

The Higher Learning Commission Action Project Directory

Colorado Mountain College

Project Details			
Title	INCREASE WORKFORCE TRAINING		Status COMPLETED
Category	9-Building Collaborative Relationships		Updated 09-14-2006
Timeline			Reviewed 10-12-2006
	Planned Project Kickoff	05-06-2002	Created 11-23-2009
	Actual Completion		Version 3

1: Project Goal

A: This goal is to increase the delivery of workforce training to area businesses and workers to 15% of total FTE.

2: Reasons For Project

A: Demand for workforce training exceeds current supply (from the College Board survey). Computer instruction, often delivered to meet workforce needs, accounts for about 9% of total FTE. We do not have a good tracking system in place to measure services to business and industry that are non-FTE based. Because of the rapid growth in the CMC District communities, businesses are under increased pressure to find and employ trained workers. CMC has an obligation to its communities to help business and industry determine training needs, and to deliver workforce training in the most effective manner for employers and employees.

3: Organizational Areas Affected

A: Workforce Development Task Force, Small Business Development Center, Associate Dean of Workforce Development, Division Directors, Full-time and Community Faculty, Business Office, Business Solutions, The Learning Council, College Council, Institutional Research, Registrar's Office

4: Key Organizational Process(es)

A: Training Faculty and staff to build skills in business training Strategic Planning Community partnerships Identification of stakeholder needs

5: Project Time Frame Rationale

A: Regular updates provided to business and community groups, such as Rotary Clubs Regular monthly agenda items for collegewide decision-making groups Viewing the college community as another business, and providing performance consulting and training services for faculty and staff

6: Project Success Monitoring

A: CMC participation in local Chambers of Commerce, Economic Development Organizations, community leadership groups, quality of life organizations, etc. Hosting of business focus groups at each campus Tracking of contract, credit, and non-credit trainings offered at each campus

7: Project Outcome Measures

A: Increase in number of business and industry training sessions Increase in number of employees served Development of professional development opportunities (for example, for lawyers, medical professionals) Ability to deliver consistent quality training programs/products to our communities in a timely manner Easily accessible database of business training resources to be shared among campuses Strategic plan for business and industry training in place

8: Other Information

- A: Train Performance Consultants at each campus to work with local businesses Provide on-demand training for business and industry

Project Update

1: Project Accomplishments and Status

- A: Workforce Training that involves partnerships with business and industry has been conducted all year at campuses through instructional supervisors, by Workforce Training Coordinators at various sites, and through the Small Business Development Center and has provided opportunities for lifelong learning and career skill improvement. With increasing workforce training needs, this continues to be a key goal for CMC. A good portion of the workforce training over the past year was conducted in Rifle because of the oil/gas industry, which has generously supported CMC's efforts with its monetary contributions and through the efforts of Workforce Coordinators. The number of employees trained increased from 344 in 2002-2003 to over 720 by June, 2006 (treated as noncredit, this translates to 37 FTE, this comes to nowhere near our target of 15% of total FTE). However, this does not include training at the campuses and the Small Business Development Center. As of January 2006, we have begun to have all workforce training entered into our database to ensure better tracking. Business advisory groups are regularly used to determine training needs and a survey of area employers was conducted in the past year and the results suggested employers were very satisfied with the training their employees received. A 3-year cycle of community surveys will be completed in 2007. Based on Aspen Campus' recent community survey, improved work performance is one of the main ways CMC helps residents. In addition, Vail Eagle Valley has a 3 year commitment from the Beaver Creek Resort Company of \$20,000 per year in scholarship funding for up to 10 culinary students who choose a restaurant at the Beaver Creek Resort. This is an investment in workforce development for the restaurant/resort industry. Vail's cafeteria plan of training and educational programming has been developed and training has begun. At Rifle Campus, Process Technology is being offered for incumbent workers in the energy industry. The campus has received generous financial and advisory support from the oil/gas industry. Rifle has also moved welding equipment to Parachute in order to better serve the energy industry. And in response to industry needs, additional welding testing equipment has been purchased and they are now beginning issuing welding certification services. A new state-of-the-art campus is being built in Rifle for 2007, so CMC can better meet its workforce training needs for the area. The President has created taskforces that are providing district-wide recommendations for the further development of allied health programs (e.g. Nursing, Radiology Tech.) and workforce training to increase responsiveness to community needs. Based on this information and other data regarding community profiles, job vacancies, etc., the project's focus became to establish the current baseline for workforce training, as well as to define the process for campus level contribution for business and industry training, customized contract training, continuing education units (CEUs) and professional education by fall 2006. The Associate Dean of Workforce Development and others have led the redefining of this project. We are also now participating in the National Benchmark Project and will soon have benchmarks for business and industry that will help us to further refine this project and our target. After this summer's Administrative Leadership Team retreat, where about 50 College representatives brainstormed about our AQIP and the direction of the College with our President and a continuous improvement facilitator, we are working on becoming more systematic on how we target areas for improvement, as well as use continuous improvement tools and data.

2: Institution Involvement

- A: Although the campuses were involved to varying degrees in increasing workforce training, as was the Small Business Development Center, much progress was made on this project through the efforts of our 2 Workforce Coordinators. We are still moving towards greater involvement of the College Community through the Workforce Training and Professional Development group. The campuses and these other groups all work with business/industry advisory groups to help determine what trainings need to be offered. Our community surveys (Most recently for Aspen, with Timberline's in progress) are also helping determine how CMC can meet the educational and training needs of its communities. Continuous improvement related initiatives reflected one of the four college wide strategic goals. Training in using continuous improvement tools has been provided fairly regularly, with a quality facilitator training the Administrative Leadership Team this summer. This representative leadership responded (both at the training and in a subsequent survey) very enthusiastically to moving forward in an even more systematic and focused way. Strategic Planning that is tied to Board Ends, the College goals and AQIP goals is becoming more systematic and data based all the way to employee goals through our new employee evaluation system, with increasing workforce training targeted throughout. Increasing workforce training became one of the four College strategic planning goals.

3: Next Steps

- A: The Workforce Training and Professional Development group and others are still working on using our database to document all the workforce training efforts, so we can avoid duplication of effort, as well as get a more complete picture of the various trainings. Since, one of our 2 workforce coordinators left recently, a taskforce that has been studying how we currently do workforce training will be bringing forth recommendations for improvement in the coming weeks. The allied health related taskforces will provide recommendations soon for the development of programs/trainings that will better respond to community needs. At our leadership meetings in the coming weeks, we hope to streamline processes for this project. Following the completion of this refinement process, the project details will be updated on the AQIP Website.

4: Resulting Effective Practices

- A: With the involvement CMC Workforce Coordinators have had with business and industry, CMC's Workforce Training has been increasing steadily. Much of the training in the past year continues to be related to the oil/gas industry, but has also included government employees, retail, and other businesses e.g. Summit County. CMC has been at the forefront of fulfilling these training needs and has been able to capitalize on this opportunity and is currently working on being even more responsive.

5: Project Challenges

- A: Our efforts with this project have been college wide, but continue to be diffused, so documentation of our real progress for CMC as a whole has been difficult. Due to the various sites being so spread out over Western Colorado, systems thinking, cohesiveness, and balancing consistency versus unique needs across sites and their communities continues to be a challenge. There is increased collaboration and communication, but much progress still needs to be made in this area because initiatives are sometimes followed through at one site than another. We struggle with gaining even greater involvement, since the same people tend to serve on numerous committees. This should improve with the more focused approach with improved assessment and strategic planning (better alignment of budgeting and planning processes) currently underway. The CMC culture is just beginning to move to data based decision-making and creating a culture of evidence and continuous improvement. Pulling together campus level training and other training through our Workforce Coordinators and Small Business Development Center has been a challenge. We have just begun to put together a more complete picture of college wide efforts with respect to Workforce Training.

6: AQIP Involvement

- A: At this time we're progressing in the area of Workforce Training. We'll likely seek some guidance during our 2007 AQIP Quality Check-Up.

Update Review

1: Project Accomplishments and Status

- A: Colorado Mountain College seeks to improve services that it provides for businesses and industry in its community, to improve the gathering of information about these services, and to strengthen publicity about its activities. A new campus will enable CMC to provide additional services in one part of its area. CMC will soon be able to use national benchmarks in gauging its effectiveness. We commend CMC for this project, and concur that as it makes use of continuous improvement measurements that it will be able to systematize meeting targets for improvement.

2: Institution Involvement

- A: We are pleased to learn that CMC's use of a facilitator, an Administrative Leadership Team, and its Training and Professional Development group have led to great enthusiasm for the project and to the increasing involvement of campuses in achieving this strategic goal. Continued strong support by administrative leaders, in conjunction with steady involvement by faculty and staff, are vital to achieving success in this project.

3: Next Steps

- A: We applaud CMC's efforts to avoid duplication of efforts, since a well-coordinated plan will make maximum use of the time and enthusiasm of participants.

4: Resulting Effective Practices

- A: CMC has worked effectively with a range of public and private sector employers. Not all institutions have pursued such a breadth of opportunities. This will help CMC in both serving the community and training its students.

5: Project Challenges

- A: We believe that it vital for any institution to develop a coordinated approach to institutional change, and this is especially true for institutions with multiple campuses. We commend CMC for recognizing this challenge and look forward to the work that its coordinators will do in developing an institution-wide program. We anticipate that continued support by the central administration will be essential to the success of this endeavor.

6: AQIP Involvement

- A: HLC is very willing to provide guidance as Colorado Mountain College moves towards its AQIP Quality Check-Up. We appreciate CMC's interest in seeking this assistance.