

Community College *of* Philadelphia

Workforce and Economic Innovation

Division of Workforce & Economic Innovation

Strategic Plan

2017-2025

Background:

The Community College of Philadelphia has issued its strategic plan covering 2017-2025. The activities of the Workforce and Economic Innovation Division is primarily guided by the section of the plan titled, “Workforce Development, Readiness, and Economic Innovation,” while the Division must strive to enhance and support the directions of the other four pillars. The Workforce Pillar is outlined below.

Workforce Development, Readiness, and Economic Innovation

Philadelphia’s existing and potential new employers commonly cite a robust educated workforce as the dominant factor in their plans for where to locate, invest, and grow. Workforce is a key determinant in whether businesses will prosper, but in Philadelphia there is a large gap between current workforce skills and the jobs available. There is a particular deficiency in computer, math and science skills.

The College will be at the forefront of addressing both the new growth opportunities for the region and the gaps in educational and skill attainment for all Philadelphians. Investments in post-secondary training, certificate and degree attainment yield clear economic benefit to individuals, their families, the City, region and Commonwealth. As Philadelphia’s population changes and grows, the College will adjust and offer programs that are relevant and necessary to the interests and needs of individuals, and responsive to new economic growth sectors.

The College has long been a crucial workforce development asset in Philadelphia’s economy and will continue to serve as a driver of economic innovation and career readiness in the region. With locations throughout the city and affordable tuition, the College is well positioned to increase the workforce skills and educational attainment of students. To respond to a shifting economy, the College will develop innovative new programs to meet regional workforce needs.

Strategic Directions

- Promote the College as a leading provider of workforce and economic development solutions and corporate training in the region by delivering high quality training and instruction that enables clients to grow, succeed and stay ahead of industry needs.
- Develop entrepreneurial programs around industry clusters reflective of the region’s needs, employer needs and College priorities.
- Connect students with the world of work in ways that allow them to direct their learning and future employment to fields that fuel their personal ambitions and the region’s economic opportunities.

Process

The strategic planning process for the Workforce pillar included input from internal and external stakeholders. Key contributors to the process included faculty and other administrators from the college, students and alumni through the college wide surveys, meetings held with external parties, as well as surveys completed by partner entities. In addition, the Workforce and Economic Innovation Division held a strategic planning process that outlined 6 key goals with all staff contributing their thoughts on strategies and actions under each of these goals. These were then refined under the current strategic directions of the College's master plan, reviewed by WEI senior leadership for additional feedback, and then presented to the WEI Division for a final round of input.

Throughout the process there were several key findings that emerged around the focus of workforce development and economic innovation that helped inform the focus on this action plan:

1. A greater unified understanding across the college of the need for and importance of a workforce and economic innovation focus, and greater efforts to more fully integrate, align and coordinate efforts across the college.
2. Investment in strategic and targeted marketing and communication efforts to keep internal and external stakeholders updated about existing and new workforce development programs, services, and supports.
3. Improved technology, facility and equipment needs, and other college infrastructure and systems that support the needs of the Division, freeing the unit to be more flexible and responsive to business needs.
4. Continuing education and professional development opportunities for staff to ensure they provide relevant and high quality programs and services for students and scholars and are responsive to labor-market needs.
5. Forging of internal and external partnerships to enhance and increase the success of the work of the unit.
6. Institution of systems and processes to effectively use data and research to guide the development of programs, and ensure they match and incorporate employer needs, provide for proper assessment of programs, and allow for continuous improvement and evaluation.

Subsequent to the College's process, the Workforce and Economic Innovation Division then embarked on its own planning process to forge a Division plan for the next three - five years, keeping high level vision goals in place for 2025. This included initial meetings among the senior leadership team that delved into the guiding principles vision, mission, and goals. Following these discussions, each sub-unit (Corporate Solutions, 10KSB, and Career Connections) met to review these same sections and the relevant goals to their area. Finally, cross unit teams were created and met to discuss a single goal to provide feedback. The Division then met in an all-day retreat

to review the entire plan, evaluating those parts that resonated with them, the parts that concerned them, and the parts that were missing. Senior Leadership evaluated the feedback received from this process and incorporated that feedback that they felt appropriately reflected the organization's priorities over the next five years. The below plan represents the input of this comprehensive process.

Vision: The College's Workforce and Economic Innovation Division is an integral partner in the success of Greater Philadelphia as a top tier global region known for its talent, business growth, diversity, economic opportunity, and innovation.

Mission: The role of the Workforce and Economic Innovation (WEI) Division is to serve as a catalyst for the robust development of our City, regional, and State economy by:

- training and educating a highly prepared workforce matched with Philadelphia's growing industries;
- providing our business community with the tools to improve operations, grow revenue and jobs;
- developing programs that reflect the future of Philadelphia's economy;
- partnering with employers and other organizations to create workplace opportunities that align with students' fields of interest and match the skills and talent needs of our businesses.

Guiding Principles:

Student Success

- We approach all that we do with the goal of achieving success for every student we encounter, creating substantive change in individual learners' lives.
- We will create and offer as many educational platforms across the economic spectrum.
- Our Students' Success is our success, and therefore we will go the extra mile to ensure they succeed.

Quality

- We recognize that everything that we do reflects on the reputation of the College and as such are committed to nothing short of excellence.
- We are committed to continually improving the quality of the services we provide both internally and externally.
- We promote a collaborative, data and employer-informed process of ongoing review, assessment and evaluation of our programs.

Customer Service:

- We treat everyone we encounter with respect, professionalism, and responsiveness.

- We work collaboratively and share ideas to provide seamless and consistent customer service both internally and externally.
- We foster relationships by delivering consistent customer solutions that inspire confidence and credibility.

Collaboration

- We believe in building our community through teamwork, collaboration, empowerment and outreach.
- We believe that working effectively together as organizations, teams, and individuals enhances our impact and creates opportunities for success.
- We strive to build long-term positive trusted relationships, both within and outside of our organization.

Integrity:

- We support the institutional mission at its highest level.
- We embrace and promote an inclusive environment where everyone is treated with fairness and mutual respect.
- We are accountable to ethically utilize and provide good stewardship of our resources in an efficient and effective manner.

Innovation

- We encourage innovation and creativity through an open exchange of ideas, progressive thinking, responsible risk taking, and exposure to best practices in our industry.
- We demonstrate and advocate for value added personal and professional development.
- We are committed to being proactive, nimble, flexible, adaptable, accessible, and open to all opportunities, and creative in our approach to a client's needs and to our own work.

Workforce Strategic Direction One: Promote the College as a leading provider of workforce and economic development solutions and corporate training in the region by delivering high quality training and instruction that enables clients to grow, succeed and stay ahead of industry needs.

Goal I: Become a leading provider of workforce, and economic development solutions and corporate training in the region.

Objective 1: Increased awareness locally and nationally about the College's role in helping to address key economic development issues affecting the City.

Strategy: Focused branding, communications, and marketing strategies for WEI that promote the value of the College to the City's employers and workforce driving business development opportunities and increased enrollment.

Strategy: Identify CCP staff and or faculty that can provide expertise in shaping regional, state and federal priorities around workforce and economic innovation, and secure their participation and leadership in those activities.

Strategy: Identify local, state and federal workforce initiatives, committees, community boards, and other activities relevant to strategic industry clusters and encourage, track, celebrate, and promote those College members (faculty, staff, students, and alumni) active in these efforts.

Objective 2: Be viewed externally as a resource for key business organizations, membership and professional associations, and businesses.

Strategy: Host and facilitate conversations with the business community to understand their ongoing workforce and talent needs.

Strategy: Integrate and leverage the College's existing employer focused programs to raise awareness of the College's unique role in the City's development.

Strategy: Increase WEI external outreach activities that are tied to employers, industry specific events, and regularly acknowledge and promote our employer partners.

Strategy: Work with existing and new industry advisory boards and IP groups, and create smaller industry advisory boards of employers in areas where CCP does not have in-house relationships.

Strategy: Build and cultivate memberships with professional and business organizations to stay on the cutting edge of the business world.

Strategy: Increase engagement with the corporate talent, training and human resource membership organizations.

Strategy: Promote corporate and business relationships the College has on materials, on video screens throughout the college, on walls in CBI, in speaking engagements, etc.

Objective 3: Create partnerships and relationships with area employers that enhance and grow WEI program offerings.

- Strategy: Create a targeted communication channel for the area business community to recruit new partners and inform existing clients of activity at the College. Includes targeted information about programs, grants, credit and non-credit related training opportunities, advisory boards.
- Strategy: Establish and cultivate close relationships with City administration officials across departments and agencies, and secure WEI or other College staff as members of city committees focused on workforce or industry based initiatives;
- Strategy: Establish visible presence at business networking, community, chamber, and other events via attendance, sponsorships, or panel participation.
- Strategy: Establish a needs assessment to ascertain current and future business and community needs that will guide programming offered in collaboration with other departments.

Objective 4: Strengthen and grow contracted training, open enrollment, and Corporate College credit offerings, and opportunities for the College to be an instructional partner for registered apprenticeships.

- Strategy: Create specific marketing plan for area, overhaul collateral materials, website, social media channels, and other avenues of brand awareness tied to the College's workforce and economic development mission.
- Strategy: Additional staffing resources with a sector based strategy to increase footprint and industry knowledge across the Philadelphia business community.
- Strategy: Create new professional development programs around important topics based on client and industry needs.
- Strategy: Leverage Corporate Solutions employer relationships for 10KSB, Career Connections and Power UP and other opportunities.
- Strategy: Create specific enrollment strategy for non-credit offerings and hire enrollment engagement specialist to collaborate with the academic enrollment specialist on promoting Corporate Solutions Offerings.

Strategy: Increase online program offerings.

Strategy: Explore the training needs of 10KSB businesses & Power Up Businesses and help address them by matching them to existing or new Corporate Solutions offerings.

Strategy: Develop an annual WEDnetPA plan as part of an overall contract training strategy.

Objective 5: Recruit, retain and enhance high quality instructors, established professionals and content experts for curriculum development, customized contract trainings, and continuing education.

Strategy: Target employer partners for their subject matter experts and visible executives who are willing to train and/or teach for the College in Corporate Solutions.

Strategy: Seek and scan for subject matter experts and practitioners in the field.

Strategy: Ongoing communication and cultivation with adjunct and potential candidates to ensure interest and readiness to serve.

Strategy: Create and maintain updated database of potential instructors across Corporate Solution Offerings.

Strategy: Create internal process for evaluation of instructors to maintain high quality satisfaction.

Strategy: Tap into high level executives in the area to cultivate the creation of new programs in related industries and for continuing education offerings.

Mid-Term and Long-Term Goals

- CCP part of City economic development team working with business attraction team.
- Serve as a meeting site for conferences, forums, workshops, seminars, professional testings and online certifications and other events.
- Able to generate report on the economic impact attributable to the programs in our distinct pathways. Increased wages for graduates, increased productivity for employers, increased earnings for other workers.

Goal II: Align programs, workshops and trainings with industry clusters important to Philadelphia's economic growth; embed recognized industry credentials and certifications, and include experiential learning opportunities for all programs.

Objective 1: Increase program offerings aligned with the City's Industry Partnerships and other key areas of growth within the City.

Strategy: Review existing programs and align with designated industry sectors and College Career Pathways to identify strengths and areas of opportunity for new program development.

Strategy: Deepen engagement with external partners to ensure employer driven curriculum & programs to increase preparedness for employment opportunities.

Strategy: Work with area economic development partners on key areas of focus, relevant to workforce development needs at City, state, and federal levels.

Strategy: Cultivate regular communication with industry leaders around each sector.

Strategy: Regular review and feedback loop for employers to contribute to experiential learning opportunities, curriculum development and program structure.

Strategy: Provide assistance to employers/industries new to or planning to move to Philadelphia in identifying workforce needs and opportunities.

Strategy: Create a process to vet and evaluate new program opportunities internally and externally.

Strategy: Establish pre/post assessments with employers to evaluate contract training customer satisfaction.

Objective 2: Create pre-apprenticeship, apprenticeship, internships, and other experiential learning opportunities for workforce skills training programs to increase on the job skills enhancement and employability for students.

Strategy: Embed externships, where possible, into existing programs.

Strategy: Increase employer visits and field trips to classes.

Strategy: Secure instructors that have good employer connections.

Strategy: Explore being a registered apprenticeship sponsor for small and medium sized businesses in one sector.

Strategy: Create pre-apprenticeship program for Advanced Manufacturing.

Objective 3: Create programs that reflect new and emerging areas of economic growth.

Strategy: Participate in Creative Economy and Economic Development Forums to understand emerging industries of Philadelphia

Strategy: Reach out to local trend setters/leaders in key hot areas for Philadelphia (restaurants, DIY cultures) to offer classes and events at CCP using our location and facilities as a draw.

Strategy: Engage start-up businesses, technology and creative industries to identify millennial professional development needs.

Objective 4: Create a pathway to transition non-credit to credit programs to establish a bridge for the College's degree programs.

Strategy: Work with Academic and Student Success on a process for non-credit programs to be evaluated and articulated for credit.

Strategy: Work with internal academic partners on innovative partnerships that increase linkages from post-secondary offerings to academic degree and proficiency certificates.

Strategy: Develop continuing education training programs aligned with relevant r credit programs.

Strategy: Work closely with Recruitment to promote credit and non-credit offerings of the College to targeted markets.

Objective 5: Align open enrollment workforce programs with the relevant national certifications and ensure successful employment upon completion.

Strategy: Embed industry-recognized credentials into programs, align curriculum to ensure it meets relevant certification standards, and include experiential learning opportunities where relevant.

Strategy: Track certifications and employment information for all programs; evaluate and make necessary adjustments to curriculum.

Strategy: Serve as a resource for industry members renewal and maintenance of professional licensing or certification requirements.

Strategy: Increase professional exam offerings in WEI Testing Center that align with certificate program offerings.

Mid-Term and Long-Term Goals:

- Develop Centers of Knowledge & Expertise that features industry experts as CCP program facilitators.
- Clear Pathway process created for all new non-credit workforce certificate programs to the credit side.
- Create non-profit & Community Development Institute.
- Collaborate with select area universities to co-develop a program that addresses breadth of workforce needs around a specific industry.
- Expand pre-apprenticeship and apprenticeships beyond one sector.

Goal III: Become a premiere provider of post-secondary career and technical training programs targeting critical populations that help uplift those with limited employability options, and/or are repositioning their skill sets.

Objective 1: Strengthen and grow the Advanced Manufacturing Program.

Strategy: Increase employer participation in the program.

Strategy: Develop Pre-Apprenticeship program with at least one employer.

Strategy: Improve marketing of and raise awareness of the program to drive greater enrollments.

Strategy: Secure additional grants to support the program, equipment, while decreasing reliance on the School District of Philadelphia facility.

Strategy: Secure equipment and additional supplemental curriculum for specific skills training beyond the entry level program.

Objective 2: Work with counterparts at the City and State to support key workforce objectives targeted to key populations and industries.

Strategy: Enhance relationships with City's Office of Workforce Development, Grants Office, key departments and philanthropic workforce partners.

Strategy: Organize opportunities with the Consortium for Workforce and Economic Development to serve broad regional employers.

Strategy: Work with City on the implementation of a citywide workforce strategy.

Strategy: Enhance relationships with State officials to ensure College receives timely notice of funding opportunities for workforce programs.

Objective 3: Strengthen Partnership with Philadelphia Works (PWI) to provide for greater access to funding, and training opportunities for Philadelphians served by PWI.

Strategy: Pursue innovative structures with PWI to promote and recruit PWI clients that could benefit from CCP programs, including co-location of Career Links on campus and at regional centers, joint job development opportunities, new program development and pilot programs.

Strategy: Increase number of academic and non-credit nationally recognized credential programs on Pennsylvania's Educational Training Provider Training List (ETPL).

Strategy: Participate in PWI activities, grants, committees, and events to forge stronger connections with PWI staff and could provide increased funding for innovative programs.

Objective 4: Create partnerships with strategic organizations that serve targeted populations to train their clients for employment opportunities

Strategy: Identify organizations that provide additional supports and wrap around services for participants to increase student success.

Strategy: Pursue opportunities for the College to serve as the instructional partner for registered apprenticeships and pre-apprenticeships.

Mid-Term and Long-Term Goals:

- Develop West Philadelphia as a Workforce destination campus including advanced manufacturing.
- Expand programming to include lifestyle and lifelong courses that enhance Philadelphians' lives, improve and increase the vibrancy of our community.
- Integrate credit and non-credit programs within the same programs at the College.

Workforce Strategic Direction Two: Develop entrepreneurial programs around industry clusters reflective of the region's needs, employer needs and College priorities.

Goal IV: Ensure high quality training and programming that utilizes real-time job data to distinguish the College, adds value to its reputation, enables our clients to grow, succeed, and stay ahead of industry trends, is market driven, entrepreneurial, and

responsive to employer needs whether that is credit or non-credit, whether on-site, on campus, or online.

Objective 1: Raise visibility of the WEI Division throughout the City.

- Strategy: Schedule and seek professional development opportunities for staff in specific industry sectors, best practices, local organization offerings around relevant topics.
- Strategy: WEI staff will be engaged, as appropriate, and regular attendees at business, specific industry, community and other industry networking events.
- Strategy: Strive to be the City's workforce provider of choice, establish City focused programs that can be branded as such.
- Strategy: Leverage Corporate Solutions employer relationships for 10KSB, Career Connections and Power Up opportunities.

Objective 2: Increase awareness within the College of the WEI Division and serve as a resource to the College community, representing the business community needs to the College.

- Strategy: WEI staff to participate in Program Advisory Committees, relevant College committees or other activities providing exposure to other parts of the College (hiring committees, special initiative committees, Leadership Institute).
- Strategy: WEI staff participate in specialized task forces, studies, or other industry based activities that can help inform WEI and College programs.
- Strategy: Provide on-going staff training, development, relevant memberships and leaders in key industry sectors, and workforce development national organizations.
- Strategy: Serve as an internal resource for the college community providing information on employer needs to inform programs, initiatives, and other College priorities, and help improve employer advisory committees with active and prominent employer leaders.
- Strategy: Make data available for key industry areas to the various College departments.

Objective 3: Use real-time regional job data and industry expertise to provide guidance in decision making for future programming.

Strategy: Conduct employer curriculum reviews on a regular schedule to ensure it remains employer responsive.

Strategy: Collaborate with a minimum of two business/industry leaders in the creation of all new programs.

Strategy: Pull information from EMSI, PWI, the Federal Reserve, CWIA, and other timely industry specific reports or other sources of relevant information for our area.

Mid-Term and Long-Term Goals:

- Develop a highly skilled sought after training team recognized by the Philadelphia business community as subject matter experts.

Goal V: Foster a robust entrepreneurial culture that catalyzes small business development and entrepreneurship, helping businesses to strengthen and grow, fostering stronger direct connections with economic drivers that can be leveraged for other opportunities for our students and the college.

Objective 1: Strengthen the 10KSB program for continued funding from Goldman Sachs Foundation (GSF), and develop a plan for potential new funding opportunities from alternative private and public sources in the event that GSF decreases their contribution.

Strategy: Work with College and GSF Government Affairs to increase awareness of and engagement in the Program by elected officials at the local, state and federal level, securing public officials as champions of the program and a source of referrals from their districts.

Strategy: Develop and implement a marketing and communication plan with all CCP and external stakeholders for 10KSB that will increase the visibility and reputation of the program, including increased media presence of alumni.

Strategy: Develop a robust outreach plan to partners to keep them actively involved in the program through communication updates, participation in module panels, interviews and rocket pitches, and targeted high yield sponsorship opportunities.

Strategy: Maintain active relationships and communication with Goldman Sachs Foundation, and local Goldman Sachs connections, to ensure ongoing GS support of the program.

Strategy: Develop and implement a comprehensive strategy to increase the pipeline for 10KSB utilizing new and old methods demonstrating the broad demand for the program across the region.

Strategy: Develop and implement a strong alumni program to further support their continued growth, maintain a pipeline of future applicants, and to enhance the College's network of engaged employers.

Strategy: Provide regular updates to the 10KSB website, securing training for at least three staff to assume responsibility when updates are needed.

Objective 2: Develop and sustain Power Up Your Business to help a broader base of Philadelphia small businesses stabilize and improve operations so that it can be better positioned for other programs, including 10KSB.

Strategy: Provide innovative workshops that help existing businesses grow their business through the Power Up Your Business program, accessing deeper into the community and establishing the College as a resource for the community.

Strategy: Transition prepared businesses to the 10KSB application process.

Strategy: Design and refine Power Up in collaboration with the City, utilizing the expertise and experience of 10KSB

Strategy: Obtain long-term and continuous funding for Power Up with the City of Philadelphia or other organizations.

Strategy: Implement Power Up, building in a review and modification process to ensure quality; include 10KSB applicants not accepted into target populations.

Strategy: Leverage employer relationships established through Power Up for the benefit of other WEI units.

Objective 3: Successful integration of 10KSB within WEI.

Strategy: Leverage employer relationships established through 10KSB for the benefit of other WEI units.

Strategy: Identify opportunities to link 10KSB alumni to Career Services through internships and employment opportunities.

Strategy: Strengthen the link between 10KSB and Power Up so the two programs can serve as feeders to each other.

Strategy: Conduct a needs assessment for 10KSB graduates to identify their needs for continuing education through WEI, 10KSB alumni programs or the College.

Objective 4: Foster student entrepreneurship to increase the number of businesses created by CCP students, and to support existing student business ideas.

Strategy: Create and launch a pilot Student Innovation Center, evaluate and improve, and develop a sustainability plan.

Strategy: Create Summer Business Boot Camp for young entrepreneurs working with DACE

Strategy: Create embedded entrepreneurship experience for student run businesses; connect to degree or digital badge

Objective 5: Implementation of a City Small Business Program that builds the activities of the Northeast Center for Small Business and widens its activities to the other regional centers, and main campus.

Strategy: Create a distinct focus for the Center for Small Business, Education and Training beyond serving the NERC.

Strategy: Pivot focus of the Center's staff to fully support Power Up, as well as identify opportunities beyond Power Up to serve small businesses.

Strategy: Business Support Programming across Power Up, 10KSB, and other College or WEI activities, such as Small Business Conference, etc.

Objective 6: Develop a business incubator that brings Philadelphia's burgeoning start-up community to our doorsteps, fostering student and community innovation; providing internship, and peer learning opportunities.

Strategy: Explore utilization of faculty, staff, and alumni as potential facilitators, and mentors.

Strategy: Launch a business incubator at Main Campus.

Strategy: Conduct a feasibility study for a business incubator at main campus.

Mid-Term and Long-Term Goals

- Signatory to NACCE President's for Entrepreneurship Pledge (PFEP) – create or expand internal and external teams dedicated to entrepreneurship; increase entrepreneur's engagement in community colleges; engage in industry cluster development; leverage both community college and community assets to spur innovation and job creation; create buzz and broad exposure to your College's commitment to entrepreneurship
- Initiate robust programming to serve Philadelphia's small and medium businesses and entrepreneurial community with professional executive education offerings.
- Student Innovation Programming at Main Campus and NERC
- Business Incubator Profitable

Workforce Strategic Direction Three: Connect students with the world of work in ways that allow them to direct their learning and future employment to fields that fuel their personal ambitions and the region's economic opportunities.

Goal VI: Create a student and employer-focused Career Connections unit within WEI that provides students with work based learning opportunities (internships, externships, apprenticeships and employment opportunities, etc.) that better align with their educational and career goals.

Objective 1: Establish Career Connections as a first choice talent pipeline partner for our employers throughout the region.

Strategy: Invest resources to provide new leadership of the office, additional staff to engage employers, intentional applicable training for all staff, additional resources to meet the proposed new activities of the office.

Strategy: Connect students to experiential learning opportunities through the development of internships, externships, job shadowing, and industry specific exposure aligned with credit and non-credit programs at CCP.

Strategy: Work in partnership with the Business Development team to create intentional outreach strategies to target organizations to serve as

instructional training partners for apprenticeship programs for credit and non-credit students. (Wistar, Communities in Schools, 1199C)

Strategy: Identify employers who want to establish job placement opportunities for non-credit and credit students to increase gainful employment opportunities for students. Host industry specific job fairs for all certificate programs.

Objective 2: Enhance the level of Career Readiness of all Students.

Strategy: Develop and incorporate workshops for students with internships/externships that are aligned with specific outcomes as it relates to the industry.

Strategy: Provide workshops, information sessions, and employer events at regional centers that are specific to the majors offered at the regional centers.

Strategy: Collaborate with the faculty and department heads to integrate career readiness skills into existing curriculum and support services when applicable.

Strategy: Increase on-campus recruitment opportunities to strategically target our academic and certificate programs.

Strategy: Identify, invest and customize structures and systems that facilitate student access and usage for career related opportunities and services and provides employers access to talent, and to track the department's activities, and outcomes.

Strategy: Provide monthly workshops and information sessions for new online career platforms; Big Interview, Virtual Job Shadow and College Central.

Strategy: Collaborate with regional partners to develop business and industry engagement strategies.

Objective 3: Collaborate with the academic assets at the College to link new credit and non-credit programs to experiential learning opportunities.

Strategy: Provide employers with access to our student talent pool via job fairs, on-campus recruitment, employer events and customer service friendly up-to-date software and online tools.

Strategy: Leverage alumni, faculty, staff, 10KSB, Corporate College, and other existing employer connections at the College to identify experiential learning opportunities.

- Strategy: Work with Philadelphia Works and Career Link to identify resources that may be available to the employers for accepting interns or providing on-the-job-training.
- Strategy: Increase employer recruitment opportunities of CCP students on campus by proactively marketing our student's career competencies to employers throughout the region.
- Strategy: Leverage employer relationships established through Career Connections for the benefit of other WEI units.
- Strategy: Host events featuring our students and their journeys and successes in addition to lunch and learns with various industry experts.
- Strategy: Create a committee that will identify student success stories and establish the role that Career Connections played in preparing them for the world of work.

Objective 4: Provide credit and non-credit students with access to career assessments that evaluate their strengths and interests, and equips them to better identify their career paths.

- Strategy: Recruit employers, external partners, and the academic assets at the College to participate in work-based learning opportunities for students which will include, but not be limited to: guest lectures, career panels, internships, informational interviewing, field trips, mentoring, apprenticeships and other activities.
- Strategy: Collaborate with the academic assets at the College to establish career readiness student learning outcomes for courses such as; FYE courses, AH101 and BUSL101 courses by participating in the development of these courses.

Objective 5: Initiate and develop campus-wide intra-communication opportunities through semester meetings with Corporate Solutions, Academic Advising, Counseling, and Career Connections.

- Strategy: Collaborate with the deans and department heads to enhance employer-centric advisory boards that help to inform and create industry focused academic and non-credit program offerings.
- Strategy: Host webinars with employers for regional centers at the beginning of every semester to provide student-centric opportunities for students regardless of their home campus.

Strategy: Develop a campus-wide communications strategy for Career Connections via newsletters, up-to-date web pages, blogs and any other relevant communication tools that will provide relevant information for students, employers, faculty and staff.

Strategy: Develop analytical reports that establish, track and inform our department's activities, employer engagement opportunities and departmental outcomes.

Mid-Term and Long-Term Goals

- Exploration Nights – Educators from our programs partner with the area's leading companies in industry to expose high school, middle school, and undeclared CCP students to the careers available in the Philadelphia region.
- Incubator businesses that brings exposure to students to entrepreneurship, internships with these businesses.
- Business Mentorship Program established for students.
- Establish experiential opportunities for 30% of all CTE academic and non-credit programs in each Division.
- Unit will have specialized career staff around specific career pathways with focused expertise in their industry cluster.
- CCP known as the internship/co-op community college for our academic programs.

College-wide Strategic Direction: Support the other Pillars of College's Strategic Plan including fiscal stability, student experience, internal and external relations, and world class facilities:

Fiscal Stability

- Contribute to the Financial Stability of the College
 - Scale revenue of Corporate Solutions to contribute profits to the College's Bottom line;
 - Add Business Development personnel to enhance, grow and innovate Corporate College;
 - Increase the number of contract trainings and business connections for the College;
 - Develop new offerings for contract trainings
- Enhance directed and targeted marketing leading to increases in open enrollment, and contract training.
- Offset institutional costs and help fund the creation of new programs through the receipt of grants.

- Increase development of new programs aligned with strategic employment clusters and high priority occupations in Philadelphia.

The Student Experience

- Seamless alignment of non-credit programs articulating to credit programs within the school to allow individuals to bridge into the College.
- Provide meaningful internships, experiential learning opportunities, and full time jobs for our students so that the College is a first choice talent pipeline partner for our area's employers.
- Work with institutional research to establish stronger assessment of programs, quality of instruction, evaluations.
- Create model pathways to employability for students who do not test into the College.
- Establish a presence in Career Links to promote credit and non-credit programs, working with Enrollment, and embed Career Links on-site at CCP.

External and Internal Community Relations

- Develop a model to engage ESS, DACE, Re-Entry Program participants to connect to WEI offerings as an alternative pathway to gain soft skills and career training certificate programs;
 - Micro-Credentials Program providing soft skills and career training certificate programs to those who are unsuccessful testing into the college.
- Implement neighborhood based Small Business Program that rotates to each Regional Center, main campus, a South Philadelphia location, add workshops to libraries and other community locations across the City to increase community based activities and establish greater awareness for the College.
- Increase WEI programming at the regional centers and online offerings.
- Create non-credit camps in major industry areas to serve as feeders for the College – STEM, Culinary, Arts.
- Increase career programming at regional centers aligned with industry themes.
- Serve as an incubator for College faculty who want to explore the creation of curriculum connected to industry.
- Develop with Marketing a robust outreach and marketing plan that positions the College as responsive to employer needs, and a key resource for business organizations in terms of talent and expertise.

World-class Facilities

- CBI to serve as the face of and promotion of employer connections of the College; use of technology to promote employer activities and connections with the College.
- Upgrade classrooms housing our workforce programs and secure new program equipment that conveys competence, quality, and credibility.
- Support college facility expansion in West Philadelphia, South Philadelphia, or other community sites that have strong workforce needs.
- Create a Conference Center Facility for Businesses.
- Develop a Business Incubator/Center for Entrepreneurship.
- Support the development of AM facilities and equipment on campus, or at a regional center.
- Help identify certificate based programs that can be delivered at the regional campuses that align with industry in the area.
- New Building housing all technical and trade programs.
- Innovation lab/Makerspace.

PROJECTED OUTCOMES

Key Performance Indicator	3-Year Projected Outcome 17/18, 18/19, 19/20	5-Year Projected Outcome 20/21, 21/22	8-Year Projected Outcome 22/23, 23/24, 24/25
Increase in program enrollment	5%	10%	20%
Double Workforce Programs and Capacity	+3	+4	+6
Increase in Employer Partnerships (Contract Training, Corporate College, Open Enrollment, WedNet, Program Externships)	5%	15%	30%
Increase Revenue	15%	25%	35%
Increase Career Connections Employer Engagement	15%	20%	30%
Increase Career Connections Student Engagement	5%	15%	30%
Create Experiential Learning Opportunities for Students	4	10	21
Maintain consistent pipeline of businesses participating in the College's Entrepreneurship Programs	120 – 150 Businesses Served Annually	120 – 150 Businesses Served Annually	120 – 150 Businesses Served Annually