



# **Economic Development and Corporate Training (EDCT) Division**

## **Strategic Plan 2010 - 2014**

**EDCT Strategic Planning Committee  
San Bernardino Community College District**

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## **Preamble**

Our new strategic plan refines the mission, vision, and values of the Economic Development and Corporate Training (EDCT) Division. The process of developing EDCT's Strategic Plan has led to the identification of a series of shared initiatives, strategic goals and objectives, and action priorities as the most promising approach for building on current strengths, meeting current and anticipated challenges, and expanding our contributions to the Inland Empire.

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## **EDCT Strategic Plan Development Committee**

### **Members**

1. Robert Levesque, Workforce Development Manager, PDC, and Chair of the Strategic Plan Committee
2. Albert Maniaol, Director, Applied Technologies Training, ATTC
3. Evgeniya Lindstrom, Director, Regional Center of Excellence (COE), EDCT
4. Jamail Carter, Assistant Director, Applied Technologies Training, ATTC
5. Mary Bender, Administrative Secretary, EDCT
6. Matthew Isaac, Executive Director, Economic Development and Corporate Training, SBCCD

**Economic Development and Corporate Training  
San Bernardino Community College District  
Strategic Plan 2010-14**

**Mission**

The mission of the Economic Development and Corporate Training (EDCT) is to stimulate the economic prosperity of the Inland Empire through workforce development. This mission will be achieved by:

- a. offering customized training solutions that meets the human capital development needs of regional employers;
- b. providing innovative job training to the workforce in emerging technologies and high growth areas to foster economic prosperity in the region;
- c. providing labor market intelligence for California community colleges to respond to workforce training needs; and,
- d. building partnerships to obtain local/state/federal funds necessary for preparing a highly skilled workforce through short-term training.

**Vision**

To be the leading regional provider of innovative and responsive training solutions that meet the economic and workforce development needs of the Inland Empire.

**Value Statement**

The EDCT is committed to being an integral and responsive contributor to the economic vitality and workforce development needs of the Inland Empire. We value being proactive in addressing the workforce training needs of businesses by delivering innovative training solutions delivered by qualified, experienced and competent trainers. We believe that our business practices should be based on ethical behavior, serving our customers as they want to be served and respecting diversity in our customers and co-workers.

## **Strategic Directions**

**Goal 1.1:** Enhance collegial consultation and collaboration through an actively functioning Economic Development Coordinating Committee with representatives from academic senates, management, CSEA, PDC and ATTC.

**Goal 2.1:** Maximize the marketing and outreach efforts to serve the short-term job training and retraining needs of the workforce and employers in the geographical service areas of the District as partners with San Bernardino Valley College and Crafton Hills College.

**Goal 3.1:** Forge partnerships with private and public sector organizations and employers to obtain financial resources to develop and provide affordable human capital development services for improving employee job performance and stimulating the economic vitality of this region.

**Goal 4.1:** Sustain and expand the scope of EDCT's nationally recognized Nanotechnology Technicians training program and provide a steady supply of technical talent to enhance job creation in the region.

**Goal 5.1:** Continue efforts to build partnership and leverage funding to sustain and widen the focus and scope of EDCT's Green Technology job training programs in alignment with regional industrial growth trends.

**Goal 6.1:** Seek out economic and workforce development grants in emerging technologies and high growth areas to provide short-term job training for displaced, unemployed, and underemployed workers in our region to supply a skilled workforce.

**Goal 7.1:** Efficiently provide labor market intelligence and environmental scanning services in strategic areas beneficial to regional community colleges as prioritized by the statewide initiative.

**Goal 8.1:** Optimize the entrepreneurial and innovative organizational capability of EDCT and maintain its self-supporting status.

**Goal 9.1:** Ensure that all internal processes and external alliances reflect a sensitivity and respect for diversity.

## Overview of Strategic Directions, Goals, and Alignment with EDCT Plans

District Strategic Directions	District Strategic Goals	Aligned EDCT Goals
1. Institutional Effectiveness (Board Imperative I)	1.1 Implement and integrate decision-making, planning, and resource allocation structures and processes that are collaborative, transparent, evidence-based, effective, and efficient.	<b>1.1:</b> Enhance collegial consultation and collaboration through an actively functioning Economic Development Coordinating Committee with representatives from academic senates, management, CSEA, PDC and ATTC.
2. Learning Centered Institution for Student Access, Retention and Success (Board Imperative II)	2.1 Ensure access to and delivery of programs, services, and support that meet the diverse needs of students, prospective students, and the community. 2.2 Improve student retention, success, and persistence across the district. 2.3 Achieve excellence in teaching and learning at all district sites through professional development and a continuous improvement process.	<b>2.1:</b> Maximize the marketing and outreach efforts to serve the short-term job training and retraining needs of the workforce and employers in the geographical service areas of the District as partners with San Bernardino Valley College and Crafton Hills College. <b>4.1:</b> Sustain and expand the scope of EDCT’s nationally recognized Nanotechnology Technicians training program and provide a steady supply of technical talent to enhance job creation in the region.
3. Resource Management for Efficiency, Effectiveness and Excellence (Board Imperative III)	3.1 Optimize the development, maintenance, and use of resources in accord with applicable plans. 3.2 Provide technology that supports excellence in teaching, learning, and support. 3.3 Effectively manage enrollment across the district through a dynamic balance of identified needs and available resources.	<b>8.1:</b> Optimize the entrepreneurial and innovative organizational capability of EDCT and maintain its self-supporting status.
4. Enhanced and Informed Governance and Leadership (Board Imperative IV)	4.1 Optimize governance structures and processes throughout the district. 4.2 Continuously develop leaders among all groups.	
5. Inclusive Climate	5.1 Value diversity and promote inclusiveness among employees, students, and the community.	<b>9.1:</b> Ensure that all internal processes and external alliances reflect a sensitivity and respect for diversity.
6. Community Collaboration and Value	6.1 Enhance the district’s value and image in the communities. 6.2 Forge partnerships with other academic institutions, governmental agencies, and private industry to support the district’s and colleges’ missions.	<b>3.1:</b> Forge partnerships with private and public sector organizations and employers to obtain financial resources to develop and provide affordable human capital development services for improving employee job performance and

		<p>stimulating the economic vitality of this region.</p> <p><b>5.1:</b> Continue efforts to build partnership and leverage funding to sustain and widen the focus and scope of EDCT’s Green Technology job training programs in alignment with regional industrial growth trends.</p> <p><b>6.1:</b> Seek out economic and workforce development grants in emerging technologies and high growth areas to provide short-term job training for displaced, unemployed, and underemployed workers in our region to supply a skilled workforce.</p> <p><b>7.1:</b> Efficiently provide labor market intelligence and environmental scanning services in strategic areas beneficial to regional community colleges as prioritized by the statewide initiative.</p>
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## EDCT Strategic Directions, Goals and Objectives

**Goal 1.1: Enhance collegial consultation and collaboration through an actively functioning Economic Development Coordinating Committee with representatives from academic senates, management, CSEA, PDC and ATTC.**

<b>Objective</b>	1.1.1: Coordinate periodic meetings of the Economic Development Coordinating Committee and communicate EDCT programs and activities and seek input and support for programs and services.
<b>Activities</b>	Coordinate periodic meetings of the committee Inform and update the committee about the programs and services of the EDCT Seek input and support for economic and workforce development programs and services
<b>Timeline for Objective</b>	2010-11
<b>Point Person for Objective</b>	Executive Director, Economic Development and Corporate Training
<b>Measurement of Progress</b>	Number of committee meetings held Number of programs presented to committee

**Goal 2.1: Maximize the marketing and outreach efforts to serve the short-term job training and retraining needs of the workforce and employers in the geographical service areas of the District as partners with San Bernardino Valley College and Crafton Hills College.**

<b>Objective</b>	2.1.1: Market customized training and professional development programs to the community through various outreach efforts, community events, presentations at events and to the businesses
<b>Activities</b>	Develop and publish a EDCT Newsletter Host public events and attract businesses and general public to the PDC and ATTC Participate in community and regional events Make presentations at public events and conferences locally, regionally and statewide Advertise programs through the media Increase media coverage through newspaper, radio, television, and press releases for all programs. Send bulk mailing for target populations
<b>Timeline for Objective</b>	2011-12
<b>Point Persons for Objective</b>	Executive Director, Director of ATT, Manager of Logistics Tech, Workforce Dev Manager, Asst. Director of ATT & Logistics Coordinator
<b>Measurement of Progress</b>	Number of published Newsletters Number of public events held and participated Presentations made at public events Documentation of advertisements, announcements, and press releases Documentation of mailers Number of featured stories in the media

<b>Goal 3.1: Forge partnerships with private and public sector organizations and employers to obtain financial resources to develop and provide affordable human capital development services for improving employee job performance and stimulating the economic vitality of this region.</b>	
<b>Objective</b>	3.1.1: Evaluate economic and workforce development grant opportunities and develop partnerships with private and public sector organizations in the region.
<b>Activities</b>	Meet with partners and assess their training needs, level of interests, and commitment for the grant project. Ascertain any available resources as collateral for applying for the grant. Negotiate and leverage in-kind contributions.
<b>Timeline for Objective</b>	2011-12
<b>Point Person for Objective</b>	Executive Director, Director of ATT, Workforce Development Manager, Logistics Technology Manager, Manager of CTE Community Collaborative and Director of COE
<b>Measurement of Progress</b>	Number of partnerships developed Number of grants applied

<b>Objective</b>	3.1.2: In collaboration with business and community partners, apply for grants.
<b>Activities</b>	Develop Memorandums of Understanding for partnership with local community organizations. Coordinate meetings with the key stake holders to develop the content of the training programs needed for the grant proposal Identify trained professionals from the partnering industry and specialized faculty and/or professional experts who can assist with the development of the training program content Develop the content in collaboration with the partners
<b>Timeline for Objective</b>	2011-12
<b>Point Person for Objective</b>	Executive Director, Director of ATT, Workforce Development Manager, Logistics Technology Manager, Manager of CTE Community Collaborative and Director of COE
<b>Measurement of Progress</b>	Training programs developed Number of grants applications submitted Grants awarded and the amount Participants recruited Workers trained Employers served

<b>Goal 4.1: Sustain and expand the scope of EDCT's nationally recognized Nanotechnology Technicians training program and provide a steady supply of technical talent to enhance job creation in the region.</b>	
<b>Objective</b>	4.1.1: Search and evaluate economic and workforce development grant opportunities pertaining to Nanotechnology or emerging technologies and apply for grants
<b>Activities</b>	Evaluate viable grant opportunities that would enable us to expand the Nanotechnology Technicians training program. Work with our partners: University of California Bourns College of Engineering (Riverside), Chief Scientist for Nanotechnology from NASA and other business partners to evaluate new grant opportunities. Work with the California Nanotechnology Collaborative Advisory Board to ascertain the scope of programs. Apply for grants
<b>Timeline for Objective</b>	2011-12
<b>Point Person for Objective</b>	Executive Director and Director of ATT
<b>Measurement of Progress</b>	Number of grants applied

<b>Objective</b>	4.1.2: Manage the existing Nanotechnology Technicians training program offered through the NanoCenter and leverage resources to expand the program to fit in with the new growth trends in the nanotechnology industry.
<b>Activities</b>	Leverage resources to continue offering nanotechnology technicians. Obtain new sources of funding to expand the scope of the existing program. Develop new training in partnership with UCR and NASA to address the new trends in the nanotech industry. Submit the newly designed training content to the California Nanotechnology Collaborative Advisory Board for review and approval. Offer the new training along with the existing training to address the need of the industry. Provide a steady supply of technically trained nanotechnology workforce for job creation.
<b>Timeline for Objective</b>	2011-12
<b>Point Person for Objective</b>	Executive Director and Director of ATT
<b>Measurement of Progress</b>	Number of grants applied and received Documentation of training program designed Number of persons trained Number of businesses/companies served

<b>Goal 5.1: Continue efforts to build partnership and leverage funding to sustain and widen the focus and scope of EDCT's Green Technology job training programs in alignment with regional industrial growth trends.</b>	
<b>Objective</b>	5.1.1: Ascertain and evaluate local, statewide and federal economic and workforce development funding opportunities in green technology and apply for grants to train the regional workforce
<b>Activities</b>	Evaluate all emerging funding opportunities for economic and workforce development in the green technology area. Seek out business and community partners for applying for such grant, sub-grantee and contract opportunities. Leverage resources in the community for green workforce training. Apply for green workforce training funds
<b>Timeline for Objective</b>	2010-12
<b>Point Person for Objective</b>	Executive Director, Workforce Development Manager and Director of ATT
<b>Measurement of Progress</b>	Number of grants applied and received

<b>Objective</b>	5.1.2: Obtain grants, sub-grants and contracts for offering green technology workforce training fitting to the regional industrial trends.
<b>Activities</b>	Foster partnerships from the community for seeking green technology grants. In partnership with the industry develop training programs fitting to the regional industrial trends. Apply for grants and contracts In partnership with the County recruit displaced workers Offer green technology training to the workforce
<b>Timeline for Objective</b>	2010-12
<b>Point Person for Objective</b>	Workforce Development Manager, Director of ATT, Director of Center of Excellence and Manager of Logistics Technology
<b>Measurement of Progress</b>	Number of grants applied and received Training programs developed Number of workers trained

<b>Goal 6.1: Seek out economic and workforce development grants in emerging technologies and high growth areas to provide short-term job training for displaced, unemployed, and underemployed workers in our region to supply a skilled workforce.</b>	
<b>Objective</b>	6.1.1: Search and evaluate economic and workforce development grant opportunities in emerging technologies and apply for grants to provide short-term training for incumbent workers and displaced workers
<b>Activities</b>	<p>Review terms and conditions for grants in new and emerging technologies.</p> <p>Seek out potential educational and business partners who can leverage financial and intellectual resources for the project.</p> <p>Negotiate with prospective partners</p> <p>Develop Memorandums of Understanding</p> <p>Identify individuals who have the educational background and industrial experience in assisting us with the development of training content.</p> <p>Develop training programs to be included in the grant application.</p> <p>Develop grant proposals and apply for grants</p>
<b>Timeline for Objective</b>	2010-12
<b>Point Person for Objective</b>	Executive Director, Workforce Development Manager, Director of ATT, Logistics Technology Manager
<b>Measurement of Progress</b>	Grants applied and received

<b>Goal 7.1: Efficiently provide labor market intelligence and environmental scanning services in strategic areas beneficial to regional community colleges as prioritized by the statewide initiative.</b>	
<b>Objective</b>	7.1.1: Identify critical labor market and workforce needs within the service area of the Center of Excellence (COE) and conduct environmental scanning of labor markets and industries to provide labor market information to individual colleges and the region(s).
<b>Activities</b>	<p>Develop partnerships with business and industry associations, economic development organizations, and workforce investment boards to identify the workforce issues and develop the solutions.</p> <p>Identify and select high growth and/or emerging industries and occupations for environmental scanning.</p> <p>Conduct regional, multi-regional, or statewide research on industries or occupations selected. Validate the skill/competency requirements, workforce issues, and workforce needs with key external partners from industry (employers and industry associations) through surveys, focus groups, and/or interviews.</p> <p>Provide technical assistance to regional colleges and other EWD centers in the Inland Empire and San Diego/Imperial regions on the use of scan products.</p> <p>Conduct marketing and branding activities for the initiative, to increase visibility, partnerships, resources leveraged, obtain new clients and increase impact on economic and workforce development.</p> <p>Seek and secure cost recovery research projects to generate income and ensure the sustainability of the Center and the COE Initiative.</p> <p>Maintain all required project activities for the Center of Excellence including Center staffing, meetings, trainings, performance support activities, and coordination efforts.</p> <p>Track the outcomes and maintain reporting and accountability for the project.</p>
<b>Timeline for Objective</b>	2010-12
<b>Point Person for Objective</b>	Director of Center of Excellence and staff
<b>Measurement of Progress</b>	Number of labor market and Environmental Scanning Services report published on demand for the California community colleges

<b>Goal 8.1: Optimize the entrepreneurial and innovative organizational capability of EDCT and maintain its self-supporting status.</b>	
<b>Objective</b>	8.1.1: Generate income through contracts, grants and sub-grantee contracts to support all the operational costs and staff salaries and benefits of EDCT.
<b>Activities</b>	Outreach and receive contracts for customized training Manage existing contracts efficiently Manage existing grants efficiently and leverage resources Obtain new grant to meet the direct and indirect costs of new programs
<b>Timeline for Objective</b>	2010-12
<b>Point Person for Objective</b>	Executive Director and Staff of PDC, ATTC and COE
<b>Measurement of Progress</b>	Income generated to support positions and programs

<b>Goal 9.1: Ensure that all internal processes and external alliances reflect a sensitivity and respect for diversity.</b>	
<b>Objective</b>	9.1.1: Promote a policy of inclusiveness amongst staff and community partners.
<b>Activities</b>	Treat all customers and community partners with respect. Educate staff regarding the special needs of diverse populations. Promote inclusiveness within grant applications as appropriate.
<b>Timeline for Objective</b>	2010-12
<b>Point Person for Objective</b>	Executive Director and Staff of PDC, ATTC and COE
<b>Measurement of Progress</b>	EDCT staff to receive diversity instruction in addition to District mandated training.

## Glossary

Term	Definition
ATT	Applied Technologies Training
ATTC	Applied Technology Training Center
California Nanotechnology Collaborative Advisory Board	EDCT Nanotechnology Program Advisory Council chaired by Dr. Meyya Meyyappan, Chief Scientist for Nanotechnology, NASA
COE	Center of Excellence
Collegial Consultation	The process by which the district provides faculty, students, staff, and management the opportunity to participate effectively in district and college governance in accord with Title 5, California Code of Regulations, sections 51023.5, 51023.7, 53200, and 53203. Collegial consultation often involves committees on which the constituency groups are represented.
CSEA	California State Employees Association
CTE	Career Technical Education
District	Generally refers to the district as a whole and all the entities that comprise it: SBVC, CHC, the district office, KVCR, and EDCT/PDC.
EDCT	Economic Development and Corporate Training
Economic Development Coordinating Committee	The Economic Development Coordinating Committee is responsible for <b>“coordinating District support for economic development classes and activities”</b> (AP2225) offered through the Economic Development and Corporate Training (EDCT) Division that now comprises the Professional Development Center (PDC), the Applied Technology Training Center (ATTC), the Regional Center of Excellence (COE) and the Center for the Advancement of Nanotechnology (NanoCenter).
EWD	Economic and Workforce Development
NASA	National Aeronautic and Space Administration
NanoCenter	Center for the Advancement of Nanotechnology
PDC	Professional Development Center
SBCCD	San Bernardino Community College District
UCR	University of California, Riverside