



PLAN. INVEST. TRACK.

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IEDRC P12 LAUNCH: Inland Empire Apprenticeship & Work-based Learning

Description

DESCRIPTION: LAUNCH exists to remove the obstacles faced by education and industry partners using the apprenticeship model and to present a ready-made product that employers and students can engage today. Combining technical assistance and key talent, program and service alignment, shared messaging, broader service reach, and expansive partnerships, LAUNCH gives the region a comprehensive solution that empowers institutions, students, and employers to create dynamic stackable credentialing programs that target skills training, rewards work and learning, and delivers results. 1) Supporting cost-effective methods and strategizing sustainability for seven individual colleges developing and expanding apprenticeship programs among five districts, with expansion strategies for colleges not immediately participating. 2) Targeting immediate industry needs in priority labor sectors (apprenticeships = jobs) 3) Facilitating the alignment of programs supporting apprenticeships in shared industries and occupations. 4) Aligning and simplifying user interfaces so that employers and apprentices experience the same streamlined services and processes across the network. 5) Marketing apprenticeship regionally – providing students with a clear and viable pathway through a career and higher wages, and employers with a clear effective method to develop their existing workforce. 6) Broadening partnerships with regional stakeholders (i.e. high schools, WDBs, etc.) and distributing best practices and sharing resources where appropriate and beneficial.

INDUSTRY SECTORS: Advanced Manufacturing;

START DATE: Mon Jan 01 2018

END DATE: Thu Dec 31 2020

LEAD INSTITUTION: Norco College

READ THE SWP LEGISLATION: Yes

MEETS REQUIREMENTS OF SWP LEGISLATION: Yes

WHAT NEEDS MOTIVATE THIS PROJECT AND HOW WILL THE PROJECT ADDRESS THESE NEEDS?

NEED: Expanding the apprenticeship model beyond its current form is a difficult but worthy task. For every 1,000 apprentices we support, estimates indicate we could increase wage earning in our region by \$240,037,000 over the career-span of those individuals. In addition, because they link individuals directly with employment, apprenticeships deter youth unemployment and increase youth labor force participation. In Riverside and San Bernardino County, teens have been employed at only half the rate of the national average and the employment rate for those 20 to 24 is also lagging. Apprenticeship provides a solution because it educates and concurrently employs individuals towards living-wage careers. For example, the effective apprenticeship system in Switzerland – where many teens secure apprenticeships embedded within their schooling—has resulted in a youth unemployment rate below four percent. Essentially, our job isn't simply to make apprenticeship work for our colleges, our job is to make apprenticeship work for our region and its industries. In the past several years, apprenticeship has received popular attention in addition to federal, state and private investment. Hundreds of millions of dollars have been invested nationwide with the expressed purpose of expanding apprenticeship into new industries and occupations. However, progress remains slow and questions regarding long-term sustainability remain unanswered for many newly created programs. Urban Institute fellow Robert Lerman – who has written extensively on apprenticeships in the U.S. and internationally – has emphasized the need for funding to target the development of a robust and sustainable apprenticeship system instead of focusing on individual programs. For proof of the effectiveness of this strategy we can look to states like South Carolina, which increased from 90 apprenticeship programs in 2007 to 918 programs today, and increased their active apprentice count from 777 to 14,475. Colleges should particularly note South Carolina's success because a pillar of the state's "Divisional Approach" remains the full participation of the 16 technical colleges that have integrated the apprenticeship model and provide training and education to the region's workforce. While institutions and employers have shown an interest in the apprenticeship model, they have faced a multitude of obstacles including bureaucratic complexities, lack of awareness, high upfront costs with slow growth projections, and lack of sustainable funding options. To put it simply, apprenticeship seems to confuse the people (employers and students) that would benefit from it most. For example, if a student came in to your department and asked how they could start an apprenticeship, what response(s) would they receive? Meanwhile, countless employers are asking for a workforce that can show up on time, be ready to work, with the ability to learn. We can provide a solution that combines work-based learning with continued education and answers an immediate need for employers, but the method needs to be clear and simple, and the value needs to be shown up front. LAUNCH represents the first largescale regional apprenticeship network in the state of California that seeks to build the necessary infrastructure for the expansion of apprenticeship and work-based learning. We can learn valuable lessons from other models such as Apprenticeship Carolina, a Division of the SC Technical Colleges, the Technical College System of Georgia's apprenticeship programs, and private collaborations like the Jackson Area Manufacturing Association. We can also improve upon those models by leveraging unique and substantial California advantages. The most significant lesson taught by all of these, however, is that collaboration through a regional approach is critical to the success of apprenticeship and work-based learning. **HOW IT WORKS:** Participating colleges will serve different functions within LAUNCH, but will work together to accomplish the following:

- Supporting cost-effective methods and strategizing sustainability for seven individual colleges developing and registering apprenticeship programs among five districts, with expansion strategies for colleges not participating in this round.
- Colleges participating as "Program sponsors" will be supported through program development according to the structure and model that best aligns with their college. Having local control over program structure allows individual colleges to leverage funding and personnel strength while building their program.
- Key Talent and technical assistance allows the bulk of funding to be used when programs are up-and-running, and it saves up-front costs through the course of administrative processes and approvals.
- Programs will strategize and demonstrate sustainability through enrollment growth and the braiding of funds.
- Targeting immediate industry needs in priority labor sectors (apprenticeships = jobs) - College programs will be structured to respond to immediate industry needs and build long term strategies for identifying and infusing growing industry sectors.
- Facilitate the alignment of programs supporting apprenticeships in shared industries and occupations.
- Aligning programs in similar occupations is critical for industry engagement. Participating colleges with work to align "work-processes" and skills for the purposes of tracking work-based learning. This allows for greater mobility of participating employers and students, and establishes industry recognized terms and more portable credentials.
- In addition, aligning work-processes and skills in like occupations allows programs to

aggregate the demand for certain skillsets. • Aligning and simplifying user interfaces so that employers and apprentices experience the same streamlined services and processes across the network. - Programs will work to align user interfaces so that apprenticeship experiences become common and streamlined. In other words, colleges will work together to establish streamlined processes and procedures so employers and students know what to expect when starting and completing an apprenticeship. Program and interface alignment allows regional employers to participate in the network without needing to learn individual college nuances. - In addition, common interfaces allows colleges not participating in the network to enter with lower upfront costs as much of the product development will be complete. • Marketing apprenticeship regionally – providing students with a clear and viable pathway through a career, and employers with a clear effective method to develop their existing workforce. - Participating colleges will work together on shared messaging and marketing practices that promote apprenticeship and work-based learning within the region. • Broadening partnerships with regional stakeholders (i.e. high schools, WDBs, etc.) and distributing best practices and sharing resources where appropriate and beneficial. - Focusing on partnerships with regional stakeholders, such as high schools, WDBs, employer/industry associations, etc., participating colleges will deepen workforce & economic development strategies to provide more and better CTE. - LAUNCH will work together to develop and distribute best practices for colleges wishing to use apprenticeship in the region. - As programs continue to align learning objectives and services, shared resources, such as apprenticeship tracking software, will be considered and vetted by the apprenticeship network. Again, with the intent to lower the cost of apprenticeship programs and deliver better quality to employers and students. Roles & Functions of Participating Colleges: There are four major roles individual colleges will play within LAUNCH: 1) Project Lead, Key Talent, Technical Assistance, and Project Administration: a. Norco College will provide LAUNCH with support and technical assistance in completing the objectives listed above. In addition, Norco College will function as the lead and will maintain administrative support for the project. 2) Developers and Drivers: - Some colleges have committed to driving the development of new programs, building new industry partnerships, serving as education providers, and function as program sponsors. Outreach to businesses is a major focus of this group, and colleges selecting this role also plan to support regional aspects of apprenticeship – such as aligning programs and procedures with other colleges and process improvement in general. The following colleges have committed to this role: 1. San Bernardino Valley College 2. Mt. San Jacinto College 3. Chaffey College 4. Norco College 3) Program Sponsors: - Some colleges in LAUNCH have committed to serve both as education providers and program sponsors, but will not be primarily focused on program development. Program sponsors fulfill an administrative role in apprenticeship that requires the college to complete employer acceptance agreements, track and monitor on-the-job training, liaison and submit records to apprenticeship agencies, and oversee apprenticeship agreements. The following colleges have committed to this role: 1. Barstow Community College 2. College of the Desert 3. Crafton Hills College 4) Education Providers: - LAUNCH will also include colleges that wish to participate primarily as education providers within the network. This means that they will accommodate registered apprentices enrolling in existing programs and courses, but they do not intend to administrate apprenticeships or handle employer agreements/contracts. In addition, they will remain informed of new programs under development that align with their curriculum. The following colleges have committed to this role: 1. Copper Mountain College 2. Moreno Valley College Partners Outside of the Colleges: Apprenticeship is succeeding in different areas of the country based on collaborative efforts. While LAUNCH has focused development structures around college run apprenticeship programs, this does not preclude – and in fact it is designed to encourage and support – the involvement of other institutions, agencies, programs, etc. that would like to participate in apprenticeship and work-based learning. Partnerships that have already expressed interest in collaboration include local high schools and the regional workforce development boards. In addition, employer and industry associations would also be welcome to participate in the network. This will also create an opportunity to deepen ties with regional building trades programs that would benefit from education partners. LAUNCH participants will learn unique their college can work with these partners and support expanded work-based learning opportunities. The image above shows South Carolina's model of expanding "pre-apprenticeship" style training through their "readySC" program. Adult education, non-credit training, CTE certificates, high school partnerships, etc. all represent pathways to apprenticeship. Because apprenticeship allows for varied entry points, the college system and its partners can provide an educational and economic development solution to the region that supports individuals entering and succeeding in their chosen profession. LAUNCH is not created to be another entity, additional bureaucracy, or program, but serves as a network, resource and support for the region. Industry Focuses, Expansion, & Sustainability The Advanced Manufacturing sector provides a platform for LAUNCH to work through, test, and practice methods of program development throughout the region. Because numerous industry partners have already expressed interest in using the apprenticeship model, advanced manufacturing offers an opportunity for immediate implementation and enrollments in apprenticeships while the network and programs continue to develop. While primarily focusing on advanced manufacturing, LAUNCH also includes participating colleges that are determined to support the apprenticeship model and will provide LAUNCH the opportunity to support expansion into other industry sectors as programs develop. For sustainability, LAUNCH pursues increased enrollment, the braiding of funds, and cost-effective methods of delivery. Essentially, integrating

apprenticeship model learning into regular college programs provides a long-term strategy of sustainability as apprenticeship is seen as a way to complete their education combined with work-based learning. As successful models have shown us, this process takes time and collaboration as well as a "no-wrong-door" policy – meaning apprenticeship learning can start where it already fits best. If employers or students contact any college in the region, they should have access to the same services and opportunities.

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Labor Market Information

LAUNCH LMI Cluster

OCCUPATIONS:

17-3013 Mechanical Drafters
17-3024 Electro-Mechanical Technicians
17-3026 Industrial Engineering Technicians
49-2093 Electrical and Electronics Installers and Repairers, Transportation Equipment
49-2094 Electrical and Electronics Repairers, Commercial and Industrial Equipment
49-9041 Industrial Machinery Mechanics
49-9043 Maintenance Workers, Machinery
49-9071 Maintenance and Repair Workers, General
49-9099 Installation, Maintenance, and Repair Workers, All Other
51-2022 Electrical and Electronic Equipment Assemblers
51-2023 Electromechanical Equipment Assemblers
51-4011 Computer-Controlled Machine Tool Operators, Metal and Plastic
51-4012 Computer Numerically Controlled Machine Tool Programmers, Metal and Plastic
51-4031 Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic
51-4034 Lathe and Turning Machine Tool Setters, Operators, and Tenders, Metal and Plastic
51-4111 Tool and Die Makers
51-4199 Metal Workers and Plastic Workers, All Other
51-6031 Sewing Machine Operators
51-7041 Sawing Machine Setters, Operators, and Tenders, Wood
51-9141 Semiconductor Processors
51-9199 Production Workers, All Other

REGION: Inland Empire/Desert

SUBREGION: Inland Empire

COUNTY: Riverside, San Bernardino

PROGRAMS:

Norco College - SECTOR - Advanced Manufacturing and Advanced Technology (999901)
College of the Desert - SECTOR - Energy (Efficiency) and Utilities (999904)
Chaffey College - SECTOR - Advanced Manufacturing and Advanced Technology (999901)
Barstow College - SECTOR - Advanced Manufacturing and Advanced Technology (999901)
Copper Mountain College - SECTOR - Advanced Manufacturing and Advanced Technology (999901)
Moreno Valley College - SECTOR - Advanced Manufacturing and Advanced Technology (999901)
San Bernardino Valley College - SECTOR - Advanced Manufacturing and Advanced Technology (999901)
Mt. San Jacinto College - SECTOR - Advanced Manufacturing and Advanced Technology (999901)
Crafton Hills College - SECTOR - Advanced Manufacturing and Advanced Technology (999901)

LMI LIBRARY REPORTS DATA: [Energy-Construction-Util.pdf](#)

LMI LIBRARY REPORTS DATA: [Labor Market Information- Adv Manufacturing.pdf](#)

Outcomes

Investment Plan

Apprenticeship programs align work-based learning with related education tracks. This creates new opportunities for students to connect their education directly with employment and career and allows for employers to incorporate incumbent worker training in existing CTE pathways. Colleges investing time and effort into the creation of apprenticeship programs and the development of applicable industry partnerships expands our ability to increase the education level in the region while addressing immediate skills gaps and worker shortages. Time and effort among faculty, administrators, and staff will be invested to: 1) Remove bureaucratic & technical obstacles and create "plug & play" methods for: Colleges wishing to start apprenticeship programs; Employers wishing to offer apprenticeship opportunities within their employment 2) Create apprenticeship pathways for: Students – High School & Community College – wanting to add industry recognized on-the-job training to their educational pathway 3) Develop and share best procedures, practices, and resources for the purposes of: Lowering cost of administrative components of running apprenticeship programs (time & effort of program development & approval, on-the-job record keeping, etc.); Allowing educators and employers to focus on quality education and training; Standardizing practices for employers, students/apprentices, participating in registered apprenticeship 4) Develop sustainability for registered apprenticeships in the community college system by: Advocating for Community College Registered Apprenticeship sustainable/predictable funding 5) Connect employers and students to the apprenticeship model by using: "No wrong door" approach; IEDRC Apprenticeship Website 6) Program Alignment Across region, state, and nation to: Align on-the-job training objectives for occupations by regional industry feedback; Align related instruction and coursework content with the goal of moving toward curriculum alignment

Occupational Clusters

Norco College - SECTOR - Advanced Manufacturing And Advanced Technology (999901)

METRIC	BASELINE	BASELINE YEAR
Number of Enrollments	2417	2015-16
Number of Students Who Got a Degree or Certificate	64	2015-16

College Of The Desert - SECTOR - Energy (Efficiency) And Utilities (999904)

METRIC	BASELINE	BASELINE YEAR
Number of Enrollments	1138	2015-16
Number of Students Who Got a Degree or Certificate	37	2015-16

Chaffey College - SECTOR - Advanced Manufacturing And Advanced Technology (999901)

METRIC	BASELINE	BASELINE YEAR
Number of Enrollments	801	2015-16
Number of Students Who Got a Degree or Certificate	19	2015-16

Barstow College - SECTOR - Advanced Manufacturing And Advanced Technology (999901)

METRIC	BASELINE	BASELINE YEAR
Number of Enrollments	663	2015-16
Number of Students Who Got a Degree or Certificate	7	2015-16

Copper Mountain College - SECTOR - Advanced Manufacturing And Advanced Technology (999901)

METRIC	BASELINE	BASELINE YEAR
Number of Enrollments	-	2015-16
Number of Students Who Got a Degree or Certificate	-	2015-16

Moreno Valley College - SECTOR - Advanced Manufacturing And Advanced Technology (999901)

METRIC	BASELINE	BASELINE YEAR
Number of Enrollments	-	2015-16
Number of Students Who Got a Degree or Certificate	-	2015-16

San Bernardino Valley College - SECTOR - Advanced Manufacturing And Advanced Technology (999901)

METRIC	BASELINE	BASELINE YEAR
Number of Enrollments	1295	2015-16
Number of Students Who Got a Degree or Certificate	34	2015-16

Mt. San Jacinto College - SECTOR - Advanced Manufacturing And Advanced Technology (999901)

METRIC	BASELINE	BASELINE YEAR
Number of Enrollments	180	2015-16
Number of Students Who Got a Degree or Certificate	3	2015-16

Crafton Hills College - SECTOR - Advanced Manufacturing And Advanced Technology (999901)

METRIC	BASELINE	BASELINE YEAR
Number of Enrollments	-	2015-16
Number of Students Who Got a Degree or Certificate	-	2015-16

Task Force Recommendations

Student Success

1. Broaden and enhance career exploration and planning, work-based learning opportunities, and other supports for students.
2. Improve CTE student progress and outcomes.

Career Pathway

3. Develop and broadly publicize industry-informed career pathways that prepare students for jobs needed within the regional labor market.

Curriculum

10. Facilitate curricular portability across institutions.
11. Develop, identify and disseminate effective CTE practices.

CTE Faculty

16. Explore solutions to attract industry professionals in high-salaried occupations to become CTE faculty in community colleges.

Regional Coordination

17. Strengthen communication, coordination, and decision-making between regional CTE efforts and the colleges to meet regional labor market needs.
19. Develop regional leadership and operational partnerships among community college, industry, labor, and other workforce and economic development entities to improve the delivery of all CTE efforts.
20. Develop robust connections between community colleges, business and industry representatives, labor and other regional workforce development partners to align college programs with regional and industry needs and provide support for CTE programs.

Funding

21. Create a sustained, public outreach campaign to industry, high school students, counselors, parents, faculty, staff, and the community at large to promote career development and attainment and the value of career technical education.
22. Establish a sustained funding source to increase community colleges' capacity to create, adapt, and maintain quality CTE courses and programs that are responsive to regional labor market needs.
25. Create incentives and streamline processes to maximize public and private investment in support of CTE programs.

Workplan

Risks

Partnerships represent a necessary pillar in apprenticeship training. The main partners in any program include employers, educators, and government agencies. Because the colleges represent only one partner in this pool, we know that we can't control every outcome. For example, it takes a "sales" approach to securing employer partnerships and there is an inherent risk in sales that the "product" would be rejected. In addition, government agencies can change in structure and complexity, and the project may run into unforeseen hurdles during development. LAUNCH includes a workplan and budget that accounts for these inherent risks and - in fact - manages/reduces risk for individual participants wishing to start new apprenticeship programs.

RESPONSIBLE PERSON: Charles Henkels (charles.henkels@norcocollege.edu)

LEAD INSTITUTION OR PARTNER: Norco College

PARTICIPATING INSTITUTIONS: Chaffey College, Norco College, Mt. San Jacinto College, San Bernardino Valley College

ACTIVITY TIMEFRAME: Year 1, Year 2, Year 3

MAJOR ACTIVITIES: Developers and Drivers: These colleges have committed to driving the development of new programs, building new industry partnerships, serving as education providers, and function as program sponsors. Outreach to businesses is a major focus of this group, and colleges selecting this role also plan to support regional aspects of apprenticeship – such as aligning programs and procedures with other colleges and process improvement in general.

MAJOR OUTCOMES: Major Outcomes will include: The development of 4 new apprenticeship program committees with the ability to train and administrate apprenticeships in applicable occupations. The completion of employer acceptance agreements and secured participation through the enrollment of indentured apprentices. Establish On-the-Job training tracking system available for the region's use. Establish procedures with Division of Apprenticeship Standards and Department of Labor consultants for the expedited development of new apprenticeship programs in the Inland Empire. Facilitated regional alignment of programs serving similar occupations and industries. Completed regional apprenticeship website and outreach strategy.

RESPONSIBLE PERSON: Charles Henkels (charles.henkels@norcocollege.edu)
LEAD INSTITUTION OR PARTNER: Norco College
PARTICIPATING INSTITUTIONS: Barstow College, College of the Desert, Crafton Hills College
ACTIVITY TIMEFRAME: Year 1, Year 2, Year 3

MAJOR ACTIVITIES: These colleges in LAUNCH have committed to serve both as education providers and program sponsors, but will not be primarily focused on program development. Program sponsors fulfill an administrative role in apprenticeship that requires the college to complete employer acceptance agreements, track and monitor on-the-job training, liaison and submit records to apprenticeship agencies, and oversee apprenticeship agreements.

MAJOR OUTCOMES: The development of 3 new apprenticeship program committees with the ability to train and administrate apprenticeships in applicable occupations. The completion of employer acceptance agreements and secured participation through the enrollment of indentured apprentices.

RESPONSIBLE PERSON: Zachary Ginder (zginder@cmccd.edu)
LEAD INSTITUTION OR PARTNER: Copper Mountain College
PARTICIPATING INSTITUTIONS: Copper Mountain College, Moreno Valley College
ACTIVITY TIMEFRAME: Year 1, Year 2, Year 3

MAJOR ACTIVITIES: LAUNCH will also include colleges that wish to participate primarily as education providers within the network. This means that they will accommodate registered apprentices enrolling in existing programs and courses, but they do not intend to administrate apprenticeships or handle employer agreements/contracts. In addition, they will remain informed of new programs under development that align with their curriculum.

MAJOR OUTCOMES: Develop procedures for the integration of registered apprentices in currently scheduled courses.

RESPONSIBLE PERSON: Charles Henkels (charles.henkels@norcocollege.edu)
LEAD INSTITUTION OR PARTNER: Norco College
PARTICIPATING INSTITUTIONS: Norco College
ACTIVITY TIMEFRAME: Year 1, Year 2, Year 3

MAJOR ACTIVITIES: Norco College will provide LAUNCH with support and technical assistance in completing the objectives listed above. In addition, Norco College will function as the lead and will maintain administrative support for the project.

MAJOR OUTCOMES: Institutions within the region will have support through program development and approval. Grants administrator will provide administrative support and record keeping for the project and its outcomes.

RESPONSIBLE PERSON: Charles Henkels (charles.henkels@norcocollege.edu)
LEAD INSTITUTION OR PARTNER: Norco College
PARTICIPATING INSTITUTIONS: Chaffey College, College of the Desert, Copper Mountain College, Crafton Hills College, Mt. San Jacinto College, San Bernardino Valley College, Barstow College, Norco College, Moreno Valley College
ACTIVITY TIMEFRAME: Year 1, Year 2

MAJOR ACTIVITIES: Work with the Division of Apprenticeship Standards to establish expedited registration and approval processes of new programs using the apprenticeship network.

MAJOR OUTCOMES: Program approvals will be shortened from years to months so that new colleges and participating employers have a clear and expedited process of program development.

RESPONSIBLE PERSON: Charles Henkels (charles.henkels@norcocollege.edu)
LEAD INSTITUTION OR PARTNER: Norco College
PARTICIPATING INSTITUTIONS: Barstow CCD, Chaffey College, Copper Mountain College, Crafton Hills College, Mt. San Jacinto College, Norco College, San Bernardino Valley College, College of the Desert, Moreno Valley College
ACTIVITY TIMEFRAME: Year 1, Year 2, Year 3

MAJOR ACTIVITIES: Work with the Labor & Workforce Development Agency in Sacramento and regional workforce development boards (San Bernardino & Riverside) to establish streamlined services for work-based learning and apprenticeship in the region.

MAJOR OUTCOMES: Complete contracts and joint-partnerships with local WDBs and deliver high-quality work-based learning programs and apprenticeships.

RESPONSIBLE PERSON: Debra Mustain (debra.mustain@norcocollege.edu)
LEAD INSTITUTION OR PARTNER: Norco College
PARTICIPATING INSTITUTIONS: Barstow College, Chaffey College, College of the Desert, Copper Mountain College, Crafton Hills College, Mt. San Jacinto College, Norco College, San Bernardino Valley College, Moreno Valley College
ACTIVITY TIMEFRAME: Year 1, Year 2, Year 3

MAJOR ACTIVITIES: Work with regional high school CTE programs to develop work-based learning pathways from High School to college CTE/apprenticeship programs.

MAJOR OUTCOMES: Deliver 1 "pre-apprenticeship" to apprenticeship pathways that is open to high school students.

Budget Breakdown

Norco College	SWP Regional Share (40%)	2000 - Non-Instructional Salaries	\$178,500
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AY 17-18 -Salary for (%) Program Technical Assistance -Salary for (%) Grants Administrator -Salary for (%) FTE Project Director for Program Outreach and Development -Salary for (%) FTE A&R program coordination

Norco College	SWP Regional Share (40%)	3000 - Employee Benefits	\$81,000
AY 17-18 -Benefits for (%)Program Technical Assistance -Benefits for (%) Grants Administrator -Benefits for (%)Project Director for Program Outreach and Development			
Norco College	SWP Regional Share (40%)	4000 - Supplies and Materials	\$16,500
AY 17-18 -Supplies (office, printing & other) -Supplies for weekly cohort success seminars			
Norco College	SWP Regional Share (40%)	5000 - Other Operating Expenses and Services	\$71,450
AY 17-18 -Apprenticeship program development activities (Travel, facilitating regional meetings, etc.) -Regional Apprentice Database -Regional Apprenticeship Marketing & Website -Industry Liaison Fund			
San Bernardino Valley College	SWP Regional Share (40%)	2000 - Non-Instructional Salaries	\$45,000
AY 17-18 -Salary for (%) Program Oversight Manager -Salary for (%) FTE apprenticeship program outreach & development -Salary for (%) FTE apprenticeship program coordination			
San Bernardino Valley College	SWP Regional Share (40%)	3000 - Employee Benefits	\$10,000
AY 17-18 -Benefits for (%) FTE program outreach & development -Benefits for (%) FTE apprenticeship program coordination			
Mt. San Jacinto College	SWP Regional Share (40%)	4000 - Supplies and Materials	\$6,000
AY 17-18 -Supplies (office, printing & other) -Supplies for weekly cohort success seminars			
Chaffey College	SWP Regional Share (40%)	4000 - Supplies and Materials	\$6,000
AY 17-18 -Supplies (office, printing & other) -Supplies for weekly cohort success seminars			
San Bernardino Valley College	SWP Regional Share (40%)	4000 - Supplies and Materials	\$6,000
AY 17-18 -Supplies (office, printing & other) -Supplies for weekly cohort success seminars			
Barstow College	SWP Regional Share (40%)	4000 - Supplies and Materials	\$6,000
AY 17-18 -Supplies (office, printing & other) -Supplies for weekly cohort success seminars			
College of the Desert	SWP Regional Share (40%)	4000 - Supplies and Materials	\$6,000
AY 17-18 -Supplies (office, printing & other) -Supplies for weekly cohort success seminars			
Crafton Hills College	SWP Regional Share (40%)	4000 - Supplies and Materials	\$6,000
AY 17-18 -Supplies (office, printing & other) -Supplies for weekly cohort success seminars			
Copper Mountain College	SWP Regional Share (40%)	4000 - Supplies and Materials	\$6,000
AY 17-18 -Supplies (office, printing & other) -Supplies for weekly cohort success seminars			
Mt. San Jacinto College	SWP Regional Share (40%)	2000 - Non-Instructional Salaries	\$45,000
AY 17-18 -Salary for 1- FTE Apprenticeship Program Coordinator -Salary for 1-FTE Enrollment Specialist			
Mt. San Jacinto College	SWP Regional Share (40%)	3000 - Employee Benefits	\$10,000
AY 17-18 -Benefits for 1- FTE Apprenticeship Program Coordinator -Benefits for 1-FTE Enrollment Specialist			
Chaffey College	SWP Regional Share (40%)	2000 - Non-Instructional Salaries	\$45,000

AY 17-18 -Salary for (50%) Prof. Expt. apprenticeship program outreach, development & coordination -Salary for (25%) AAll apprenticeship program coordination

Chaffey College	SWP Regional Share (40%)	3000 - Employee Benefits	\$10,000
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AY 17-18 -Benefits for (7%) Program Administrator -Benefits for (50%) Prof. Expt. Apprenticeship program outreach & development -Benefits for (25%) AAll apprenticeship program coordination

Barstow College	SWP Regional Share (40%)	2000 - Non-Instructional Salaries	\$45,000
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AY 17-18 -Salary for (%) Program Oversight Manager -Salary for (%) FTE apprenticeship program coordinator

Barstow College	SWP Regional Share (40%)	3000 - Employee Benefits	\$10,000
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AY 17-18 -Benefits for (%) FTE apprenticeship program coordinator

Copper Mountain College	SWP Regional Share (40%)	2000 - Non-Instructional Salaries	\$25,000
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AY 17-18 -Salary for (%) Program Oversight Manager -Salary for (%) FTE apprenticeship program coordinator

Copper Mountain College	SWP Regional Share (40%)	3000 - Employee Benefits	\$5,000
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AY 17-18 -Benefits for (%) FTE apprenticeship program coordinator

Moreno Valley College	SWP Regional Share (40%)	2000 - Non-Instructional Salaries	\$25,000
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AY 17-18 -Salary for (%) Program Oversight Manager -Salary for (%) FTE apprenticeship program coordinator

Moreno Valley College	SWP Regional Share (40%)	3000 - Employee Benefits	\$5,000
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AY 17-18 -Benefits for (%) FTE apprenticeship program coordinator

College of the Desert	SWP Regional Share (40%)	2000 - Non-Instructional Salaries	\$45,000
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AY 17-18 -Salary for (%) Program Oversight Manager -Salary for (%) FTE apprenticeship program coordinator

College of the Desert	SWP Regional Share (40%)	3000 - Employee Benefits	\$10,000
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AY 17-18 -Benefits for (%) FTE apprenticeship program coordinator

Moreno Valley College	SWP Regional Share (40%)	4000 - Supplies and Materials	\$6,000
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AY 17-18 -Supplies (office, printing & other) -Supplies for weekly cohort success seminars

Crafton Hills College	SWP Regional Share (40%)	5000 - Other Operating Expenses and Services	\$55,000
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AY 17-18 -Salary for (%) Program Oversight Manager

Barstow College	SWP Regional Share (40%)	2000 - Non-Instructional Salaries	\$45,000
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AY 18-19 -Salary for (%) Program Oversight Manager -Salary for (%) FTE apprenticeship program coordinator

Barstow College	SWP Regional Share (40%)	3000 - Employee Benefits	\$10,000
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AY 18-19 -Benefits for (%) FTE apprenticeship program coordinator

Chaffey College	SWP Regional Share (40%)	2000 - Non-Instructional Salaries	\$45,000
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AY 18-19 -Salary for (50%) Prof. Expt. apprenticeship program outreach, development & coordination -Salary for (25%) AAll apprenticeship program coordination

Chaffey College	SWP Regional Share (40%)	3000 - Employee Benefits	\$10,000
AY 18-19 -Benefits for (7%) Program Administrator -Benefits for (50%) Prof. Expt. Apprenticeship program outreach & development -Benefits for (25%) AAll apprenticeship program coordination			
College of the Desert	SWP Regional Share (40%)	2000 - Non-Instructional Salaries	\$45,000
AY 18-19 -Salary for (%) Program Oversight Manager -Salary for (%) FTE apprenticeship program coordinator			
College of the Desert	SWP Regional Share (40%)	3000 - Employee Benefits	\$10,000
AY 18-19 -Benefits for (%) FTE apprenticeship program coordinator			
Copper Mountain College	SWP Regional Share (40%)	2000 - Non-Instructional Salaries	\$25,000
AY 18-19 -Salary for (%) Program Oversight Manager -Salary for (%) FTE apprenticeship program coordinator			
Copper Mountain College	SWP Regional Share (40%)	3000 - Employee Benefits	\$5,000
AY 18-19 -Benefits for (%) FTE apprenticeship program coordinator			
Crafton Hills College	SWP Regional Share (40%)	5000 - Other Operating Expenses and Services	\$55,000
AY 18-19 -Salary for (%)Program Oversight Manager			
Moreno Valley College	SWP Regional Share (40%)	2000 - Non-Instructional Salaries	\$25,000
AY 18-19 -Salary for (%) Program Oversight Manager -Salary for (%) FTE apprenticeship program coordinator			
Moreno Valley College	SWP Regional Share (40%)	3000 - Employee Benefits	\$5,000
AY 18-19 -Benefits for (%) FTE apprenticeship program coordinator			
Mt. San Jacinto College	SWP Regional Share (40%)	2000 - Non-Instructional Salaries	\$45,000
AY 18-19 -Salary for 1- FTE Apprenticeship Program Coordinator -Salary for 1-FTE Enrollment Specialist			
Mt. San Jacinto College	SWP Regional Share (40%)	3000 - Employee Benefits	\$10,000
AY 18-19 -Benefits for 1- FTE Apprenticeship Program Coordinator -Benefits for 1-FTE Enrollment Specialist			
Norco College	SWP Regional Share (40%)	2000 - Non-Instructional Salaries	\$178,500
AY 18-19 -Salary for (%) Program Technical Assistance -Salary for (%) Grants Administrator -Salary for (%) FTE Project Director for Program Outreach and Development -Salary for (%) FTE A&R program coordination			
Norco College	SWP Regional Share (40%)	3000 - Employee Benefits	\$81,000
AY 18-19 -Benefits for (%)Program Technical Assistance -Benefits for (%) Grants Administrator -Benefits for (%)Project Director for Program Outreach and Development			
Norco College	SWP Regional Share (40%)	5000 - Other Operating Expenses and Services	\$71,450
AY 18-19 -Apprenticeship program development activities (Travel, facilitating regional meetings, etc.) -Regional Apprentice Database -Regional Apprenticeship Marketing & Website -Industry Liaison Fund			
San Bernardino Valley College	SWP Regional Share (40%)	2000 - Non-Instructional Salaries	\$45,000
AY 18-19 -Salary for (%) Program Oversight Manager -Salary for (%) FTE apprenticeship program outreach & development -Salary for (%) FTE apprenticeship program coordination			

San Bernardino Valley College	SWP Regional Share (40%)	3000 - Employee Benefits	\$10,000
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AY 18-19 -Benefits for (%) FTE program outreach & development -Benefits for (%) FTE apprenticeship program coordination

Budget Totals

INSTITUTION	CODE	TOTAL
Barstow College	4000 - Supplies and Materials	\$6,000
Barstow College	2000 - Non-Instructional Salaries	\$45,000
Barstow College	3000 - Employee Benefits	\$10,000
Barstow College	2000 - Non-Instructional Salaries	\$45,000
Barstow College	3000 - Employee Benefits	\$10,000
Barstow College Total:		\$116,000
Chaffey College	4000 - Supplies and Materials	\$6,000
Chaffey College	2000 - Non-Instructional Salaries	\$45,000
Chaffey College	3000 - Employee Benefits	\$10,000
Chaffey College	2000 - Non-Instructional Salaries	\$45,000
Chaffey College	3000 - Employee Benefits	\$10,000
Chaffey College Total:		\$116,000
College of the Desert	4000 - Supplies and Materials	\$6,000
College of the Desert	2000 - Non-Instructional Salaries	\$45,000
College of the Desert	3000 - Employee Benefits	\$10,000
College of the Desert	2000 - Non-Instructional Salaries	\$45,000
College of the Desert	3000 - Employee Benefits	\$10,000
College of the Desert Total:		\$116,000
Copper Mountain College	4000 - Supplies and Materials	\$6,000
Copper Mountain College	2000 - Non-Instructional Salaries	\$25,000
Copper Mountain College	3000 - Employee Benefits	\$5,000
Copper Mountain College	2000 - Non-Instructional Salaries	\$25,000
Copper Mountain College	3000 - Employee Benefits	\$5,000
Copper Mountain College Total:		\$66,000
Crafton Hills College	4000 - Supplies and Materials	\$6,000
Crafton Hills College	5000 - Other Operating Expenses and Services	\$55,000
Crafton Hills College	5000 - Other Operating Expenses and Services	\$55,000
Crafton Hills College Total:		\$116,000
Moreno Valley College	2000 - Non-Instructional Salaries	\$25,000
Moreno Valley College	3000 - Employee Benefits	\$5,000
Moreno Valley College	4000 - Supplies and Materials	\$6,000
Moreno Valley College	2000 - Non-Instructional Salaries	\$25,000
Moreno Valley College	3000 - Employee Benefits	\$5,000
Moreno Valley College Total:		\$66,000
Mt. San Jacinto College	4000 - Supplies and Materials	\$6,000
Mt. San Jacinto College	2000 - Non-Instructional Salaries	\$45,000
Mt. San Jacinto College	3000 - Employee Benefits	\$10,000
Mt. San Jacinto College	2000 - Non-Instructional Salaries	\$45,000
Mt. San Jacinto College	3000 - Employee Benefits	\$10,000
Mt. San Jacinto College Total:		\$116,000
Norco College	2000 - Non-Instructional Salaries	\$178,500
Norco College	3000 - Employee Benefits	\$81,000
Norco College	4000 - Supplies and Materials	\$16,500
Norco College	5000 - Other Operating Expenses and Services	\$71,450
Norco College	2000 - Non-Instructional Salaries	\$178,500
Norco College	3000 - Employee Benefits	\$81,000
Norco College	5000 - Other Operating Expenses and Services	\$71,450
Norco College Total:		\$678,400
TOTAL PROJECT COST:		\$1,506,400

INSTITUTION	CODE	TOTAL
San Bernardino Valley College	2000 - Non-Instructional Salaries	\$45,000
San Bernardino Valley College	3000 - Employee Benefits	\$10,000
San Bernardino Valley College	4000 - Supplies and Materials	\$6,000
San Bernardino Valley College	2000 - Non-Instructional Salaries	\$45,000
San Bernardino Valley College	3000 - Employee Benefits	\$10,000
San Bernardino Valley College Total:		\$116,000
TOTAL PROJECT COST:		\$1,506,400



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