



CONSTRUCTION
CENTER OF EXCELLENCE
RTC RENTON TECHNICAL COLLEGE

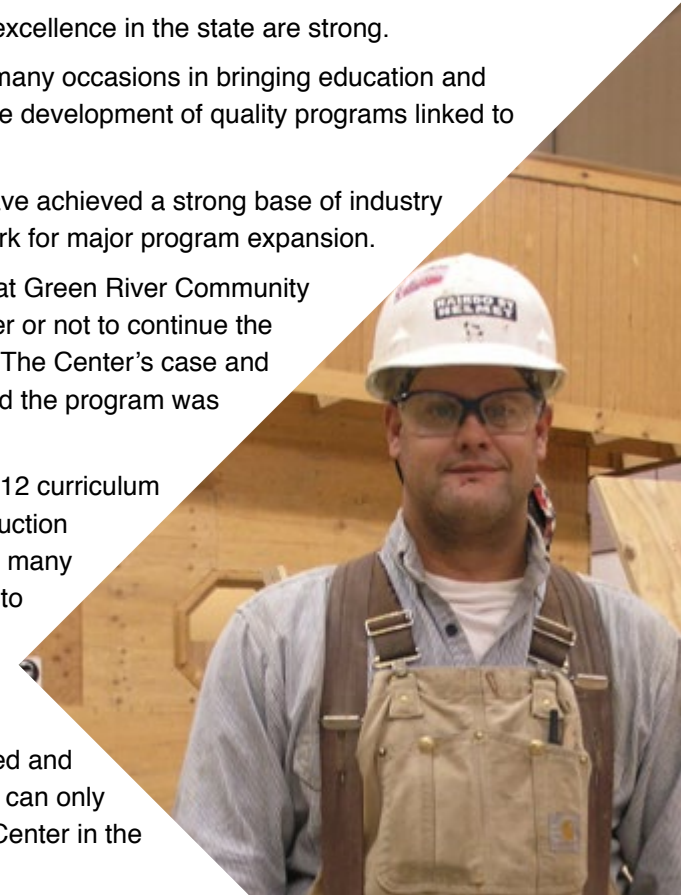
2015 STRATEGIC PLAN

CONTAINS:
FIVE-YEAR VISION REPORT
MACRO STRATEGIES
IMPLEMENTATION PLAN



Construction Center of Excellence foundational strengths to inform future planning:

1. The Center's focus on career pathways and building a network of partnerships within the industry and among education, government agencies, and local community organizations has seen great results. Now the Center is poised for new opportunities at a time when there is a new federal emphasis on the apprenticeship approach to workforce training.
2. The Center has disseminated and is continuing to disseminate valuable information on trends and developments throughout all its networks and partnerships. This established practice can only further strengthen the Center's role as a conduit between industry and education.
3. This Center is recognized within education as an honest broker that acts on behalf of the entire college network and not just a few chosen colleges.
4. Relations with other centers of excellence in the state are strong.
5. The Center has succeeded on many occasions in bringing education and business partners together in the development of quality programs linked to well-paying jobs and careers.
6. The Center director and staff have achieved a strong base of industry partners that lays the groundwork for major program expansion.
7. The Center director intervened at Green River Community College on a question of whether or not to continue the college's construction program. The Center's case and supporting data held the day and the program was successfully re-established.
8. The career pipeline that links K-12 curriculum to well-paying jobs in the construction industry has become a reality in many quarters. This adds momentum to pathway development among the partners.
9. The fact that the ten centers of excellence have been recognized and codified by the state legislature can only add impetus to the work of the Center in the coming years.



Five Year Practical Vision for the Center of Excellence

Updated February 15, 2015

I Strong Foundation of Fiscal Resources and Broad Policy Support		II New, System-wide Focus on Opportunities in Construction		III The Center as the Enduring Interface Between the Industry and Education	
A Creating a sustainable funding system for quality training	B Becoming a valued industry resource respected by the legislature	C Building an innovative, outreach and advocacy network		D Developing a more integrated pipeline from K-12 to industry	F The Center becoming a cutting-edge resource for industry and education
A1 New funding base for women in the trades pre-apprenticeship programs	B1 A streamlined reporting system to the SBCTC	C1 An alumni network of mentors and speakers		D1 Career pathways to and from apprenticeship programs are clearly mapped	F1 Center is the 'go-to' source for construction labor market info
A2 A scholarship program for all interested applicants	B2 Center has strong advocacy base in legislative circles	C2 Outreach team that targets at-risk youth and inmates		D2 Joint efforts with OSPI to promote technical education in high schools	F2 Center is the 'go-to' place for continuing education
A3 Center is the 'go to' grant collaborator for industry, labor, government and education	B3 Achievements of the Center inspire insightful policy development	C3 Coordinated advocacy message among ESD, DVR and youth organizations		D3 New Center staff member acts as K-12 liaison	F3 Center boasts a social-media video on career opportunities
A4 Center has a large advertising budget	B4 Center becomes part of an international 'best practice' network	C4 Outreach and recruitment campaign focused on 'Handguns to Nail Guns.'		D4 Pre-apprenticeship programs are offered in all K-12 schools	F4 Apprenticeship programs link to 2- and 4-year degree options
A5 Grant-funded programs are sustainable over time	B5 Center extends outreach to the board of trustees and the Presidents' Group to strengthen the advocacy base	C5 An annual conference for CTC educators on the new trends in the industry		D5 OSPI and Center partners develop new programs	F5 Center supports identification & propagation of construction practices
A6 Enhanced partnerships with other Centers of Excellence attracts innovation funding		C6 Center achievements are promoted through a speakers bureau of industry SMEs		D6 K-12 teachers, counselors and administrators promote apprenticeship opportunities equally with other college options	F6 Center is the locale for applied curriculum
		C7 Full-time outreach specialists promote apprenticeship to K-12, CTC students and veterans		D7 Center facilitates dialogue between K-12 and the industry	F7 Center showcases new technology applications in industry
		C8 A mobile van supports outreach to K-12, career days, street fairs, and community events		D8 The Center is a household name for all K-12 counselors	F8 Center is an information resource on LM trends & developments for education and the industry
		C9 Focused outreach to targeted demographics such as retirees, workers, veterans, and others		D9 Center supports industry-relevant curriculum development	

Macro Strategies

2015-2020 Strategic Plan Term

A Tracking the Future	B Finance Strategy	C Building Awareness of Opportunities for Young People	D Online Resources	E Educating Legislative Champions	F Developing Vocational Educators
A1 Tracking and communicating emerging technologies	B1 Industry award ceremony	C1 The pre-apprenticeship recognition program promotion	D1 The online searchable network of CBOs and their services	E1 Legislature advocates participate in planning process with the Center	F1 Industry SMEs and educators in professional development together
A2 Regional innovation committees	B2 Sponsorship campaign for the award ceremony	C2 Pre-apprenticeship in all high schools	D2 The online, diverse, state-wide speakers bureau		F2 Dual career pathways - work and college
	B3 Four new staff for outreach and marketing	C3 Industry Job Fair	D3 COE One Stop connection sites		F3 K-12 counselor training includes apprenticeship and 2-year career options
	B4 Financial support	C4 K-12 liaisons			F4 The Vocational College for educators
	B5 Full-time grant writer for both CCE & industry partners	C5 Industry Back to School			
	B6 The Innovative, Best Practice Award	C6 Diverse populations outreach			
		C7 Industry validated curriculum			
		C8 Industry employment opportunities promoted to K-12			

Macro strategy: Tracking the Future

The Basic Intent	<i>What aspect of the vision will this strategy contribute to?</i> Articulate the distant horizon.
Success	<i>What does success look like? How will we know that we were successful?</i> Posting of new emerging concepts on website. Robust systems that articulate emerging trends. Staying ahead of the 8-ball. Communicating emerging trends to education community.
Advantages	<i>What is already in place that will make this strategy possible?</i> Director, staff, website, physical location.
Action Steps	<i>What are the main action steps required to make this reality?</i> 1. Creation of a best practices section on the website. 2. Generate strategies to increase communications. 3. Increase awareness and education to advisory committees to create the frameworks for regional committees for innovation and best practices.
Metrics	<i>What measures will be used to indicate success has been achieved?</i> Implementation and use of best practices on website. Formation of regional advisory or feedback system (physical or virtual).
Lead	<i>Who needs to take the lead role?</i> Joan
Supporting Team	<i>Who are the back-up forces?</i> OSPI Communications, CCE Director, staff, website and ad hoc committee.
Time Frame	<i>What does it look like at this stage?</i> 6 months to a year with achievements slotted to specific timeframes that are achievable.
Link to Wider CoE Goals	<i>How does this connect to the core expectations of all centers?</i> Workforce supply/demand

Macro strategy: Finance Strategy

The Basic Intent	<i>What aspect of the vision will this strategy contribute to?</i> Building a sustainable and unrestricted funding base.
Success	<i>What does success look like? How will we know that we were successful?</i> An adequately funded Center that allows for appropriate staffing, coordination of events, and planning for the future. Better awareness of the construction trades and employment opportunities. More brick and mortar facilities in a physical location.
Advantages	<i>What is already in place that will make this strategy possible?</i> Existing staff, location structure of governance and project development. Proven success.
Action Steps	<i>What are the main action steps required to make this reality?</i> 1. Advocate for more state funding 2. Secure additional grant funding and or grant writer 3. Create foundation to receive revenue streams and fund grant writer in time
Metrics	<i>What measures will be used to indicate success has been achieved?</i> Amount of funds procured. Viable grant writer on board. Goals developed for fund raising.
Lead	<i>Who needs to take the lead role?</i> Shana
Supporting Team	<i>Who are the back-up forces?</i> Advisory board. Ad hoc funding committee.
Time Frame	<i>What does it look like at this stage?</i> 6 month to a year—grant writer and/or grants submitted.
Link to Wider CoE Goals	<i>How does this connect to the core expectations of all centers?</i> Addresses the need to build sustainable systems

Macro strategy: Building Awareness

The Basic Intent	<i>What aspect of the vision will this strategy contribute to?</i> Developing a more integrated pipeline from K-12 to industry
Success	<i>What does success look like? How will we know that we were successful?</i> All counselors in the state are proficient in articulating opportunities in the construction career pathways to students. High school students are exposed to construction industry opportunities more often than now Colleges will have a larger applicant base Different models and forms of pathways will be tried and some replicated around the state.
Advantages	<i>What is already in place that will make this strategy possible?</i> Career fairs, Pathways events, Apprentice Ambassador
Action Steps	<i>What are the main action steps required to make this reality?</i> 1. Identify strategic partners to help create pathways in the region 2. Raise funding 3. Increase resource materials 4. Coordinated outreach events
Metrics	<i>What measures will be used to indicate success has been achieved?</i> Numbers of events, attendance at events, number of newly created and distributed resource materials, number of coordinated outreach events, increased applicant pool to meet industry needs
Lead	<i>Who needs to take the lead role?</i> CCE
Supporting Team	<i>Who are the back-up forces?</i> L&I, industry partners, CTC partners, OSPI/CTE
Time Frame	<i>What does it look like at this stage?</i> Ongoing
Link to Wider CoE Goals	<i>How does this connect to the core expectations of all centers?</i> Workforce development
Other Considerations	<i>What do we need to be aware of as we proceed with this?</i> Strategic planning around the date of the events, the ambassador program needs funds for apprentices that might miss work

Macro strategy: Online Resources

The Basic Intent	<i>What aspect of the vision will this strategy contribute to?</i> Developing and delivering Services and Resources.
Success	<i>What does success look like? How will we know that we were successful?</i> Greater access to services for students and other stakeholders. More activity/visitors on website. Stable of ready-to-serve speakers, tours, field trips, and mentors. Recognition and acknowledgment of the Center as a resource.
Advantages	<i>What's already in place that will make this strategy possible?</i> Director, staff, website, physical staff. Advisory committee, willing participants from industry via meetings and DACUMS.
Action Steps	<i>What are the main action steps required to make this reality?</i> 1. Develop and define services of one-stop model 2. Develop speakers bureau and communicate about the speaker, location, and topics 3. Advocate for posting of best practices, lessons, jobs, resources, and service on the website.
Metrics	<i>What measures will be used to indicate success has been achieved?</i> Viable speakers' bureau established and the number of hits on the website per quarter.
Lead	<i>Who needs to take the lead role?</i> Shana/Lin
Supporting Team	<i>Who are the back-up forces?</i> Yet-to-be-hired staff
Time Frame	<i>What does it look like at this stage?</i> August 2015 unveiling at WA-ACTE. For speakers bureau work in progress, continue to add names to speaker roster.
Link to Wider CoE Goals	<i>How does this connect to the core expectations of all centers?</i> Industry sector; education innovation

Macro strategy: Educating Legislative Champions

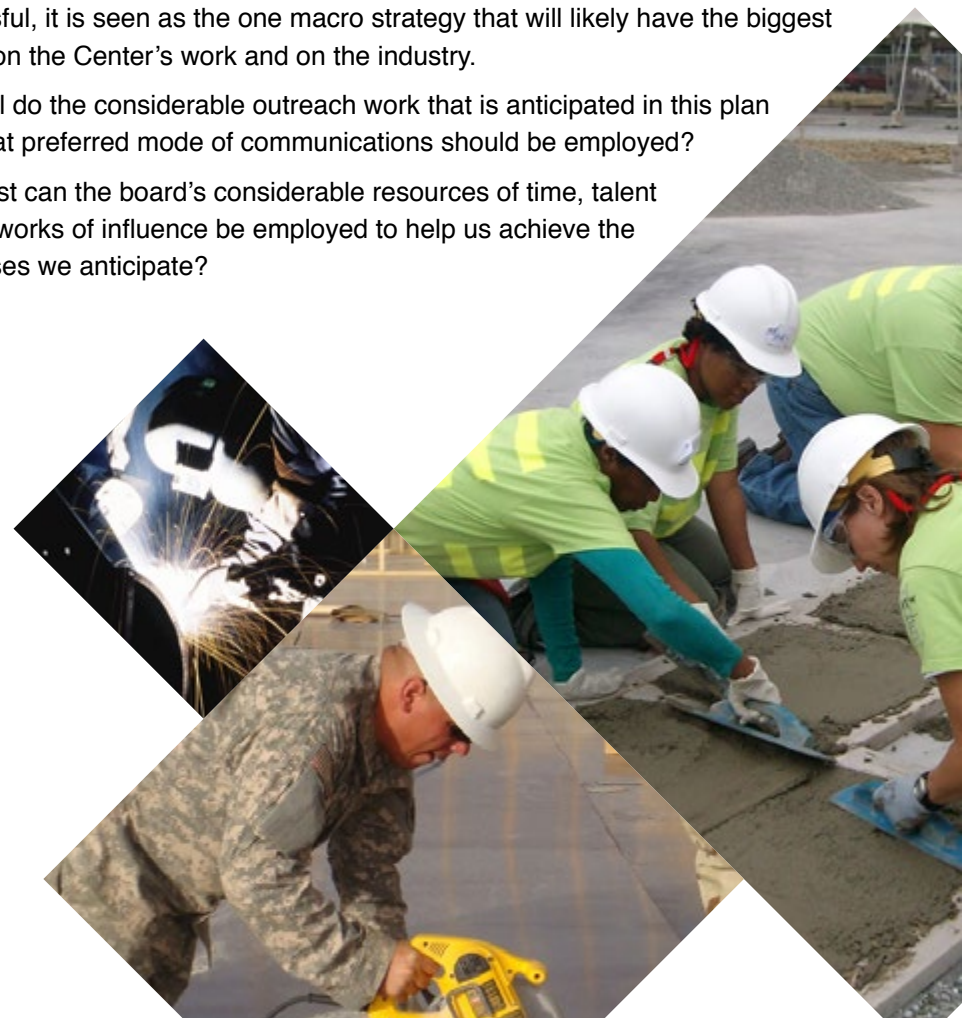
The Basic Intent	<i>What aspect of the vision will this strategy contribute to?</i> Becoming a respected and supported resource for the construction industry
Success	<i>What does success look like? How will we know that we were successful?</i> One or more legislators become board members along with other politically influential people
Advantages	<i>What's already in place that will make this strategy possible?</i> The Centers of Excellence have been codified under the RCW and already have a large public presence.
Action Steps	<i>What are the main action steps required to make this reality?</i> 1. Work through SBCTC to find a likely champion for the Center 2. Build a network of influential advocates 3. Develop a committee to establish a strong brand for the Center 4. Invite some hand-picked legislators to Center events 5. Invite a key legislator onto the board with a clear assignment
Metrics	<i>What measures will be used to indicate success has been achieved?</i> A new brand or message is developed that triggers a very positive response from advocates and colleagues. A legislator joins the advisory board
Lead	<i>Who needs to take the lead role?</i> Shana
Supporting Team	<i>Who are the back-up forces?</i> Branding or message committee
Time Frame	<i>What does it look like at this stage?</i> 12–18 months
Link to Wider CoE Goals	<i>How does this connect to the core expectations of all centers?</i> Economic development and education innovation

Macro strategy: Developing Vocational Educators

The Basic Intent	<i>What aspect of the vision will this strategy contribute to?</i> Collaborative integration of education and industry
Success	<i>What does success look like? How will we know that we were successful?</i> Vocational educators are better connected with industry trends and needs and use industry SMEs for input and engagement in the curriculum
Advantages	<i>What's already in place that will make this strategy possible?</i> Externships with workforce, technical advisory committees
Action Steps	<i>What are the main action steps required to make this reality?</i> 1. Best practices seminar on building and engaging their TAC offer clock hours 2. Two week summer externship from design to build 3. Funding 4. Articulation agreement for post secondary training
Metrics	<i>What measures will be used to indicate success has been achieved?</i> Survey results
Lead	<i>Who needs to take the lead role?</i> CCE
Supporting Team	<i>Who are the back-up forces?</i> OSPI/WDC/industry partners
Time Frame	<i>What does it look like at this stage?</i> Ongoing
Link to Wider CoE Goals	<i>How does this connect to the core expectations of all centers?</i> Education efficiencies
Other Considerations	<i>What do we need to be aware of as we proceed with this?</i> Teachers' schedules and K-12 annual timelines

Next Steps and Implementation:

1. It is expected that each board member who took part in one or more of these three strategic planning events will review this work and share any edits, additions or other comments with Shana and her staff.
2. Following this feedback, the board will approve a final version of this strategic plan which will become a guiding and working document going forward.
3. The staff and board will address the following questions—among others—that arose as a result of this process:
4. Where will we find the fiscal resources that this plan requires? Securing a stronger funding base is seen as one of, if not, the major challenge facing the Center. If successful, it is seen as the one macro strategy that will likely have the biggest impact on the Center's work and on the industry.
5. Who will do the considerable outreach work that is anticipated in this plan and what preferred mode of communications should be employed?
6. How best can the board's considerable resources of time, talent and networks of influence be employed to help us achieve the successes we anticipate?



Strategic Plan Deliverables Timeline

Purple shading: deliverable is likely to have a large, positive impact on the Center's mission and on the industry

Green shading: deliverable will likely be a breakthrough point in the overall strategy

Orange shading: deliverable will be both a breakthrough point and will have a large, positive impact on the Center's mission and on the industry

Macro Strategies	Q2 2014 – 2015	Summer 2015 – 2016	Fall 2015 – 2016	Winter 2015 – 2016		Spring 2016 –2017	2016 –2017	2017 –2018	2018 –2019	2019 – 2020
A Tracking the Future	Showcase page on website updated		Board member appointed as trend watcher Staff research position established	Trend reporting process established		Process evaluation				Full time researcher hired
B Finance Strategy	Strategic plan kick-off event	Programs to fund are identified	Foundation option confirmed Budget includes a grant writer Grant applications submitted	RFQ for grant writer completed		Part-time grant writer hired Foundation feasibility Study completed	Foundation committee names constituents and foundation structure		Foundation status is filed	Foundation is established
C Building Awareness of Opportunities for Young People	Pathways event is held Core Plus is expanded to construction (Bates, AGC, MIC) Strategic partners identified for outreach Career day and fairs strategies developed	Outreach tracking mechanism created	Apprentice ambassador program Launched NSF grant for STEM math toolbox. The trades & Core Plus submitted	Career exploration page on Center website developed		Career exploration web page activated	NSF grant for building applied math and Core Plus curriculum secured			Beta test completed for the career exploration web tool
D Online Resources	Research of possible speakers completed Information compiled and updated.	Speakers bureau designed Speakers bureau page on website goes live Aug 15. Website maintenance schedule set-up	One-Stop design committee formed	Advisory board reviews One-Stop design plans		One-Stop design model finalized	One-Stop built and ready to launch	Advisory board beta-tests One-Stop	One-Stop is launched	
E Educating Legislative Champions	Network of Centers of Excellence advocates is identified		The 'message' subcommittee is formed			Influential legislators and groups targeted	Key legislators invited to Center events		Legislators join the advisory board	
F Developing Vocational Educators	Partnership work-plan with Joan Weiss, Worker Center developed. Joint construction career pathway that includes K-12, S. Seattle College, AGCF & UW formed	Teacher externship match program set up with AGCF Strategy to sustain the externship match program designed	Technical advisory committee best practices presented at WA ACTE and other conferences			Externships for teachers are designed and built				

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