**Background**

In April 2017 Corporate College conducted a strategic planning session in order to create a three year plan focused on department sustainability and growth. Key stakeholders assessed and revised the vision, mission and goals of the department. Additionally, the team conducted a SWOT analysis, which was used to defined objectives, actions, measurable outcomes and timelines. Results of the SWOT analysis and a marketing plan are located in Appendix A and B. The newly defined vision, mission and goals are as follows:

**Vision:**

To be the training provider of choice, delivering high quality, industry relevant coursework.

**Mission:**

The mission of Corporate College at Grossmont Cuyamaca Community College District is to provide high quality training that sustains, enriches, and advances organizations, and the lives and careers of the workforce.

**Goals:**

1. Provide professional development opportunities across the career lifespan.
2. Work collaboratively with instructional units within the district to ensure adults have access to professional development opportunities.
3. Cultivate a culture of student-centered excellence grounded in delivering quality instruction that responds to industry standards.
4. Strategically leverage programs and resources to ensure departmental sustainability.
Goal 1: Provide professional development opportunities across the career lifespan

Objective 1: Increase the number of annual grant monies awarded to Corporate College for workforce development.

Current Baseline:

1. 1 grant award in 2016-2017 for $45,000

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<tr>
<th>Activity</th>
<th>Measurable Outcome</th>
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</thead>
<tbody>
<tr>
<td>Conduct exploratory meeting with Sally Cox</td>
<td>4 meetings per year</td>
<td></td>
<td>Corp Advancement Developer</td>
</tr>
<tr>
<td>Conduct exploratory meeting with Jennifer Lewis to explore partnership with SDCC</td>
<td>2 emails 1 meetings, Noted in Salesforce</td>
<td></td>
<td>Corp Advancement Developer</td>
</tr>
<tr>
<td>Conduct exploratory outreach to San Diego Workforce partnership</td>
<td>2 emails 1 meetings, Noted in Salesforce</td>
<td></td>
<td>Corp Advancement Developer</td>
</tr>
<tr>
<td>Research available workforce</td>
<td>Source 2 potential grants</td>
<td></td>
<td>Corp Advancement Developer</td>
</tr>
<tr>
<td>Apply for grants</td>
<td>1 applications submitted</td>
<td></td>
<td>Corp Advancement Developer</td>
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Objective 2: Develop a cross functional team through the Workforce Training & Coordinating Council (WTCC)

Current Baseline: Current WTCC committee has been placed on hold to review restructuring

<table>
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<tbody>
<tr>
<td>Conduct exploratory meeting with Sally Cox</td>
<td>2 meetings conducted with meeting minutes to be shared with Vice Chancellor</td>
<td></td>
<td>Corp Advancement Developer Auxiliary Executive Director</td>
</tr>
<tr>
<td>Define Potential Team members</td>
<td>2. List of defined stakeholders produced</td>
<td></td>
<td>Corp Advancement Developer Auxiliary Executive Director</td>
</tr>
<tr>
<td></td>
<td>3. Invitations for committee membership sent</td>
<td></td>
<td>Corp Advancement Developer Auxiliary Executive Director</td>
</tr>
<tr>
<td>Schedule Initial Meeting</td>
<td>Meeting scheduled by October 2017, with 75% attendance of invited participants</td>
<td></td>
<td>Corp Advancement Developer Auxiliary Executive Director</td>
</tr>
<tr>
<td>Define Council Vision, Mission, Goals</td>
<td>Draft document for review by Vice Chancellor</td>
<td></td>
<td>Corp Advancement Developer Auxiliary Executive Director WTCC</td>
</tr>
</tbody>
</table>
Goal 2: Work collaboratively with instructional units within the district to ensure adults have access to professional development opportunities.

**Objective 1**: Increase the number of GCCCD CTE departments that are aware of what corporate college (CC) does and how it can benefit CTE

**Current Baseline:**
1. Only 2 departments currently work with CC
2. Unclear which departments know about CC and what it does

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</table>
| Research how CTE advisory boards at GCCCD operate to determine if CC can offer support | 1. Attend 2 CTE department Advisory Boards, 1 per campus  
2. Executive Summary report of findings to Vice Chancellor  
3. Provide 3 board member recommendations to CTE Chairs |                                                                 | Corp Advancement Developer  
Workforce Program Specialist                                                                                                                          |
| Attend CTE department community events to enhance CC brand recognition and better understand department outcomes | Attend 2 CTE Department Events per campus in the 2017-2018 Academic Year (4 total)                                                                                                                                     |                                                                 | Corp Advancement Developer  
Workforce Program Specialist                                                                                                                          |
| Present during FLEX week                                                 | 1. Presentation Application submitted by July 2017  
2. Conduct 1 “Intro to CC” presentation per campus                                                                                                                                                       |                                                                 | Corp Advancement Developer                                                                                                                         |
| Write a case study of the EHS grant or fee based programming for internal stakeholders | 1. Executive summary published in President’s Newsburst  
2. Executive summary published in Chancellor’s Community Newsletter  
3. Internal print piece created and distributed to CTE faculty, Deans |                                                                 | Corp Advancement Developer  
Workforce Program Specialist  
Anne/Della help                                                                                                                                   |
| Hold fee based/ grant debrief with CTE faculty and Deans                | Bi-yearly meeting for at least 2 departments                                                                                                                                                                     |                                                                 | Corp Advancement Developer  
Workforce Program Specialist                                                                                                                         |
| Hold exploratory meeting(s) with CTE new department | • Develop a print piece highlighting wins and student feedback for CTE Deans  
• 1 meeting with detailed notes, potentially CIS | Corp Advancement Developer |
**Goal 3: Cultivate a culture of student-centered excellence grounded in delivering quality instruction that responds to industry standards.**

**Objective 1:** *Expand the number of fee based courses offered by 10% percent*

**Current Baseline:**
1. Current offering 30 fee-based class sections per year
2. Currently offering 3 EHS Courses regularly, 0 auto courses regularly and 0 CALCPT courses regularly

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</thead>
<tbody>
<tr>
<td>Create an annual timeline of course offerings including fee based, corporate clients and grant classes</td>
<td>Timeline to be included in strategic plan</td>
<td>Completed 5/1717</td>
<td>Corp Advancement Developer Workforce Program Specialist</td>
</tr>
<tr>
<td>Conduct Confined Space Market Needs Analysis</td>
<td>Completed Market Analysis</td>
<td></td>
<td>Corp Advancement Developer Workforce Program Specialist</td>
</tr>
<tr>
<td>Conduct Fall Protecting Market Needs Analysis</td>
<td>Completed Market Analysis</td>
<td></td>
<td>Corp Advancement Developer Workforce Program Specialist</td>
</tr>
<tr>
<td>Conduct Soft Skill for EHS Feasibility study</td>
<td>Completed Feasibility study</td>
<td></td>
<td>Corp Advancement Developer Workforce Program Specialist</td>
</tr>
<tr>
<td>Feasibility study for CIS boot camp</td>
<td>Completed Feasibility study</td>
<td></td>
<td>Corp Advancement Developer Workforce Program Specialist</td>
</tr>
<tr>
<td>Market Analysis of EHS competitor course offerings</td>
<td>Completed Market Analysis</td>
<td></td>
<td>Corp Advancement Developer Workforce Program Specialist</td>
</tr>
<tr>
<td>Offer new EHS courses in the 2017-2018 AY</td>
<td>2 classes offered</td>
<td></td>
<td>Corp Advancement Developer Workforce Program Specialist EHS Program Coordinator</td>
</tr>
<tr>
<td>Revitalize CALCPT Courses</td>
<td>Boards Updated 3 courses offered and filled</td>
<td></td>
<td>Corp Advancement Developer Workforce Program Specialist SDGE Partner Jon Kropp</td>
</tr>
<tr>
<td>Revitalize Smog Courses</td>
<td>3 courses offered and filled</td>
<td></td>
<td>Corp Advancement Developer Workforce Program Specialist Auto Program Coordinator</td>
</tr>
</tbody>
</table>
Goal 4: Strategically leverage programs and resources to ensure departmental sustainability

Objective 1: Create Standard Operating Procedures based on industry and accreditation regulations

Current Baseline:

1. During a recent SWOT analysis the team identified lack of sustainability as a weakness. This included concerns regarding gaps in institutional knowledge and development programming for staff, unclear district mission for department (relationship to Global Corporate College?), staffing a capacity issues versus need for growth to be 100% self-sustaining and the future of the faculty pay structure.

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</thead>
<tbody>
<tr>
<td>Conduct feasibility study regarding hiring</td>
<td>Versions of budget created with and without grant</td>
<td>Completed 5/23/17</td>
<td>Corp Advancement Developer</td>
</tr>
<tr>
<td>Workforce Program Specialist</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conduct CAS evaluation (Council For The Advancement Of Standards In Higher Education)</td>
<td>Completed CAS Evaluation with summary of strengths and gaps</td>
<td></td>
<td>Corp Advancement Developer</td>
</tr>
</tbody>
</table>
| Create/Update training manual for Fee Based Programming and Corporate Training | Completed SOP for Corporate Training  
Completed SOP for Fee Based                                                 |                 | Corp Advancement Developer                 |
| Codify Faculty Pay Procedures                                            | Written procedures for defining faculty pay process                                 |                 | Corp Advancement Developer                 |
| Revise Class evaluations                                                | Revised class evaluation form and written process                                   |                 | Corp Advancement Developer                 |
| Update course development process                                        | 1. Develop course value matrix  
2. Streamlined course submission form                                         |                 | Corp Advancement Developer                 |
| Staff professional development                                          | Attend 2 relevant training events                                                   |                 | Corp Advancement Developer                 |
Goal 4: Strategically leverage programs and resources to ensure departmental sustainability (Continued)

Objective 2: *Increase department profits by 5% over the next 2 years*

**Current Baseline:**

1. The department is currently staffed with 1.5 people. It pays for all course implementation logistics. In addition to fee brought in through courses, it is meeting current expenditures through an $82,000 subsidy from the district. Without that subsidy, the projected net loss for the department is roughly $30,000 per year.

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</thead>
</table>
| Conduct Website Audit/ Focus group | 1. Executive summary of Strengths, weakness and opportunities  
2. Timeline for changes (if necessary) | | Corp Advancement Developer |
| Draft and conduct employer survey regarding east county business needs | 1. Survey Drafted  
2. Survey Sent  
3. Response Rate of 30%  
4. Results Tabulated  
5. Course recommendations made | | Corp Advancement Developer  
Workforce Program Specialist  
Research Department |
| Audit of PDA curriculum, clients and processes for offering short term management, soft skills, leadership courses | Completed Audit / Feasibility Study | | Corp Advancement Developer  
Workforce Program Specialist |
Appendix A

SWOT Analysis

Strengths

1. EHS program is in demand, has a good reputation, is valued and supported by faculty/ admin. Has built in repeat business.
2. Strong relationship with port and SDCCD. Larger employer, outside East County creating brand awareness, forces us to develop new curriculum, establishes a corporate training model
3. New website, less staff time on registering students and site edits, better branding, easier for students to register
4. SDWP grant was successful, creating a model for a new sources of revenue and clients
5. Revamping programs has faculty buy in, we have faculty with strong expertise
6. Starting to be more data driven
7. Positive response from the governing board
8. Division of labor improved

Weaknesses

1. Sustainability unclear
2. Limited recognition and understanding of what we do among campus constituents
3. At capacity with staffing (can’t grow staff hours without making more money, can’t make more money without more staff hours)
4. Grossmont CTE reluctant to collaborate
5. More FTEs, less incentive form credit programs to work with Fee Based model
6. Regional relationships could be better defined and strengthened
7. Departmental gaps in knowledge related to non-credit programming

Opportunities

1. Manage department workflow to apply for and win more grants, Leverage faculty expertise (EHS) **
2. SMOG & CALPT almost up and running
3. Expansion of EHS **
4. Creation of written model for corporate contracts using port as model*
5. Website audit
6. Use Kerri for marketing *
7. Engage with Grossmont more
8. Showing value to CTE departments (matriculation/enrollment)***
9. Working regionally CA promise with Linda
10. Workforce Training Council**
11. Partner with adult education*
12. Top quality leadership program- Denise***
13. Membership fee for discounted services
14. Support advisory boards with our relationships
   *Denotes possible priority projects

**Longer Term Ideas to Explore**

1. CEUS for professional organizations
2. Developing our own on-line curriculum
3. Expansion past CTE
4. Working Regionally on Corporate Delivery
5. Selling already developed Corporate courses as fee-based courses
6. Solar Program

**Threats**

1. Faculty Pay process
2. Competitors (Pacific Safety, CIAT, Chambers)
3. Losing District subsidy for Global Corporate College
4. Sustainability: limited institutional knowledge, SOPs and base knowledge of non-credit/CEU programming
Appendix A

SWOT Analysis (Continued)

Brainstorming “Opportunity” Action Items

EHS Expansion
1. Confined space market analysis and equipment options
2. Offering EHS courses monthly
3. Fall protection course exploration
4. Market Analysis of competitors
5. Employer Survey

Leadership Academy
1. Customized courses for Tech Industry (i.e. soft skills for auto professionals)
2. Grant funding for course development (Promise Grant/ Higher Edge/ String Workforce alignment?)
3. Use Denise to develop courses

Grants
1. Schedule meeting with Sally to discuss possible cross over with Strong work force
2. Reach out to SDWP regarding other SDWP grants
3. Schedule meeting with Jennifer Lewis to discuss SDCCC partnership options

Sustainability
1. Website audit, focus group and refresh
2. Create SOPs, guidelines
3. CAS evaluation
4. Professional development plan for staff to increase non-credit knowledge
5. Adult education offerings analysis, course marketing collaboration
6. Course scoring matrix for new courses
7. Automate the class evaluation process
Appendix A

SWOT Analysis (Continued)

Brainstorming “Opportunity” Action Items

Show Value Internally

1. Print Piece created
2. Present at Flex week
3. Case student EHS
4. Faculty “get to know you” sessions (lunches, class observations)
5. Attend department community events
6. Assist with advisory boards

Workforce Council

1. Define charge and composition, Future planning: who, what, where, when, why
2. Clear list of actions this committee will take
3. Erin & Sally to meet regularly to co-chair council
4. Labor market research
5. Conduct timeline activity showing intersection points of when/how each department connects with a student
Appendix B

Marketing Brainstorm

1. Referral Incentive
2. Member rates
3. Postcards: create custom landing page, QR code or coupon code to track campaign
4. Mailchimp Bigger Red Button
5. Route campaigns through Kerri for review
6. Salesforce: automatic email for re-certification (student and employer lists)
7. Monthly 1-1 with Kerri to discuss marketing strategy, review analytics
8. Link website to analytics, goal to increase click rates
9. Website: update program pages, corporate page, legend for each class, remove ed2go
10. Monthly mailchimp of classes being offered that month with faculty spotlight and a referral program discount
11. Ad coupon on every postcard or email so we can better track marketing
Appendix B
Marketing Brainstorm

Internal
- CTE Grossmont
- CTE Cuyamaca
- Faculty
- General Branding
  - Campus Presentations
- Department Events
- Lunches and appreciation events

External
- Relationships
  - Workforce Coord Council
- Print
  - Postcards
  - Revise 1 Pager
- Digital
  - Mail Chimp
  - Google Ads
  - Website

- Workforce Coord Council
- Workforce Coord Council
- Workforce Coord Council