Deans Council Retreat Notes
Monday, June 23, 2025
Location: Miramar College Rm K-107
8:30am – 3:00pm

Deans and Associate Deans Present: A. Berry, B. Gamboa, S. Knox, J. Lewis,
W. Nelson, J. Pena, A. Perman, N. Roe, M. Romero, J. Kropp, V. Torres, B. Dorschel,
Guests: S. Bradley, D. Brown, Y. Latridis, E. Matthews, C. Timbol Larson (for T. Ngo Bartel)

Purpose: Strengthen collaboration to advance regional career education priorities

Mission: The SDICCC RC provides leadership and guidance on regional career education initiatives that serve its members and stakeholders. Driven by an equity framework, we collaborate with educators, industry, community partners, and students to develop a skilled workforce and align to the future needs of the regional ecosystem.
Vision: Transforming the way educators, industry, and community partners equitably advance economic mobility.
Values: Adaptive – Readily adjust our focus and efforts to address workforce needs and new initiatives
Fearless – Boldly and respectfully take action to address challenges and barriers that impede CTE student success
Interdependency – Recognize and leverage the connectiveness of all of the partners of the workforce ecosystem
Reflective – Regularly review, assess, and evaluate projects, goals, and outcomes for continuous improvement
Sustainable Justice – Engage in work that promotes the long-term well-being of people, the colleges, the community, the environment, and society as a whole
Transparency – Commit to accountability, honesty, and openness with workforce ecosystem partners

Overview and Discussion of Regional Priorities, Initiatives, and Investments
Regional Priorities: Career Navigation, Data/Research, Employer Engagement, Equity

Regional Initiatives & Investments:
- Career Navigation (Outreach & Readiness)
  - *Adult Education/Noncredit* - Provide administrative support for workgroup and fiscal support for alignment activities
  - *Career Services* - Support for implementing strategic plan through RFA process
  - *Credit for Prior Learning* - Technical Expert providing guidance and assistance to colleges
  - *Dual Enrollment* - Technical Expert providing guidance and assistance to colleges
  - *Rising Scholars* – Provide administrative support for regional committee, may change due to state restructure
- Data/Research
  - *Research* - SDI Center of Excellence
  - *Research* - CTE Researchers assigned to colleges

- o *Professional Development* - Counselor Institute and Faculty Institute

- Employer Engagement
  - o *Employer Engagement* - Employer Relations Liaisons (EWD funded), Industry Relations Consultants: Advanced Manufacturing, Advanced Transportation & Logistics, and Health (EWD funded), Job Placement Case Managers (RFAs), and Work-based Learning Coordinators (RFAs) (RFAs prioritize increasing WBL and jobs and the college's responsiveness to employer needs.)
  - o *Sector Investments* – Provide funding to address talent development and needs of regional industries and employers
- Equity
  - o *Apprenticeship/Pre-Apprenticeship* - Technical Expert providing guidance and assistance to colleges; contract with LAUNCH to assist colleges with implementing apprenticeships; creating a workgroup/community of practice in the fall
  - o *Black Student Equity Report Implementation* – Provide funding for implementation of equity strategies
  - o *Professional Development* - Counselor Institute, Faculty Institute, CTE Teacher Prep course, WBL course – one for instructional faculty, another for counselors/student support staff
  - o *Vision 2030* – Provide funding for implementation of Vision 2030 goals (RFAs)

Overview and Discussion of Regional Communities of Practice and Workgroups

Overview - Regional Initiatives & Investments:
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  - o *Professional Development* - Counselor Institute and Faculty Institute
- Employer Engagement Should this be "Industry Alignment"?
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Discussion

- Clarify and Standardize Outcome Expectations
  - Definition
    - Develop clear, shared definitions of key outcomes so expectations are known
    - Establish a Career Navigation glossary of terms aligned with NACE standards
    - Clarify the difference between Workgroups and Communities of Practice (CoPs) in terms of scope, purpose, and expectations
- Strengthen Oversight & Regional Coordination
  - Quarterly Project Check-Ins
    - Hold quarterly check-ins with each college's VPI, CTE Dean, and Associate Dean
    - Purpose: Ensure alignment on project goals, monitor spending timelines, and maintain momentum toward outcomes
    - Goal: Improve accountability and avoid underspending or underperformance
  - Transparency in Metrics
    - Use DataVista as the standard reference point for tracking and reporting outcomes, since it reflects the data used by the Chancellor's Office.
    - Improve regional transparency around current outcome performance and expectations.
  - Outcome Accountability
    - Example from CAEP: If a project is not meeting outcomes, reallocate funds to more successful or strategic efforts
    - Allows underperforming projects to rebuild structure and reapply with stronger foundations in future funding cycles.
    - Model: RFA – Regional provides funding – quarterly outcomes check in – reallocate funding if not meeting expected outcomes
  - Performance Improvement Plans (PIP)
    - Consider a PIP process for colleges that consistently do not meet expected outcomes
    - Focus on providing support and structure—not as a punitive measure—to improve project success
- Challenges Identified

- o CTE Deans Engagement
  - ▪ Shifting Priorities: CTE Deans are often reassigned by VPIs to other college initiatives, limiting their involvement in regional workgroups
  - ▪ Capacity Concerns: Many are stretched too thin across multiple priorities, despite their key role in regional strategy
  - ▪ Need for Reprioritization: Advocate for institutional support to prioritize and protect their participation in regional efforts. (It was noted that regional work is the CTE Deans work.)
- o Career Services Transition
  - ▪ Career Services is shifting from Instruction to Student Services on some campuses
  - ▪ Important to maintain alignment with CTE priorities to preserve access to work-based learning and career services for CTE students
- Requests of Region
  - o Develop an onboarding document for JPCM, WBLC & Associate Deans
  - o Post SDICCCA CTE and SWP By-laws on regional website
  - o Shared data (local, regional, & state) outcomes with senior leadership – the good, the bad, and the ugly.
  - o Create common definitions and meaningful outcomes, with accountability for funding
  - o Hold regular monthly check-ins with colleges – RFA activities and budget
  - o Revisit the Fifth Pillar report to evaluate our investments

Communication and Feedback: Community of Practice and Workgroups
<u>Brainstorming:</u>

<u>Group 1:</u>
Workgroups
- Leadership-Based
  - o Establish broader strategies to reach outcomes
  - o Inform investments or recommended strategies (Strategic Planning)
  - o Determine lead indicators – outcomes
COPs (Communities of Practice)
- Focus on sharing and documenting best practices
- Topics:
  - o JPCM & WBL - Integrate with Employer Engagement
  - o Credit for Prior Learning (CPL)
  - o Apprenticeship
Committee
- Admin Data Conference
  - o Attendees: Deans, AOs, staff, VPs, faculty leads

<u>Group 2:</u>
'Less is more'

Workgroups:

- Align workgroups directly with regional investments and clearly define expected outcomes
- Create a group dedicated to identifying, managing, and leveraging regional data and research priorities
    - Purpose: Use data to support accountability and guide investment decisions
- Apprenticeship: Writing Grants, offloading DAS work & negotiating employer contacts

CoP
- Focus on outcomes of investment (EX: JPCM should focused on student placements)
- Develop a Best Practices Handbook and centralized repository of resources
    - How do we know what was created before us?
    - Provide space for members to share common challenges and co-develop solutions

Deans' Council Meeting
- In person
- Consistent standing agenda items on outcomes and progress on priorities

Accountability Meeting
- Meet monthly
- Pre check in: Each college should conduct a pre-meeting check-in to review campus-specific metrics and priorities
    - Ex: For WBL, the check-in team might include the WBL Coordinator, Dean, ERL, and Career Services Lead

Group # 3
Each Group must define outcomes
Organize committees around Vision 2030
Change 'workgroup' to 'committee'
Campus committee participation tied to RFA funding

Workgroup
- Each workgroup should have Quality Improvement as a regular topic or create a QIC – Quality Improvement Consortium
- Data & Innovations – clear research needs, ideas, topics planned annually
- Advocacy Workgroup or CoP
- Each needs a researcher & a CTE Dean to lead
    - Data is supplied to each committee with equity at the core

CoP
- Funding/Grant/Grant Management/Grant writing
- Strategic Planning – Theory of change topics like logic models revised
- RFA Investment Projects
    - Strategic ways to use funding. What has worked? Who need to be involved?

Initiative and Investments Phase Outs & Transition Planning

New Workgroups / Squads/ Committees 2025-2026:
- Adult Learner Pathways/Adult Learner Success

- o Apprenticeship
- o CoP: CPL?
- Employer Engagement/Industry Alignment/Career Services/Talent & Workforce Development
  - o CoP: WBL & JPCM?
  - o Career Counseling
  - o ERLs
- Data & Innovation
  - o Researcher PD
  - o Evaluation & Assessment
- Deans
  - o Advocacy
  - o Employment Outcomes & Research Project Priorities
  - o Professional Development
    - ▪ Artificial Intelligence.
  - o Early College Credit (not a squad)
    - ▪ Dual Enrollment/Concurrent Enrollment
    - ▪ AP
    - ▪ Articulation

Adult Education – paused for now, RC staff will continue to attend the Super Region meeting and report back to Deans Council members

Rising Scholars – RC staff will attend meetings and report back to Deans Council members

K-12 – K14 TAP will continue to support Early College Credit activities and Technical Assistance for Dual Enrollment

Synthesis and Next Steps

- Deans Council Agenda Restructure
  - o Create running agenda for Deans/Associate Deans to add items
  - o Required topics in first 30 minutes of meeting
  - o Agenda items must need action/conversation
    - ▪ Updates can be sent via email and/or linked in the agenda
  - o Committee report-outs must need action or discussion
  - o Remainder of the meeting for discussion of "hot topics"
  - o Incorporate equity and data in every agenda
  - o Use round-robin format during "hot topics" to engage all colleges in discussion

The new format will take place with the August 15th meeting.

- Workgroup Restructure
  - o Create new "Committees" focused on *three regional priorit*es
    - ▪ *Adult Learner Pathways/Adult Learner Success*
    - ▪ *Employer Engagement/Industry Alignment/Career Services/Talent & Workforce Development*

- *Data & Evaluation/Data & Innovation (possibly in collaboration with the SDI RP Group)*
            - Committees will be co-chaired by a CTE Dean and an Associate Dean
            - Inform initiatives/investments or recommended strategies/actions
            - Provide strategic planning & investment
            - Equity embedded in discussions and work
            - Designated point of contact (answers questions/ownership)
            - Leadership-based
            - Establish strategies to reach broader outcomes
            - Determine leading indicators/outcomes
            - Document attendance
    - Under each Committee there will be Communities of Practice
        - For example:
            - Apprenticeship
            - CPL
            - WBL & JPCM
            - Career Counseling
            - Data & Innovation
        - For practioners
            - Professional Development
            - Sharing best practices
        - Directly aligned with at least one Committee
        - Focus on outcomes of investments
        - Equity embedded in discussions and work
        - Designated point of contact (answers questions/ownership)
        - Share and document best practices
        - Hold once a semester planning/check-in meeting, which include CTE Deans and Associate Deans
        - Document Attendance

The Implementation Committee will create provide recommendations for these new committees at the September 12th meeting.

- K-12
    - More engagement with K-12 SWP
        - What has been funded?
        - What schools receive funding?
        - What funded projects lead to CC programs/pathways?
        - Make this information easily available on regional website
    - More engagement with K-14 TAP/Pathway Coordinators
    - Explore idea of meeting with K-12 partners by subregions

Danene will work with Jennifer to determine the best way to bring these questions to the Deans Council members for discussion.

- Other Key Take Aways
    - Document and share our Best Practices with each other
    - Establish baseline for outcomes/metrics/expectations

- Data for assessment and evaluations of investments
- Less is more - if it can be said in an email, we don't need a meeting
- Need for Lead CTE Dean Participation
- Clear communication, with easy access to information
- Designing for adult learners, will also serve/help K-12 learners
- Tie college committee participation to RFA funding
- We are good at assisting practioners and their pain points, but are we serving students?