**Unit Strategic Plan**

**2021- 2023**

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

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

Mission

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.

Vision

To help individuals realize their educational and professional potential through fast-track training programs.

Values

**Students first**: pacing student development and student success at the core of everything we do

**Customer service:** with all stakeholder both internal and external, providing a customer service experience that is always professional and friendly

**Ownership**: promoting personal responsibility for achieving personal and professional development; setting high expectations, being skilled at assessing needs, and enacting decisions based on data

**Inclusion**: championing for our marginalized populations by offering support, counsel, and being agents for transformational education and student success

**Authenticity**: providing tailored, personalized, and authentic interactions that demonstrate a commitment to honest and transparency, and by modeling and teaching ethical behavior

**Partnerships**: creating intentional partnerships with business and industry and in the community for the purpose of promoting student success and workforce 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*

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| 2019-2020 | 1,050 |
| FY 2020-2021 | 1,132 (\*as of end of August 2021, not end of fiscal year yet) |
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**Vision of Center for Workforce Education**

* Comprehensive provider of high-quality, affordable, Fast-Track, Career Programs for in-demand careers.
* Provider of high-quality, affordable, professional development for local business and industry and 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 with a financial need desiring to enroll in Career Programs.
* Career pathways for students who complete non-credit programs to allow for lifelong learning and career advancement, particularly by returning to JSCC as degree seeking students.
* Creating skilled workers who are aligned with the workforce needs of Region IV in Alabama is our focus.

**Internal Conditions:**

1. **Technology –**

The Center for Workforce Education has two offices – one at the Jefferson Campus and one at the Shelby campus. Both offices have space for staff and classrooms. In 2020, migrated to Banner registrationto mirror the credit registration process.ACCS determined in 2020 that Elevate product will be implemented state-wide for non-credit registration. Currently going through implementation process for the Elevate product with a launch date of November. We will also benefit from the student technology platform TargetX that will be implemented by all colleges statewide.

1. **Budget –** The department covers its own costs through registration fees for classes, and has been able to cover the budget so far for 19-21 despite the pandemic and other external factors.
2. **Staffing –** Six full-time staff is dedicated to the department, with the Coordinator of Student Success and Coordinator of Career Programs role created in late 2020. We are hiring a Training Coordinator in late 2021 per our budget approval. We have two part-time Career Coaches, one is the 2Gen Career Coach for the Women’s Fund initiatives and one is funded by a partnership with Ascension St. Vincent’s. We also have a part-time Clinical Coordinator and 30+ part-time Workforce Education Instructors that deliver the workforce training classes.

Leah Bigbee, Director

Lisa Keenum, Executive Secretary

Michelle Coker, Secretary

Tara Roseberry, Office Manager (Temporary)

Kathi Carr, Office Manager

Britney McClung, Coordinator of Career Programs

Scotty Rainwater, Coordinator of Student Success

TBD, Training Coordinator

1. **Resources –** CWFE continues to actively pursue diverse grant funding from private, state, and federal sources due to no federal financial aid funding for non-credit.
2. **Enrollment –** Enrollment declined over the 2019-2020 and 2020-2021 period with the influx of the COVID-19 pandemic. CWFE is committed to providing the services and environment necessary to assist its students in achieving their skills training goals.
3. **Facilities -** Office space is attractive and projects a corporate image. Additional classroom space is needed, particularly for craft and technical skills training offerings.
4. **Equipment** – A full lineworker training yard was developed in 20-21 on the Jefferson campus. Medical lab equipment has expanded due to grant funding for simulation equipment and medication cart for a new Medication Aid class.Efforts continue to upgrade and modernize workforce classrooms.

**External Conditions:**

1. **State fiscal constraints:** Lack of funding for non-credit area continues to impact the department, non-credit does not have the ease of access for the community that credit department has with Pell Grant and FASFA awards.
2. **Economic:** Corporate training is minimal due to competition, particularly training providers that do not charge for services, and lack of awareness.
3. **Financial Aid:** Registration fees are *significantly less* than for-profit competitors and comparable to other community colleges. Yet, this student population struggles to find funding to cover registration.
4. **Competition:** Competition from for-profits colleges, start-ups, and online colleges is fierce. Marketing disbursed from these organizations is aggressive.
5. **Data access:** Data collection and tracking for the non-credit level state-wide and nationwide remains a challenge, however, with the new Elevate system for non-credit training for ACCS schools, the Center is hopeful data tracking will improve.

**Accomplishments 2019 – 2021**

* Addition of the following new Career Programs: IT Helpdesk, Cybersecurity, Patient Care Technician, Sterile Processing Technician, Lineworker, Heavy Equipment Operator, Medication Aide
* Added medical lab equipment to our Jefferson medical lab thanks to a generous workforce development grant
* Awarded two Appalachian Regional Commission federal grants for skilled training for Lineworker and CDL program
* Successfully took over Jeremiah’s Hope training program from Ascension St. Vincent’s Foundation and expanded fast-track offerings to meet industry healthcare sector needs.
* Began renovations for JSCC Southside project, in partnership with Ascension St. Vincent’s and Childcare Resources, to start training for healthcare roles
* Secured funding for CDL and Heavy Equipment simulator and trailers to provide corporate training and upskilling on simulator equipment.
* Opened dental lab on Shelby Campus to provide access to dental assistant training on campus.
* Pharmacy Tech program was approved and recognized by the Alabama Board of Pharmacy in 2020
* Received Emergency Funding from Community Foundation of Greater Birmingham to assist non-credit students with wraparound support during pandemic.
* Continued growth and offerings in online learning, including many existing programs transitioning to fully online in 2020 (Paralegal, Administrative Medical Assistant are examples)
* Positive financial contribution to the college by covering all staff and benefit expenses through registration revenue.

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| **Unit Goals for 2021 – 2023** |

**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 to include Python, COBOL, and Data Analytics training as community classes
* Create and deliver a CDL Program at our Clanton campus.

Assessment for Goal #1:

* Publication of the new program titles on the College’s marketing materials and website.
* Student enrollment, pass/fail rates, and when applicable, certification rates.

**Goal #2: Finalize renovations on JSCC Southside project and launch training programs in partnership with Ascension St. Vincent’s through Jeremiah’s Hope partnership.**

Objectives for Goal #2:

* Secure grant funding for 2Gen model partnership with Childcare Resources to provide training during the day to families in HeadStart for this new downtown location
* Pilot evening classes for healthcare training for the JSCC Southside location, serving a new community population of Birmingham proper

Assessment for Goal #1:

* Student enrollment, pass/fail rates, and when applicable, certification rates.

**Goal #3: Increase awareness of all the training offerings of the Center to also increase enrollment and revenue.**

Objectives for Goal #3:

* Continue social media paid advertisements in lieu of traditional postcard advertisements.
* Complete Elevate training and create a marketing plan to both reach new and former students on an ongoing basis including “cross selling” similar classes such as IT certifications.
* Utilize TargetX system (implementation date Jan 2022) to reach more community members and track potential students.

Assessments for Goal #3:

* Marketing metrics from Full Measure on social media ad reach and click through rates.
* Increased enrollment.

**Goal #4: Launch programs for Workforce Education center on the Jefferson Campus that will serve as lab and training space for industrial and craft training for the department and college.**

Objectives for Goal #4:

* Expand offerings to create Water Treatment, Safety Training, Multi-Craft Technician Training, Electrical, and HVAC training based on industry input and need from ASPIRE 2030 planning
* Support Capital Campaign initiative launched by the college to secure capital funds for the project

Assessment for Goal #4:

* Student enrollment, pass/fail rates, and when applicable, certification rates.