contribution.

Using the above formula, WCBN’s (Company/Organization) in-kind annual contribution to this two-year project will be $32,000. [two students @ 10hrs/week x 16 wk semester, x 2 semesters/year = 320 hours/student x 2 = 640 total hrs/year for the program]

We are committed to working with community college educators to improve students' soft skills attainment and assist in preparing qualified individuals for our company and overall workforce.

Sincerely,

Sandy Goe
CEO, Founder
Women’s Community Business Network (WCBN)
www.WCBN.net
January 17, 2015

Workforce & Economic Development Division
California Community Colleges Chancellor's Office
1102 Q Street
Sacramento, CA 95811

Dear Grant Administrator:

The Business Administration Advisory Committee of Santa Rosa Junior College recognizes that the time and resources of our business industry partners are critical to the success of our students. To that end we continue to actively participate in providing real-world input toward both hard and soft skills curriculum for our students, and we continue to support the 21st Century Soft Skills project for workforce development through the contribution of on-site learning opportunities. We remain committed to partnering with the 21st Century Soft Skills project to strengthen our students' soft skills and address critical employment opportunities for Northern California and the Bay Area.

We continue to work with our education partners through bi-annual meetings to specifically identify critical needs and contribute to the development of soft skills by addressing the following:
1. Providing students with a tangible form of workplace learning including job shadowing, paid or unpaid internships, virtual and group experiences, or paid part-time employment
2. Serving on our advisory committee is a diverse group of professionals providing to curriculum input by identifying essential and changing job requirements and skill-sets, as well as industry-valued competencies.

Based on our actual, yet conservative, 2014 estimates, we have calculated the following:
Number of Students hosted annually X Hours hosted at site X $50/hour = Industry Partner in-kind, volunteer contribution.

Using the above formula, 23 students X 125 X $50 = $143,750 in-kind annual contribution in 2014. The two-year project could be $287,500. In actuality, students spent 125-170 hours in internships

We, as an Advisory Committee, remain committed to working with Santa Rosa Junior College educators to improve our students' soft skills attainment understanding that these skills are invaluable to the success of any business and the future of our graduates.

Sincerely,

Tarina Hall
Chair, Business and Office Technology Group
Business Administration Advisory Committee
January 12, 2015

Van Ton-Quinlivan, Vice Chancellor
Workforce & Economic Development Division
California Community Colleges Chancellor’s Office
1102 Q Street, Suite 4554
Sacramento, CA 95811-6549

Dear Vice Chancellor,

On behalf of the Industry Advisory Board of the Southern California Biotechnology Center (SCBC) at San Diego Miramar College, I am writing in support of funding for the Industry-Driven Regional Collaborative - Embedded Soft Skills with Feather River College’s 21st Century Soft Skills project. As industry professionals in executive and supervisory roles across various departments, we remain strong advocates for the incorporation of communication, teamwork, and other soft skills so crucial for success in our highly regulated industry.

The SCBC Industry Advisory Board is comprised of colleagues from 15 companies in the biotech, biopharma, diagnostics, medical laboratory technology, agriculture, and professional staffing sectors. As Board members we volunteer our time to serve as advisors for ongoing education and training gaps analyses to better prepare the biotech and life sciences workforce. We also serve as skills panelists for the review of industry-relevant course content, as mentors for mock job interviews, and as internal champions with our organizations to create internship opportunities for career technical education students.

If funded as proposed, the SCBC Industry Advisory Board commits to support the deliverables of the SCBC subcontract by donating 140 hours of our time (fair cash equivalent value $21,000) over the 24-month grant period to support project objectives as follows: 80 hours for review of curriculum content including meaningful assessments, and 60 hours to serve as interviewers in mock job interviews.

Dr. Slivka and her team are committed to responding to the needs of our industry and we are delighted to collaborate with her in these efforts.

Sincerely,

Rhonda Honeycutt, M.S., Ph.D.
CEO & Founder
Clarity BioSciences, Inc.

Chair, Industry Advisory Board
Southern California Biotechnology Center
@ San Diego Miramar College

Board representatives from ThermoFisher/Life Technologies, Organogenesis, Inc., Explora Biolabs, Cibus LLC, Allele Biotech, Driven Staffing, Beckman, Genoptix, Labcorp, Cirrus Pharmaceuticals, Biocept, Prometheus, Illumina, and Millennium Laboratories
January 8, 2015

Workforce & Economic Development Division
California Community Colleges Chancellor’s Office
1102 Q Street
Sacramento, CA 95811

Dear Grant Administrator:

The San Diego Workforce Partnership recognizes that our time is valuable, and we would like to support the 21st Century Soft Skills project for workforce development through the contribution of time. Here we are committing to partnering with the 21st Century Soft Skills project to strengthen students’ soft skills to address employment opportunities for our region through two partnership programs, The Life Sciences Summer Institute and the Introductory Life Sciences Experience (ILSE).

For the last 10 years, we have coordinated the Life Sciences Summer Institute Summer Internship program. That program includes the Internship Preparation class at S.D. Miramar College that will be using the soft skills. We place over 30 students each summer into paid internships.

Additionally we fund San Diego Miramar Colleges Workplace Learning class that is funded through DOL workforce investment act youth training dollars. Each summer, since 2009 we have committed $20,000 towards this effort.

We are committed to working with community college educators to improve students’ soft skills attainment and assist in preparing qualified individuals for the workforce.

Sincerely,

Erika Arangure
Project Coordinator
San Diego Workforce Partnership
1/14/2015

Workforce & Economic Development Division
California Community Colleges Chancellor’s Office
1102 Q Street
Sacramento, CA 95811

Dear Grant Administrator:

Shasta Colleges Business Advisory Committee recognizes that our time is valuable, and we would like to support the 21st Century Soft Skills project for workforce development through the contribution of time. Our management commits to partnering with the 21st Century Soft Skills project to strengthen students’ soft skills to address employment opportunities for our region.

Our Committee consisting of; Mercy Medical Center, St. Elizabeth’s Hospital, Members First Credit Union, Cornerstone Bank, Aflac and many others will continue to work with our education partners and specifically contribute to the development of soft skills by committing to one or both of the following:

1. Providing students with a form of workplace learning including job shadowing, paid or unpaid internships, virtual and group experiences, or paid part-time and/or summer employment.
2. Serving on an advisory committee for the program that identifies essential job requirements and competencies, and identifies industry-valued skills credentials.

Annual commitment is an estimate calculated by:

Number of Students hosted annually 900 Hours hosted at site X $50/hour = Company’s in-kind, volunteer contribution.

Using the above formula, the advisory members in-kind annual contribution to this two-year project will be $____45,000______.

We are committed to working with community college educators to improve students’ soft skills attainment and assist in preparing qualified individuals for our companies and overall workforce.

Sincerely,


Title: Business Department Coordinator/Advisory Coordinator
Position: Full-time Faculty
Department: Business/Accounting
January 21, 2015

Workforce & Economic Development Division
California Community Colleges Chancellor’s Office
1102 Q Street
Sacramento, CA 95811

Dear Grant Administrator:
Rowell Family Empowerment of No. CA. (RFENC) recognizes that our time is valuable, and we would like to support the 21st Century Soft Skills project for workforce development through the contribution of time. Our management commits to partnering with the 21st Century Soft Skills project to strengthen students’ soft skills to address employment opportunities for our region.

Our company will continue to work with our education partners and specifically contribute to the development of soft skills by committing to one or both of the following:

1. Providing students with a form of workplace learning including job shadowing, paid or unpaid internships, virtual and group experiences, or paid part-time and/or summer employment.
2. Serving on an advisory committee for the program that identifies essential job requirements and competencies, and identifies industry-valued skills credentials.

Annual commitment is an estimate calculated by:

4 Students hosted annually 240 Hours; 2 Students hosted for 240 hours hosted at site RFENC $50/hour = Company’s in-kind, volunteer contribution.

Using the above formula RFENC’s in-kind annual contribution to this two-year project will be $24,000.

We are committed to working with community college educators to improve students’ soft skills attainment and assist in preparing qualified individuals for our company and overall workforce.

Sincerely,

Kat Lowrance
Executive Director
Rowell Family Empowerment
January 21, 2015

Workforce & Economic Development Division
California Community Colleges Chancellor’s Office
1102 Q Street
Sacramento, CA 95811

Dear Grant Administrator:

Anderson Partnership for Healthy Children (APHC) and Anderson Teen Center, programs of the Child Abuse Prevention Coordinating Council (CAPCC) recognize that our time is valuable, and we would like to support the 21st Century Soft Skills project for workforce development through the contribution of time. Our management commits to partnering with the 21st Century Soft Skills project to strengthen students’ soft skills to address employment opportunities for our region.

Our company will continue to work with our education partners and specifically contribute to the development of soft skills by committing to one or both of the following:

1. Providing students with a form of workplace learning including job shadowing, paid or unpaid internships, virtual and group experiences, or paid part-time and/or summer employment.
2. Serving on an advisory committee for the program that identifies essential job requirements and competencies, and identifies industry-valued skills credentials.

Annual commitment is an estimate calculated by:

Number of Students hosted annually X Hours hosted at site X $50/hour = Company’s in-kind, volunteer contribution.

Using the above formula, APHC, CAPCC and Anderson Teen Center’s in-kind annual contribution to this two-year project will be $31,200.

We are committed to working with community college educators to improve students' soft skills attainment and assist in preparing qualified individuals for our company and overall workforce.

Sincerely,

Barbara Jackson
Project Director
CAPCC/APHC
Anderson Teen Center
January 21, 2015

Workforce & Economic Development Division
California Community Colleges Chancellor’s Office
1102 Q Street
Sacramento, CA  95811

Dear Grant Administrator:

Women’s Health Specialists recognizes that our time is valuable, and we would like to support the 21st Century Soft Skills project for workforce development through the contribution of time. Our management commits to partnering with the 21st Century Soft Skills project to strengthen students’ soft skills to address employment opportunities for our region.

Women’s Health Specialists will continue to work with our education partners and specifically contribute to the development of soft skills through the following means:

- Women’s Health Specialists will provide students with a form of workplace learning that includes volunteer opportunities, job shadowing, internship opportunities, group experiences, or paid part-time employment.
- Women’s Health Specialists staff will serve on an advisory committee for the program that identifies essential job requirements and competencies, and identifies industry-valued skills and training.

Women’s Health Specialists’ annual in-kind commitment is an estimate calculated by: Eight Students hosted annually; 20 Hours per each student hosted at the Redding Information and Education office; at $30 per each hour.

Using the above formula, Women’s Health Specialists in-kind annual contribution to this two-year project will be $9,600.00.

We are committed to working with community college educators to improve students’ soft skills attainment and assist in preparing qualified individuals for our company and overall workforce.

Sincerely,

Katrina Cantrell
Associate Executive Director
January 20, 2015

Workforce & Economic Development Division
California Community Colleges Chancellor's Office
1102 Q Street
Sacramento, CA 95811

Dear Grant Administrator:

The Whole Earth and Watershed Festival Executive Committee recognizes that our time is valuable, and we would like to support the 21st Century Soft Skills project for workforce development through the contribution of time. Our organization commits to partnering with the 21st Century Soft Skills project to strengthen students' soft skills to address employment opportunities for our region.

Our organization will continue to work with Shasta College Center for Community Engagement, our education partners and specifically contribute to the development of soft skills by committing to one or both of the following:

1. Providing students with a form of workplace learning including job shadowing, paid or unpaid internships, virtual and group experiences, or paid part-time and/or summer employment.
2. Serving on an advisory committee for the program that identifies essential job requirements and competencies, and identifies industry-valued skills credentials.

Annual commitment is an estimate calculated by:

# of Students hosted annually X Hours hosted at site X $50/hour = company's in-kind, volunteer contribution.

Using the above formula, WEWF Executive Committee’s in-kind annual contribution to this two-year project will be $3000.00.

We are committed to working with community college educators to improve students' soft skills attainment and assist in preparing qualified individuals not only for our organization, but for the overall workforce.

Sincerely,

Peggy Rebol
Whole Earth and Watershed Festival Executive Committee Director
c/o First United Methodist Church
1825 East St.
Redding, California 96001
January 22, 2015

Workforce & Economic Development Division
California Community Colleges Chancellor’s Office
1102 Q Street
Sacramento, CA 95811

Dear Grant Administrator:

The West Valley College Advisory Board members for the Business and Fashion Design programs are willing to make the following in kind match contributions to support the 21st Century Soft Skills project.

Business 78-- Business advisory board in kind match--$2,000.00
Fashion Design 84 Internship in kind match--$84,000.00
Total from West Valley College team---$86,000.00

In sum, our Advisory Board members are committed to working with West Valley College educators and industry partners to improve students’ soft skill attainment and to assist in preparing qualified individuals for the overall workforce.

Sincerely,

Sally Aitken
Fashion Design Instructor

Heidi Diamond
Business & Entrepreneurship Instructor

West Valley College
14000 Fruitvale Avenue
Saratoga, CA 95070
January 13, 2015

Workforce & Economic Development Division
California Community Colleges Chancellor’s Office
1102 Q Street
Sacramento, CA 95811

Dear Grant Administrator:

The West Valley College Business Advisory Board would like to support the 21st Century Soft Skills project for workforce development by contributing our time. We commit to partnering with the 21st Century Soft Skills project to strengthen students' soft skills in order to address employment opportunities in our region.

Our Advisory Board will participate in meetings that will focus on reviewing and identifying essential job requirements, competencies and industry-valued skill credentials for today's 21st Century Workforce.

Our annual commitment will be to convene quarterly advisory board meetings and to provide mentoring to students as needed.

In sum, we are committed to working with West Valley College educators and industry partners to improve students' soft skill attainment and to assist in preparing qualified individuals for the overall workforce.

Sincerely,

Heidi Diamond

Business Advisory Board Chair
West Valley College
14000 Fruitvale Avenue
Saratoga, CA 95070
January 12, 2015

Workforce & Economic Development Division
California Community Colleges Chancellor’s Office
1102 Q Street
Sacramento, CA 95811

Dear Grant Administrator:

I would like to support the 21st Century Soft Skills project for workforce development by contributing my time. I commit to partnering with the 21st Century Soft Skills project to strengthen students’ soft skills in order to address employment opportunities in our region.

I will participate in West Valley College’s Business Advisory Board meetings that will focus on reviewing and identifying essential job requirements, competencies and industry-valued skill credentials for today’s 21st Century Workforce.

My annual commitment will be to attend quarterly advisory board meetings and to provide mentoring to students as needed.

In sum, I am committed to working with West Valley College educators to improve students’ soft skill attainment and to assist in preparing qualified individuals for the overall workforce.

Sincerely,

[Signature]

Sotirios Anemodouras, LL.M., MBA
Attorney at Law/Business Instructor
12/29/14

Workforce & Economic Development Division
California Community Colleges Chancellor’s Office
1102 Q Street
Sacramento, CA 95811

Dear Grant Administrator:

Diamond Capture Group would like to support the 21st Century Soft Skills project for workforce development by contributing our time. We commit to partnering with the 21st Century Soft Skills project to strengthen students’ soft skills in order to address employment opportunities in our region.

Our company will participate in West Valley College’s Business Advisory Board meetings that will focus on reviewing and identifying essential job requirements, competencies and industry-valued skill credentials for today’s 21st Century Workforce.

Our annual commitment will be to attend quarterly advisory board meetings and to provide mentoring to students as needed.

In sum, we are committed to working with West Valley College educators to improve students’ soft skill attainment and to assist in preparing qualified individuals for the overall workforce.

Sincerely,

Wayne Diamond
President
January 9, 2015

Workforce & Economic Development Division
California Community Colleges Chancellor's Office
1102 Q Street
Sacramento, CA 95811

Dear Grant Administrator:

Fountainhead Law Group PC would like to support the 21st Century Soft Skills project for workforce development by contributing our time. We commit to partnering with the 21st Century Soft Skills project to strengthen students' soft skills in order to address employment opportunities in our region.

Our company will participate in West Valley College's Business Advisory Board meetings that will focus on reviewing and identifying essential job requirements, competencies and industry-valued skill credentials for today's 21st Century Workforce.

Our annual commitment will be to attend quarterly advisory board meetings and to provide mentoring to students as needed.

In sum, we are committed to working with West Valley College educators to improve students' soft skill attainment and to assist in preparing qualified individuals for the overall workforce.

Sincerely,

Chad R. Walsh

President & CEO
Fountainhead Law Group PC
January 10, 2015

Workforce & Economic Development Division
California Community Colleges Chancellor’s Office
1102 Q Street
Sacramento, CA 95811

Dear Grant Administrator:

BRG Sports/Giro Sport Design would like to support the 21st Century Soft Skills project for workforce development by contributing our time. We commit to partnering with the 21st Century Soft Skills project to strengthen students’ soft skills in order to address employment opportunities in our region.

Our company will participate in West Valley College’s Fashion Design Advisory Board meetings that will focus on reviewing and identifying essential job requirements, competencies and industry-valued skill credentials for today’s 21st Century Workforce by committing to one or both of the following:

1. Providing students with a form of workplace learning through an internship opportunity.
2. Serving on the fashion Design advisory committee to identify essential workplace skills and competencies.

In sum, we are committed to working with West Valley College educators to improve students’ soft skill attainment and to assist in preparing qualified individuals for the overall workforce.

Sincerely,

Denise M. Kaatz
Senior Technical Developer
Giro Apparel
January 7, 2015

Workforce & Economic Development Division  
California Community Colleges Chancellor's Office  
1102 Q Street  
Sacramento, CA 95811

Dear Grant Administrator:

The Greater San Jose Hispanic Chamber of Commerce would like to support the 21st Century Soft Skills project for workforce development by contributing our time. We commit to partnering with the 21st Century Soft Skills project to strengthen students' soft skills in order to address employment opportunities in our region.

Our organization will participate in West Valley College's Business Advisory Board meetings that will focus on reviewing and identifying essential job requirements, competencies and industry-valued skill credentials for today's 21st Century Workforce.

Our annual commitment will be to attend quarterly advisory board meetings and to provide mentoring to students as needed.

In sum, we are committed to working with West Valley College educators to improve students' soft skill attainment and to assist in preparing qualified individuals for the overall workforce.

Sincerely,

Angie M. Cordona  
President  
Greater San Jose Hispanic Chamber of Commerce
1/12/15

Workforce & Economic Development Division
California Community Colleges Chancellor's Office
1102 Q Street
Sacramento, CA 95811

Dear Grant Administrator:

Illusions Activewear would like to support the 21st Century Soft Skills project for workforce development by contributing our time. We commit to partnering with the 21st Century Soft Skills project to strengthen students' soft skills in order to address employment opportunities in our region.

Our company will participate in West Valley College's Fashion Design Advisory Board meetings that will focus on reviewing and identifying essential job requirements, competencies and industry-valued skill credentials for today's 21st Century Workforce by committing to one or both of the following:

1. Providing students with a form of workplace learning through an internship opportunity.
2. Serving on the fashion Design advisory committee to identify essential workplace skills and competencies.

In sum, we are committed to working with West Valley College educators to improve students' soft skill attainment and to assist in preparing qualified individuals for the overall workforce.

Sincerely,

Shawna Aparicio
Owner
6 January 2015

Workforce & Economic Development Division
California Community Colleges Chancellor's Office
1102 Q Street
Sacramento, CA 95811

Dear Grant Administrator:

Infrastructure Group LLC would like to support the 21st Century Soft Skills project for workforce development by contributing our time. We commit to partnering with the 21st Century Soft Skills project to strengthen students' soft skills in order to address employment opportunities in our region.

Our company will participate in West Valley College's Business Advisory Board meetings that will focus on reviewing and identifying essential job requirements, competencies and industry-valued skill credentials for today's 21st Century Workforce.

Our annual commitment will be to attend quarterly advisory board meetings and to provide mentoring to students as needed.

In sum, we are committed to working with West Valley College educators to improve students' soft skill attainment and to assist in preparing qualified individuals for the overall workforce.

Sincerely,

[Signature]

Edwin M. Oh
Managing Director
January 11, 2015

Workforce & Economic Development Division
California Community Colleges Chancellor’s Office
1102 Q Street
Sacramento, CA 95811

Dear Grant Administrator:

The Mission College Center for Innovation and Technology (MC²IT) would like to support the 21st Century Soft Skills project for workforce development by contributing our time. We commit to partnering with the 21st Century Soft Skills project to strengthen students’ soft skills in order to address employment opportunities in our region.

MC²IT is a nonprofit organization designed to connect community college faculty, students, and programs with companies in Silicon Valley to meet industry’s rapidly changing workforce needs. We believe in the importance of preparing students with all of the skills they will need to be successful and to further the economic strength of California.

Our organization will participate in West Valley College’s Business Advisory Board meetings that will focus on reviewing and identifying essential job requirements, competencies and industry-valued skill credentials for today’s 21st Century Workforce.

Our annual commitment will be to attend quarterly advisory board meetings and to provide mentoring to students as needed.

In sum, we are committed to working with West Valley College educators to improve students’ soft skill attainment and to assist in preparing qualified individuals for the overall workforce.

Sincerely,

Daniel Peck
President
MC²IT
1/9/15

Workforce & Economic Development Division  
California Community Colleges Chancellor's Office  
1102 Q Street  
Sacramento, CA 95811

Dear Grant Administrator:

Rita Bocanegra (Old Navy/Technical Design) would like to support the 21st Century Soft Skills project for workforce development by contributing my time. I commit to partnering with the 21st Century Soft Skills project to strengthen students' soft skills in order to address employment opportunities in our region.

I will participate in West Valley College’s Fashion Design Advisory Board meetings that will focus on reviewing and identifying essential job requirements, competencies and industry-valued skill credentials for today’s 21st Century Workforce by committing to one or both of the following:

1. Providing students with a form of workplace learning through an internship opportunity.
2. Serving on the fashion Design advisory committee to identify essential workplace skills and competencies.

In sum, I am committed to working with West Valley College educators to improve students' soft skill attainment and to assist in preparing qualified individuals for the overall workforce.

Sincerely,

[Signature]

Technical Designer  
Old Navy Active/Performance
January 8, 2015

Workforce & Economic Development Division  
California Community Colleges Chancellor's Office  
1102 Q Street  
Sacramento, CA 95811

Dear Grant Administrator:

Pahl & McCay would like to support the 21st Century Soft Skills project for workforce development by contributing our time. We commit to partnering with the 21st Century Soft Skills project to strengthen students' soft skills in order to address employment opportunities in our region.

Our company will participate in West Valley College's Business Advisory Board meetings that will focus on reviewing and identifying essential job requirements, competencies and industry-valued skill credentials for today's 21st Century Workforce.

Our annual commitment will be to attend quarterly advisory board meetings and to provide mentoring to students as needed.

In sum, we are committed to working with West Valley College educators to improve students' soft skill attainment and to assist in preparing qualified individuals for the overall workforce.

Sincerely,

PAHL & McCAY  
A Professional Law Corporation

Fenn C. Horton III  
Shareholder/Partner
January 6, 2015

Workforce & Economic Development Division  
California Community Colleges Chancellor’s Office  
1102 Q Street  
Sacramento, CA  95811

Dear Grant Administrator:

Umpqua Bank would like to support the 21st Century Soft Skills project for workforce development by contributing our time. We commit to partnering with the 21st Century Soft Skills project to strengthen students’ soft skills in order to address employment opportunities in our region.

Our company will participate in West Valley College’s Business Advisory Board meetings that will focus on reviewing and identifying essential job requirements, competencies and industry-valued skill credentials for today’s 21st Century Workforce.

Our annual commitment will be to attend quarterly advisory board meetings and to provide mentoring to students as needed.

In sum, we are committed to working with West Valley College educators to improve students’ soft skill attainment and to assist in preparing qualified individuals for the overall workforce.

Sincerely,

[Signature]

Charles Yun  
Senior Vice President  
Commercial Banking Center Manager
Partnership and Scalability:

1. The Community of Practice colleges will have the benefit of ready access to all materials related to this grant project. The New World of Work's current website will be expanded to allow for a curriculum download portal and a "faculty lounge" function that will enable real time sharing of feedback, Q&A, and updates. Branded material will be sent to each campus, and printing costs have been included in the stipends for each college, to ensure consistency of look and marketing of the 21st Century Soft Skills program. Video, white paper reports, and narrative will be provided across the cohort and across the state through the Practices with Promise showcase, as well as through marketing housed at the FoundationCCC. The support of the Sector Navigators and DSN’s will allow for sharing of information across industry sectors. Conference presentations including CCCAOE, NACCE, Innovations, and CWA have already promoted the NWoW 21st Century Soft Skills program, and will continue throughout the two year IDRC grant.

2. The broad based research that went into defining the "Top 10" 21st Century Soft Skills, the convening of Skills Panels, and the creation of curriculum modules to align with these findings have resulted in a program that is applicable across industry sectors. Teaching these skills can be done in any academic or workforce development setting because the skills themselves have been recognized as integral professional skills for any type of work. This also allows for broad scalability as the modules can be embedded at any campus and within any current or future course.

3. To enable future scaling, feedback will be gathered from the Community of Practice on the efficacy of an eLearning portal and ePortfolio function to allow for hybrid courses related to 21st Century Soft Skills. These e-resources could potentially be housed within the LaunchPath program. Future funds could allow for the expansion of the program at the secondary level where high school educators could couple the soft skill instruction with internships under the Linked Learning model. In addition, under the new WIOA guidelines, colleges could use soft skills training as a direct way to partner with their local workforce development agencies in providing career preparation training.

Integration and Sustainability:

1. Within the Community of Practice, the majority of classes where the soft skills modules will be incorporated are for-credit courses. Each partner college has expressed support that pending the results of the pilot classes, a wider integration of the modules can be shared across their departments.

2. Sustainability beyond this grant cycle will be achieved through continued sharing of the open-source and free curriculum modules, the availability of 10 Industry recognized soft skills badges accessed through the LaunchPath program, and the further integration of embedded soft skills across pilot college campuses. All trained faculty members through this grant can act as advisors to other faculty and campuses interested in the embedded soft skills curriculum.

3. Sustainability strategies related to this 21st Century Soft Skills project are built into the project itself. All curriculum and videos are available free of charge and therefore can be used into the future without any licensing fees. The success of students within the
program in exhibiting 21st Century Soft Skills within workplace environments will grow the network of employers willing to host students and subsequently employ students. The NWoW Team is currently looking at a partnership with the National Association for Community College Entrepreneurship as a means to grow the 21st Century Soft Skills initiative and leverage funding for future training workshops. In addition, the new WIOA guidelines allow for leveraged funding from workforce development agencies to help co-host embedded soft skills training programs in collaboration with the community college system.

4. Employers have expressed the need for soft skills, but many organizations to not have the time or staffing to provide comprehensive training in these skills. This project will be able to build on current in-house activities occurring at the businesses and organizations that have provided support letters for this application. It will be able to enhance the training activities that occur in these workplaces by allowing students additional time and reflection in order to practice these essential professional skills.