**Unit Strategic Plan**

**2017 - 2019**

**Name of Program/Department:** Center for Workforce Education

**Mission Statement (for the program or department):**

The primary purpose of the Center for Workforce Education (CWFE) is to meet the workforce development needs of business, industry, local governments, and JSCC by providing skills training for in-demand careers, and lifelong learning opportunities through professional development.

**Summary of Access, Productivity and Effectiveness (Including, but not limited to, program load, success rate, retention rate, completion rate, employer surveys, student surveys):**

The Center for Workforce Education is a focal part of the College's mission of achieving excellence in education. Through the years, the department has enjoyed much change and growth.

*Unduplicated Headcount*

|  |  |
| --- | --- |
| FY 2015-16 | 1465 |
| FY 2016-17 **YTD (August)** | 1188 |

Source: Banner

**Vision of CWFE**

* Comprehensive provider of high-quality, affordable, Fast-Track, Career Programs for in-demand careers.
* Provider of high-quality, affordable, professional development for Jefferson State employees.
* Consistent and ongoing marketing that embraces technology, and clearly communicates to the community the value and availability of non-credit training opportunities.
* Financial assistance for students desiring to enroll in Career Programs.
* Career pathways for students who complete non-credit programs to allow for lifelong learning and career advancement.

**Internal Conditions:**

* **Technology:** Flexible Registration (online registration system) is no longer supported by Ellucian – the development vendor. The system is difficult for both students and staff to use. JSCC IT has created and continues to create Argos reports to assist in strengthening the system to provide needed functions and reports.
* **Resources:** Five staff is 100% dedicated to the department. One part-time Career Coach is grant funded. One new part-time Career Program Assistant is currently being recruited. Part-time “Subject Matter Experts” provide additional support for popular/complex Career Programs.
* **Enrollment**: Enrollment remains constant during a time when community college non-credit and credit enrollment nationwide is declining.CCCE is committed to providing the services and environment necessary to assist its students in achieving their educational goals.
* **Facilities:** Office space is attractive and projects a corporate image. Additional classroom space is needed, particularly on both Jefferson County campuses, and the St. Clair – Pell City Campus.
* **Equipment: Most medical lab space is shared with credit programs, sometimes presenting scheduling challenges.**
* **Marketing:** A significant investment has been made in recent years to increase community awareness of non-credit Career Programs. As a result, enrollment remains constant during a time when community college enrollment is declining. Continued investment in marketing is critical to continued success.

**External Conditions:**

* **State fiscal constraints:** Lack of increased funding impacts all areas of the College including CWFE .
* **Economic:** Corporate training continues to suffer from the current economic slowdown of the Birmingham metro area and from competition, particularly training providers that do not charge for services.
* **Financial Aid:** Registration fees are *significantly less* than for-profit competitors and comparable to other community colleges. Yet, this particular student population struggles to find funding to cover registration.
* **Competition:** Competition from for-profits colleges and online colleges is fierce. Marketing disbursed from these organizations is aggressive and almost constant.

**Accomplishments:**

* Addition of the following new Career Programs: Dialysis Technician, IT Web Coding and Development and Welding.
* Continued growth and offerings in online learning.
* Delivery of customized, contract classes for business and industry.
* Awarding of grant awards and programs delivered including collaborative effort with: the “Women’s Fund of Greater Birmingham” that has received regional and national recognition; and with the AARP Foundation.
* Implementation of the statewide Career Pathways program in coordination with Adult Education.
* Delivery of the State’s only non-credit, dual enrollment program with high schools.
* Increased marketing efforts including a television campaign in 2017.
* Positive financial contribution to the college by covering all staff and benefit expenses through registration revenue.

**2016-17 Unit Goals**

Goal #1: Provide non-credit, short-term skills training and retraining through high quality, Career Programs that supply the local business community with a skilled workforce while offering citizens access to high-demand, entry-level careers.

Objectives for Goal #1:

* Expand IT offerings and further enrich the recent IT programs that were added in late 2017 (full stack web coding, ITAComp, Java).
* Create and deliver a non-credit MSSC CPT program.
* Create and deliver a non-credit carpentry program.
* Create and deliver a non-credit iron-worker program for St. Clair County High Schools in partnership with a local employer Garrison Steel.
* Incorporate Blackboard into at least two Career Programs.

Assessment for Goal #1:

* 1a. Publication of the new program titles on college marketing materials.
* 1b. Publication of the new program titles on college marketing materials.
* 1c. Publication of the new program titles on college marketing materials.
* 1d. Publication of the new program to high schools.
* 1d. Syllabi posted on Blackboard with online assignments.

*Budget*

|  |  |
| --- | --- |
| New programs  Blackboard integration | $11,856 for one new L19 to assist with new program development.  $15,000 Jefferson Campus GWH computer labs update. (Approximate cost for 2 labs).  0 out-of-pocket costs to access software.  $500 for blackboard training for 2 SMEs.  $3,328 for program development and uploading for two programs (40 hours/program X 2 programs).  $2,000 for 12 instructors to attend a half day training session.  TOTAL: $5,828 |

**Goal #2:** Improve access to instructional delivery.

Objectives for Goal #2

* Identify a downtown location in Birmingham to deliver instruction to offer better access to inner city students, and incumbent workers.
* Secure larger classroom space with storage at St. Clair – Pell City as a result of the third-floor buildout.
* Replace the existing online registration system with a more user-friendly program.

Assessment for Goal #2:

* 2a. Publication of the new program titles on college marketing materials.
* 2b. Website updates.

*Budget*

|  |  |
| --- | --- |
| Facilities.  Updated online registration system | Partnership with zero cost to the college/cost covered through registrations.  One new L19 to assist with new program development (Budgeted above).  Included in ACCS’s ERP system. |

**Goal #3:** Create “Career Pathways” by developing Crosswalks from non-credit Career Programs to credit hours through Prior Learning Assessments.

Objectives for Goal #3

* Research and identify a process for evaluating non-credit Career Programs for PLA opportunities.
* Develop at least two PLA opportunities for non-credit Career Programs: Certified Medical Assistant and Certified Nursing Assistant.

Assessment for Goal #3

* 3a. The creation of a committee.
* 3b. Identification of students who have applied for PLA credit.

*Budget*

|  |  |
| --- | --- |
| Committee  PLA requests | $0  $0 out-of-pocket costs. Some additional existing staff time. |

**Goal #4**

* Increase awareness of the training offerings of the Center so as to also increase enrollment and revenue.

Objectives for Goal #4:

* 4a. Implement a marketing plan that includes postcards, advertising, and the creation of a new non-credit program brochure.
* 4b. Research and implement website opportunities to blend credit with non-credit programs for marketing purposes to assist students with career exploration.

Assessments for Goal #4:

* 4a. Copies of marketing materials.
* 4b. Web site online registration system.

*Budget*

|  |  |
| --- | --- |
| Postcards and advertising  Brochures  Website updates | Included in the institutional marketing budget  $2,000  $? |

**Goal #5**: Seek new scholarship funding sources for Career Programs.

Objectives for Goal #5:

* 5a. Participate with Shelby County in the Women’s Fund of Greater Birmingham’s Collaboration Institute to research the creation of an information and referral hub to move single mothers out of poverty through education.
* 5b. Apply for other grants.

Assessment for Goal #5:

* 5a. Team meeting minutes.
* 5b. Completed grant applications.

*Budget*

|  |  |
| --- | --- |
| Collaboration Institute Hub  Grants | $0 Out of Pocket costs (staff time would be required)  $0 Out of Pocket costs (staff time would be required) |

**2017-18 Unit Goals**

Goal #1: Provide non-credit, short-term skills training and retraining through high quality, Career Programs that supply the local business community with a skilled workforce while offering citizens access to high-demand, entry-level careers.

Objectives for Goal #1:

* Create a non-credit logistics program.
* Create a non-credit crafts program.
* Expand Blackboard into at least two more Career Programs.

Assessment for Goal #1:

* 1a. Publication of the new program titles on college marketing materials.
* 1b. Publication of the new program titles on college marketing materials.

*Budget*

|  |  |
| --- | --- |
| Marketing  Blackboard | Included in Institutional Marketing budget  0 out-of-pocket costs to access software  $500 for blackboard training for 2 SMEs  $3,328 for program development and uploading for two programs (40 hours/program X 2 programs)  $2,000 for 12 instructors to attend a half day training session  TOTAL: $5,828 |

**Goal #2:** Improve curriculum and instructional delivery to coordinate teaching strategies and the curriculum with content standards.

Objectives for Goal #2

* Expand offerings of the downtown location in Birmingham to deliver instruction to offer better access to inner city students, and incumbent workers.
* Incorporate Blackboard into at least two additional Career Programs.

Assessment for Goal #2:

* 2a. Publication of the new program titles on college marketing materials.
* 2b. Syllabi posted on Blackboard with online assignments.

*Budget*

|  |  |
| --- | --- |
| Facilities  Blackboard integration | Partnership with zero cost to the college/cost covered through registrations.  0 out-of-pocket costs to access software  $500 for blackboard training for 2 SMEs  $3,328 for program development and uploading for two programs (40 hours/program X 2 programs)  $2,000 for 12 instructors to attend a half day training session  TOTAL: $5,828 |

**Goal #3:** Create true “Career Pathways” by developing Crosswalks from non-credit Career Programs to Credit hours through Prior Learning Assessments.

Objectives for Goal #3

* Develop at least two additional PLA opportunities for non-credit Career Programs.

Assessment for Goal #3

* 3a. Identification of students who have applied for PLA credit.

*Budget*

|  |  |
| --- | --- |
| PLA requests | $0 out-of-pocket costs. Some additional existing staff time. |

**Goal #4**

* Increase awareness of the training offerings of the Center so as to also increase enrollment and revenue.

Objectives for Goal #4:

* 4a. Implement a marketing plan that includes postcards, advertising, and other tools as needed.
* 4b. Create and implement a outreach strategy to meet with employers, local governments, and non-profits to enhance awareness of non-credit training.

Assessments for Goal #4:

* 4a. Copies of marketing materials.
* 4b. Meeting minutes

*Budget*

|  |  |
| --- | --- |
| Postcards and advertising  Meetings | Included in the institutional marketing budget  $0 out of pocket, some staff time |

**Goal #5**: Seek new scholarship funding sources for Career Programs.

Objectives for Goal #5:

* 5a. Continue participation with Shelby County in the Women’s Fund of Greater Birmingham’s Collaboration Institute to research the creation of a information and referral hub to move single mothers out of poverty through education.
* 5b. Apply for other grants.

Assessment for Goal #5:

* 5a. Collaboration Team planning document.
* 5b. Completed grant applications.