**City College of San Francisco**

**Strong Workforce Program (SWP) Strategic Plan**

**(2016-2017 to 2018-2019)**

**EXECUTIVE SUMMARY**

INTRODUCTION:

City College of San Francisco (CCSF) has a longstanding commitment to helping students transform their lives through programs and services that help them achieve their educational goals and realize their career aspirations and potential. This commitment is central to CCSF’s mission and “advancing student achievement in meeting educational goals” is clearly stated as the first priority in the institution’s most recent Educational Master Plan (EMP), approved in December 2014.

The CCSF Strong Workforce Program (SWP) Strategic Plan embodies this commitment. Approved in January 2017, the CCSF SWP Strategic Plan provides a three-year guide for how the College can support student achievement and career readiness through the strategic application of a new source of state workforce development funding now available to California community colleges through the California Community Colleges Chancellor’s Office (CCCCO): Strong Workforce Program (SWP) allocations.

Developed through a collaborative process involving faculty, administrators, and classified staff, the CCSF SWP Strategic Plan articulates how CCSF will make decisions about allocating the new multi-year SWP allocations. As outlined in the Plan, these decisions will be made in accordance with the strict accountability measures mandated by the state and in the context of the institutional priorities established through the CCSF EMP and other strategic planning initiatives, such as the College’s Equity Plan, the Student Success and Support Program (SSSP) Plan, the Adult Education Initiative, and the Basic Skills Initiative, as well as CCSF’s current and ongoing efforts to “right-size” the College’s enrollment.

The following document describes the background of the SWP state funding initiative and the planning process undertaken to developing CCSF’s SWP Strategic Plan, in addition to responding to the Local Share Template Application required by the CCCCO. It also describes the priorities and procedures that will guide the College in SWP resource allocation going forward, in order to ensure maximum effectiveness, compliance, and alignment with the institution’s mission, vision, and strategic goals.

BRIEF OVERVIEW OF THE STATE’S STRONG WORKFORCE PROGRAM (SWP) MANDATE:

The Strong Workforce Program (SWP) initiative is a statewide effort to proactively address widely recognized gaps in workforce development in the State of California. According to California Community Colleges Chancellor’s Office (CCCCO), an estimated 1.9 million job openings in California in the next 10 years will require some college or an Associate’s degree. To address this demand, in 2015, the CCCCO convened a SWP Task Force to examine how to strengthen Career and Technical Education (CTE) student success at California’s community colleges, the primary provider of job training in the state. In November 2015, the SWP Task Force issued 25 recommendations, which were then adopted by the state and incorporated into the state budget, starting in 2016.

Through the SWP Program, the state government will now allocate $200 million in annual state funding to California community colleges (CCs), starting in FY 2016-2017. A total of 60 percent of the funding will go to the CC districts and 40 percent will go to regions. In FY 16-17, for example, CCSF is eligible to receive a $2.7 million allocation. The Bay Area region (28 colleges) will also receive $16.6 million.

The SWP Program was designed with built-in accountability measures and performance metrics, which clearly specify the purpose and use of these state funds and provide strict standards for reporting and renewal. General accountability measures are as follows:

* To increase student success during and after CTE (e.g., job placement, retention, wage gain);
* To increase CTE enrollments and completions
* To respond to industry innovation and new skills needed

According to the state’s SWP mandate, all applicants must provide evidenced-based data (e.g., labor market data, industry surveys, current and projected CTE student enrollment and completion figures, etc.) to justify the use of the SWP funds. In addition, all recipients of funding must provide a detailed report on progress on six metrics, including disaggregated data on enrollment, completion, transfer, employment rates (including job retention), employment in the field of study, and earnings. These metrics must be strictly adhered to in order for CC districts to qualify for renewed funding.

SUMMARY OF THE CCSF SWP STRATEGIC PLANNING PROCESS:

The statewide SWP Program initiative provides CCSF with an unprecedented opportunity to strengthen its role in the regional economy and significantly improve its ability to prepare students for the jobs of the future. Specifically, this will allow CCSF to:

* Build capacity to serve more CTE students in deeper ways
* Invest in new courses, programs, and degrees
* Improve work-based learning, employment, and earnings for CCSF students and graduates and work with local Workforce Investment Boards (WIBs)

In order to take advantage of this opportunity, in October 2016, the CCSF Workforce and Economic Development Division convened the first meeting of a CCSF SWP Task Force. This 20+-person task force consisted of a core group of administrators and department chairs appointed by the Chancellor and the Academic Senate, along with wider representation from CTE programs, research, and student services.

The charge of the CCSF SWP Task Force was two-fold. First, the Task Force needed to agree on its purpose and its tasks for the immediate future. Secondly, and most importantly, the Task Force needed to develop a plan for how to handle the SWP allocations for the first year and the remaining two years.

At its first meeting, on October 24, 2016, the Task Force members reviewed the state mandate and accountability measures and performance metrics. They also discussed the important opportunity this new source of funding presented to the College, in terms of strengthening CTE student enrollment and success, addressing current gaps in CTE funding, spurring innovation in CTE offerings, and putting in place a solid infrastructure for supporting CCSF’s regional workforce development impact.

The Task Force members agreed that the preparation of the FY 2016-2017 Local Expenditure Plan, due to the state on January 31, 2017, should be handled by a sub-committee consisting of the SWP Task Force Chairs and the Academic Senate CTE Committee Chairs, with input from the Task Force. Instead, the Task Force’s main charge would be the development of an overarching framework to guide decision making for SWP allocations at CCSF, in alignment with state requirements and CCSF’s strategic goals.

Over the course of four meetings, held between October 24 and December 5, 2016, the Task Force developed the focus and content of the CCSF SWP Strategic Plan and clarified a set of policies and procedures for the College to follow as it prepared for the next SWP allocation, scheduled for July 2017. The Plan would serve as a guideline for the strategic application of SWP funds over the next few years.

The CCSF SWP Strategic Plan was submitted to both the District Chancellor and the Academic Senate for review in early January 2017. It was subsequently approved on January XX, 2017. Going forward, the SWP Task Force will continue to meet quarterly to review and refine the SWP allocation process as needed and ensure that the process is aligned with state accountability measures and College goals.

**SUMMARY OF PLAN**

PURPOSE AND GOALS:

The purpose of the City College of San Francisco (CCSF) Strong Workforce Program (SWP) Strategic Plan is to outline a guiding framework for mission-based SWP decision making at CCSF, in compliance with all state requirements for the use of SWP funds. The SWP Strategic Plan has four main goals:

1. Support all CCSF students in realizing their career aspirations
2. Increase CTE student enrollment, success, and completion
3. Increase CE student work-based learning opportunities and post-CTE student job placement, retention, and wage earnings in their chosen field of study
4. Align CCSF CTE programs and occupational clusters with regional workforce development efforts

RECOMMENDED GUIDELINES:

To support these goals, as well as the institution’s related strategic goals, the CCSF SWP Task Force has identified a set of recommendations to guide the College in its decision making regarding future SWP allocations. Specifically, the Task Force recommended that SWP funds be applied in six key areas:

1. Enrollment: SWP funds will be used to strengthen CTE program outreach and enrollment, as well as to encourage enrollment growth in CCSF occupational clusters.
2. Program Development: SWP funds will be used to strengthen existing CTE programs and occupational clusters at CCSF, addressing gaps in funding from other sources, funding curriculum that has been approved by not yet implemented due to lack of funding, and building ties between CTE instruction and GE academic offerings.
3. Innovation: A portion of SWP funds will be used to seed new CTE programs, based on LMI data.
4. Infrastructure: SWP funds will also be used to strengthen the institutional infrastructure needed to grow CTE programs across the district, including investment in communications, coordination, counseling, data research, internship and job placement, marketing, and outreach to employers, industry associations, and trade unions.
5. Professional Development: SWP funds may also be used on a limited basis to provide professional development training for CCSF faculty, staff, and administrators related to CTE data management and other workforce development topics.
6. One-Time Capital Investments: Each year, SWP funds may be approved to help fund facilities renovation and other capital investments needed to maintain a safe, supportive, and adequate learning environment to support CTE programs and occupational clusters at CCSF.

ELIGIBILITY CRITERIA:

The state mandate for the SWP Program specifies that these funds are to be used to support CTE-related programs and services. CCSF will prioritize established CTE programs in its SWP allocations process. However, all CCSF departments, programs, and services are encouraged to apply if they can demonstrate that they are part of a collaborative project with an existing or proposed CTE program or part of an occupational cluster.

All CCSF departments and program interested in receiving SWP allocations are required to meet the following eligibility criteria:

1. Must respond to priorities identified and vetted through the annual Program Review process
2. Must respond to current or emerging industry needs, as documented by industry and LMI data
3. Must be able to track and provide detailed data on all required state performance metrics
4. Must be willing to participate in internal CCSF evaluations of the SWP-funded programs