Partnerships and Sustainability

A Presentation to the
Region Five Roundtable,
U.S. Department of Labor,
Employment and Training Administration

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Presentation Outline

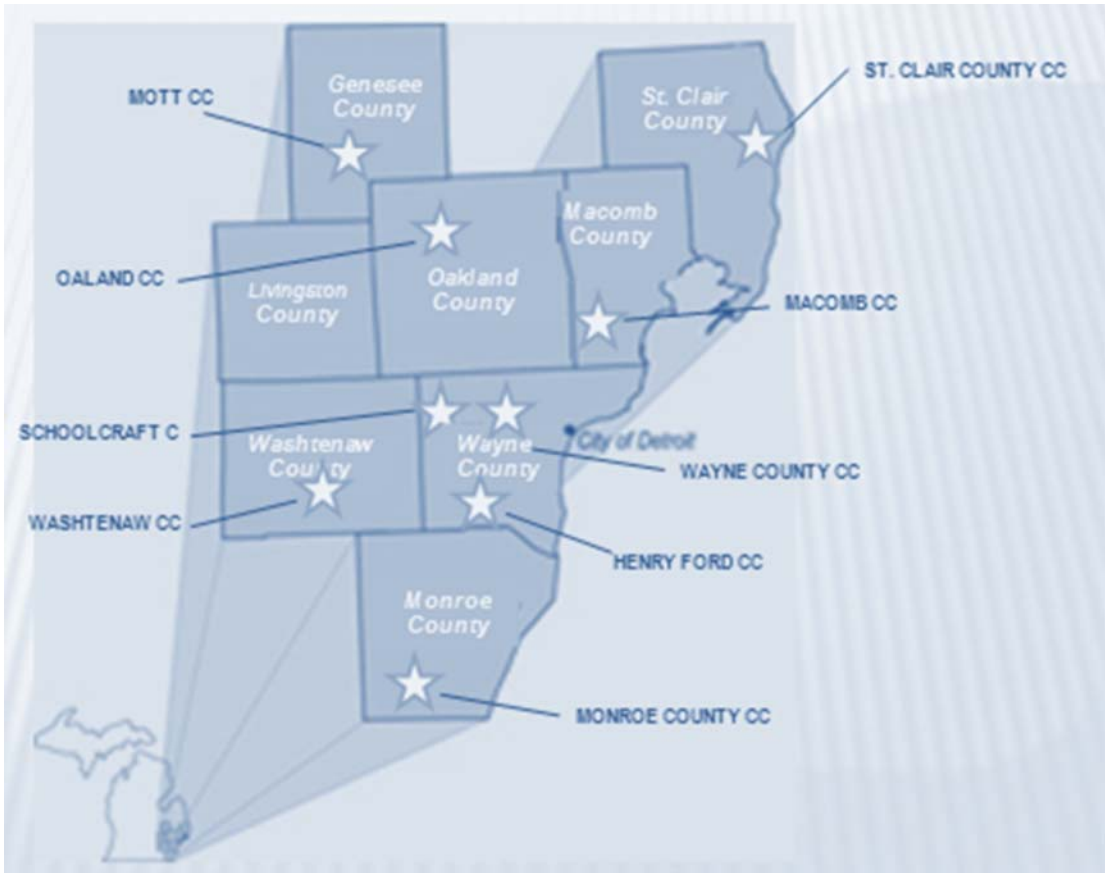
- The Meaning of Partnerships & Sustainability
- The Evolution of a College Consortium- SMC3
- Sustaining Relationships and Processes
- Challenges
- Benefits and Lessons Learned
- Q&A

Partnerships and Sustainability

- "A **Partnership** is a type of **business entity** in which **partners** (owners, [Stakeholders]) share with each other the profits or losses of the business undertaking in which all have invested." (Wikipedia)
- **"Sustainability**, in general terms, is the ability to maintain balance of a certain process or state…in human organization concepts, such as; **eco-municipalities, sustainable cities**, and human activities and disciplines." (Wikipedia)

SMC3 Consortium of Colleges

- Nine Community Colleges in Southeast Michigan
- Includes:
  - **Henry Ford CC**
  - **Macomb CC**
  - **Monroe County CC**
  - **Mott CC**
  - **Oakland CC**
  - **Schoolcraft C**
  - **St. Clair County CC**
  - **Washtenaw CC**
  - **Wayne County CCD**



Seeds Of Emerging College Partnerships

- Business Reasons to Contact Each Other
- Corporate Training Across the Region
- Seeds of Early Collaboration
- Unstructured
- Individual Relationships- The Source of Solid Commitments

The Regional "Carrot"

U.S. Department of Labor

Community Based Job Training Grant

First Major Strategic Partner

The Detroit Regional Chamber

- Virtual WIRED Zone Status Awarded
- Included Programs to Link Talent to Regional Opportunities
- Provide Training to Current Workforce
- Retain Talent
- Provide Educational Opportunities to Entrepreneurs
- Began Working With SMC3 on a U.S. DOL Grant for High Growth Initiative for Bringing Innovation Training to the Region

Beginning Activities

- Workforce Innovations Conference– July 2006 in Anaheim, CA
- Focused on Regionalism & WIRED Zones
- Simultaneously the Second Round Request for Proposals for the CBJT Grant Program Were Due August 2006

2nd Round CBJT Grant Goals

- Build Capacity for Colleges to Addressing High Growth, High Demand Occupations
- Deliver Training to Targeted Populations
- Build Collaboration

WIRED Bonus Points

Five Extra Points Were Available in the Grant Scoring System for Applications Aligned with a WIRED Zone

A Paradigm Shift?

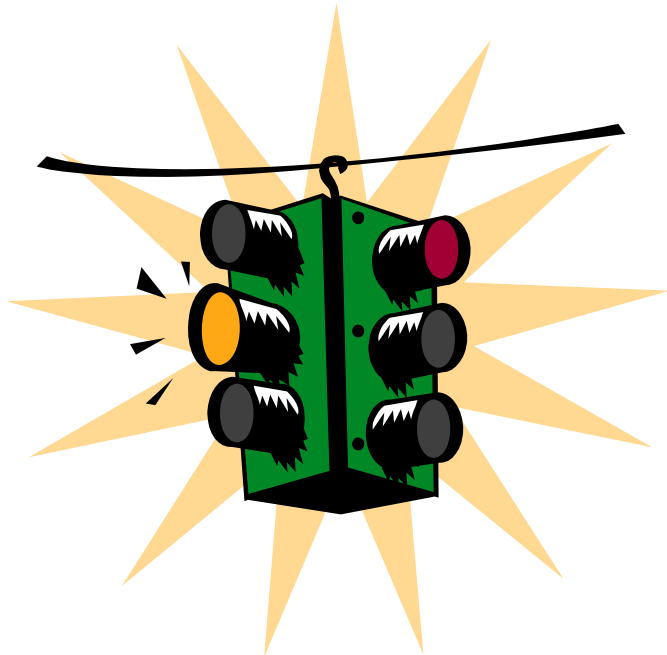
Economic Crisis =

Unique Opportunity =

New Willingness to Explore Ways of Working Together

Proceeding with Caution

- One by One, We Shared Our Intentions to Apply Individually, College by College
- After the First Discussion, We Each Sought Respective Institutional Support to Collaborate



More Proceeding With Caution

- We Began a Visioning Process of What Collaboration Would Look Like
- *"Sharing Curriculum – Really?"*

WIFM's

- Clarity of What Was Needed by Each School in Order to be Willing to Sign on.
- Five Schools Were Already Started on Individual Applications – We Needed to Honor That.

Basic Partnership Framework

- Fiduciary and Sub-contractor Model
- Existing Agreement for UASI in Region – We Modeled After It
- Centers of Expertise Model
- Governance Model – Three Work Groups and a Steering Committee
- Grant Development Team

External Partners

- Detroit Regional Chamber and WIRED
- Economic Development Agencies
- Employers
- Workforce Development Boards
- K-12 Districts

Proposal Submitted August 2006

- Theoretical Framework
- Preliminary Budgets
- Letters of Support
- Total Grant Application: $3.6 Million

WIRED Kick-Off

The Turning Point

- Detroit Regional Chamber Awarded $5 Million to Form SE Michigan WIRED Zone
- Hosted at Schoolcraft College
- Assistant Secretary of Labor Emily DeRocco
- Panel on Regional Efforts
- Telling Our Story – Go Penn State!

The Call

- Assistant Secretary of Labor DeRocco Telephoned Personally to Announce the $2.1 Million Awarded to the SMC3 Proposal
- Imagine Our Excitement!
- Shock and Fear!

First Post Award Meeting

"Oh My Gosh,
What Did We Say
We Would Do?"

Second Post Award Meeting

- "How Are We Going to do a 40% Budget Cut?"
- Or Should We Say,

  "What Are *They* Going to Give Up?"

WIFM's Return!

- Reviewed Our Mission and Purpose, Shared Values and Goals for the Region
- Determined What the Absolute Must Haves for Each Institution Were – and Honored That:
  - Equipment or Curriculum Development
  - Media Equity
  - Increased Collaboration With Specific Partners – Both Private and Public Sectors
  - Help the Economy!

Staffing The Structure

- Hired- Regional Director for the SMC3 Centers of Expertise in Advanced Manufacturing and Innovation

Structure Roles/Responsibilities

- Roles & Responsibilities of the Partner Organizational Structures:
  - Steering Committee – Primary Consortium Governance, Participants and Process
  - Centers of Expertise Workgroup- Lead the Technical's
  - Outreach Workgroup- Lead Communications
  - Data Collection Workgroup- Lead Data Processes
  - Fiduciary College (WCC) – Lead Accounting and Budget, Program Management and Sub-contracts to the Eight Other Colleges

Steering Committee

- Regional Director to Chair
- All Colleges to Have Consistent Representation, including Alternates
- Principles-to-Results Behavioral Commitments

Principles → Processes → Responsibilities →
Roles → Structures → Behaviors →
→ **Results**

- Rotating Meetings Among All Nine Colleges
- Agendas and Meeting Minutes
- Follow-up and "maintenance of the process"

Center of Expertise Workgroup

- Responsible for Technical Content of Educational Program Development
- Lead College Champion- HFCC
- Regular Monthly Meetings
- Special Meetings as Required
- Curricula Development and Guidance, Educational Products, Advisory Function
- Partnered with Other Workgroups- Outreach, and Data Management

Outreach Workgroup

- Responsible for Promotion of Educational Program and Products
- Lead College Champion- Macomb CC
- Marketing Expert
- Other Organizational Partners- the DRC and Manufacturing Regional Skills Alliance.
- Provided a Budget

Data Management Workgroup

- Responsible for Data Collection and Reporting
- Co-Lead College Representatives- Oakland CC and St. Clair CCC
- Define Collection Metrics Based Upon U.S. DOL Quarterly Report Requirements
- Define Data Collection and Reporting Processes

Formalizing the Partnerships

- Nine Colleges Together- MOU Signed by All College Presidents
- Who Were to be the Partnering Stakeholders?
- Would These Organizations Support the SMC3 Vision?
- How High Did We Need to Reach into an Organization for the “Right” Person?

Other Regional Partnerships

- The Detroit Regional Chamber (DRC) – a WIRED convener
- Michigan Works Agencies (One Stops)
- Michigan Economic Development Corporation
- Dept. of Energy, Labor, and Economic Development (DELEG)- State of Michigan
- Smart Zones/Business Incubators (Michigan's Automation Alley, Ann Arbor SPARK, Techtown)
- Next Energy
- The Center for Automotive Research (CAR)
- 19 Advanced Mfg. and Alternative Energy Employers
- And More

Supporting Businesses/Industries

- Ford Motor Company
- General Motors
- Chrysler
- Rousch
- Visteon
- TACOM
- United Solar Ovonics
- Global Engine Mfg Alliance (GEMA)
- Many Others…
- SME
- Marathon Oil
- Next Energy
- DTE Energy
- Liebherr Aerospace
- Severstal Steel

Partnership Challenges

- Serving Two Masters?
- Individual Business Unit vs. Partnership
- Stretched or Reduced Human Resources
- Uncommon Schedules and Meeting Availability
- Partner Accessibility in the Geographical Region
  - 100 miles from Ann Arbor to Port Huron
  - 98 miles from Flint to Monroe
  - 67 miles Flint to Port Huron

Other Challenges

- Data Management Capabilities in Partner Organizations
- Local partner business Protocols and Approval Processes Slow Down Processing
- NIH Syndrome (Not Invented Here!)
- Multiple Grants – More Strain on Fixed Resources
- College Business Up, Workload Up, Administrative Personnel Fixed

SMC3 Partnership Benefits

- Sharing Resources, Strategies, and Information
- Region-wide Educational Program Delivery
- Program Delivery Potential Through Nine College Localities
- Opportunities for Largest and Smallest Colleges
- Favorable Client View of College Consortium

More Partnership Benefits

- Enhanced University-Community College Partnerships:
  - Curricula and Technology Research
  - Business Engagement
  - Articulation Agreements
- Recognition- 2008 Automation Alley Education Program of the Year

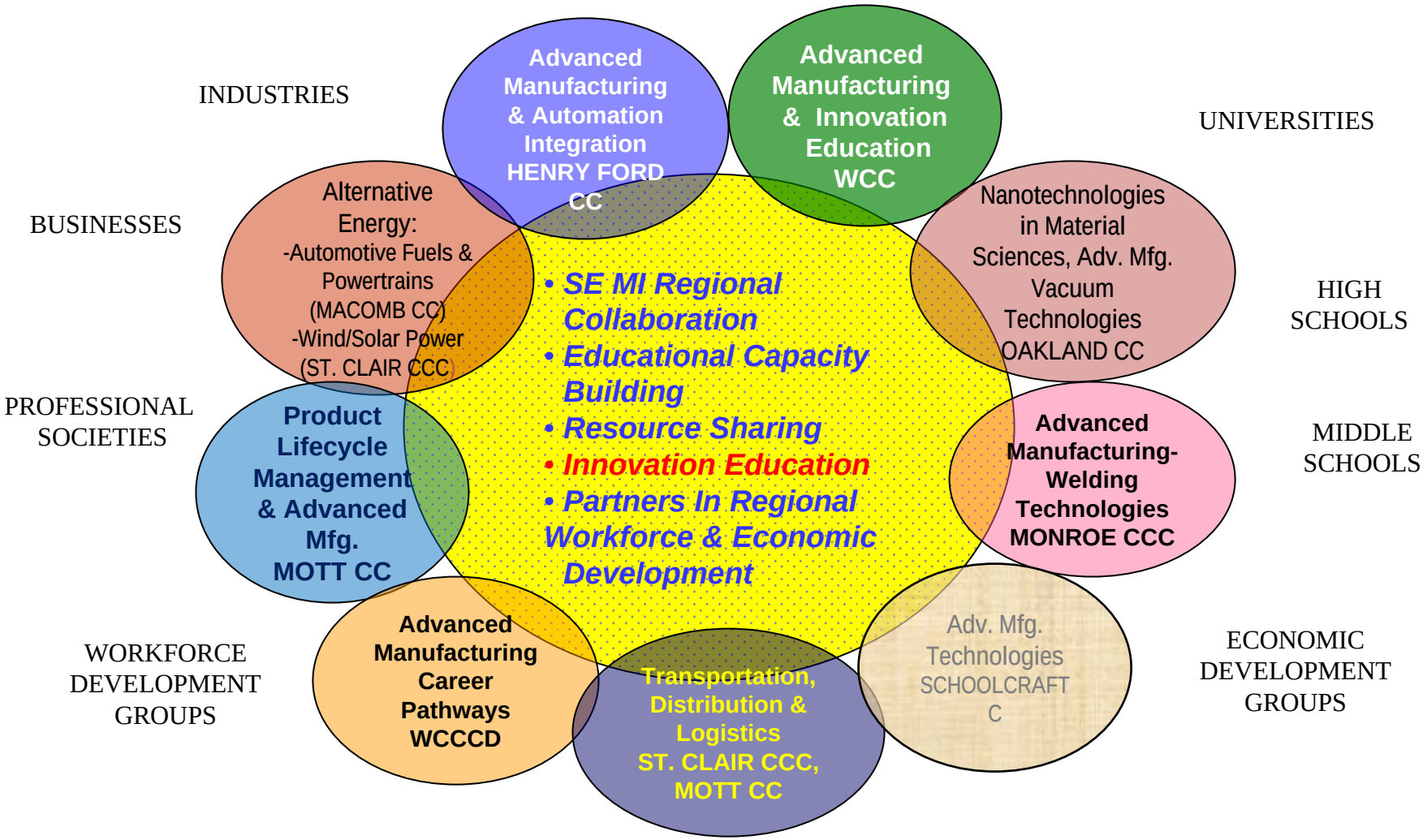
Lessons from Building Partnerships

- A Common Vision Of Success
- Collaboration Agreements
- Effective Behaviors
- Unique Contributions
- Pursue the Vision
- Courage

Lessons on Sustaining Partnerships

- Keeping The Vision In Front Of Everyone
- Clear Roles and Responsibilities, Involvement, and Accountability
- A Process That Involves Our Customers, such as:
  - Industry Forums
  - Advisory Boards
  - Conferences and Exhibitions
  - Surveys and Results
- Partners Involved in Defining the Work
- Customer Validation of Results and Products

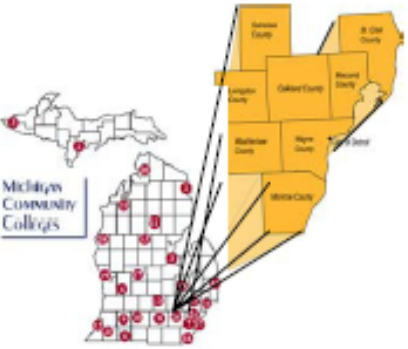
Developing SMC3 Regional Centers of Expertise Partnership Model



Questions?

References

SMC3 CBJT GRANT
ORGANIZATIONAL COLLABORATION

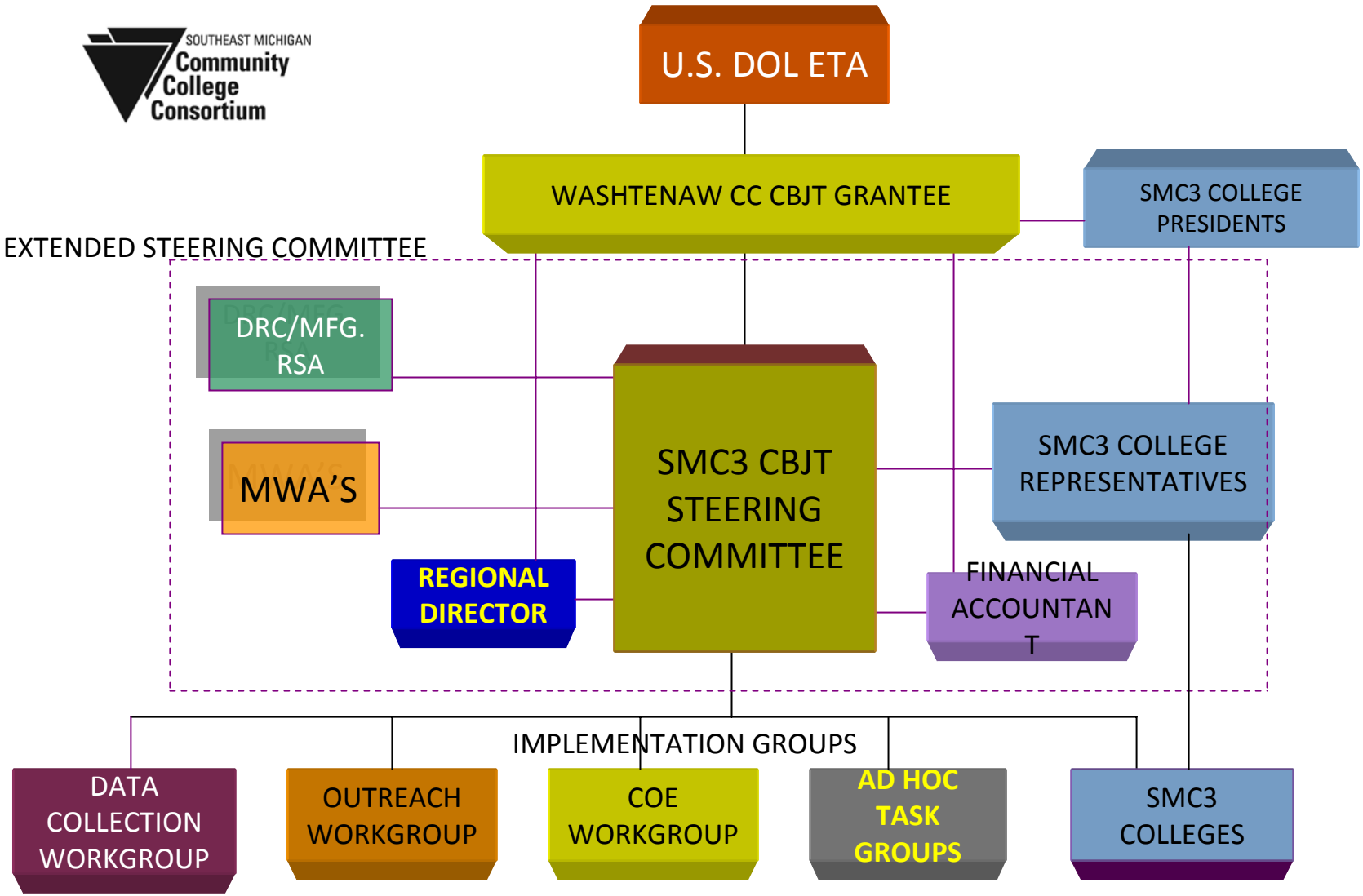


SOUTHEAST MICHIGAN Community College Consortium

SMC3 CBJT GRANT PROGRAM

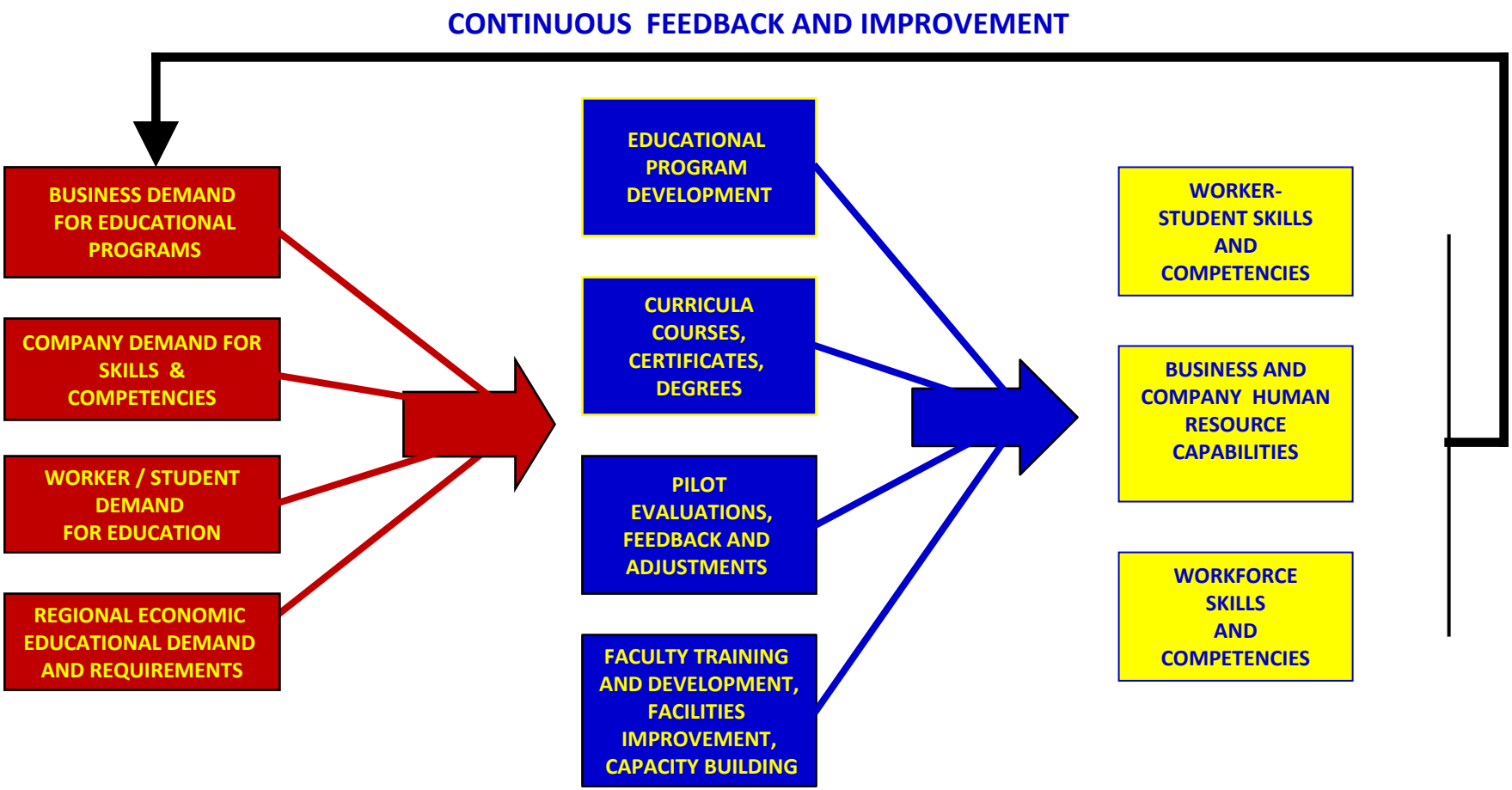
- Business & Industry
  - JOB DESCRIPTIONS
  - SKILLS FOR JOBS
- Consulting Services and Resources
  - PROGRAM DEVELOPMENT/ FEEDBACK
- Detroit Regional Chamber
  - . Mfg. RSA
  - . WIRED
  - ECONOMIC DEVELOPMENT FORECASTS, CONVENER
- Educational Institutions
  - . Universities
  - . Other Colleges
  - EDUCATIONAL SUPPORT BENCHMARKING
- State of MI
  - .MichiganWorks!
  - WDA's
  - . State Dept's
  - UNEMPLOYED WORKER ENROLLMENTS & DATA TRACKING, COMPANY LIAISON
- Center For Automotive Research
  - INDUSTRY TRENDS/FORECASTS FUTURE SKILLS
- Advisory Boards
  - . Alt. Energy
  - . Adv. Mfg.
  - EVALUATION FEEDBACK
- Econ Dev Groups
  - . A2 SPARK
  - . Automation Alley
  - . Mega-P
  - . United Way
  - EVALUATION, FEEDBACK/ MARKETING
- Nine Community Colleges in SE MI
  - EDUCATIONAL PROGRAMS COLLABORATING PARTNERS
- Regional Educational Groups
  - . MACET
  - . DMA
  - REGIONAL IMPLEMENTATION PARTNERS

SMC3 CBJT GRANT ADMINISTRATIVE ORGANIZATION CHART



Becoming a Demand-Driven Organization- SMC3

VISION & STRATEGIC PROCESS



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