

National Symposium of 21st Century Community Colleges

Strengthening Workforce Development in India for the Global Economy



Leveraging Partnerships to Maximize Impact-
Steve Greenfield, Instructional Dean
March 16, 2011

 **Montgomery College**
Workforce Development & Continuing Education



Overview

- Training Partnerships for Immediate Impact on business, industry, and the local labor market
- Context: Montgomery County, Maryland and its Economy
- Montgomery College Workforce Development and Continuing Education
- Keys to Impact through five case snapshots

Case Study Snapshots

- The Emerging Green Economy: Green Business Certification program and LEED Certification training
- Growing the Scientific Workforce: Chief Scientific Officer Training
- Health Information Technology: Technology Training for the Health Care Community
- Up skilling Untapped Labor Forces: Second Chance Technology Training
- The 4-Generation Workforce in the U.S.: Managing Across Generations

Keys to Maximizing Impact

- Strategic Awareness
- Innovation
- Agility/Speed
- Flexibility
- Providing Stakeholder Value
- Outcomes Measurement

Vision for Economic Development in Montgomery County

“A globally competitive and highly diversified
knowledge-based economy”

– County Executive Ike Leggett



- 4 references to Montgomery College including “ work with businesses and educational institutions, especially Montgomery College, to ensure that skills needed by emerging industries are identified and can become part of education offerings.”

Montgomery County – Key Industry Clusters

Knowledge
Economy

- Information Technology
- Bio-Science, Bio-Pharma
- Health Care
- Financial Services
- Federal Government Contracts (5800 federal contracts)
- Aerospace
- Green (emerging)



Montgomery County Labor Market Snapshot

- 1 million residents
- Labor force of 500,000
- Just north of Washington D.C. – regional labor market
- 29% post graduate degrees
- 60% bachelors or higher
- 8th highest median income in U.S. \$91,440.00
- Unemployment 5.2% (MD 7.1%, U.S. 9%)





Top 25 Private Sector Employers

Rank	Company Name	Jobs	# of Sites in MoCo	Largest Site	Industry
1	Adventist Health	8089	13	Rockville	Healthcare
2	Lockheed Martin	7554	18	Gaithersburg	Aerospace and Defense
3	Giant Food	3749	31	Rockville	Retail Grocery
4	Marriot	3000	1	Bethesda	Hotels & Hospitality
5	Holy Cross Hospital	3200	4	Silver Spring	Healthcare
6	BAE Systems	2000	5	Rockville	Aerospace and Defense
7	IBM	2000	2	Bethesda	Information Communications & Technology
8	Long & Foster Real Estate	1807	20	Gaithersburg	Real Estate
9	Suburban Hospital	1550	1	Bethesda	Healthcare
10	Hughes Network Systems	1539	3	Germantown	Information Communications & Technology
11	GEICO	1500	5	Chevy Chase	Insurance
12	Westat	1500	3	Rockville	Information Communications & Technology
13	Human Genome Sciences	1425	2	Rockville	Biotechnology
14	United Healthcare	1400	1	Rockville	Health Insurance
15	Montgomery General Hospital	1350	3	Olney	Healthcare
16	GXS Inc.	1300	2	Gaithersburg	Information Communications & Technology
17	Macy's	1070	4	Bethesda	Retail Department Store
18	Kaiser Foundation Health Plan	1065	6	Rockville	Health Insurance
19	Safeway	1035	17	Silver Spring	Retail Grocery
20	Home Depot	952	5	Germantown	Retail
21	Verizon Maryland	914	9	Silver Spring	Telecommunications
22	Sodexo	900	6	Gaithersburg	Hospitality
23	Joh J. Kirlin	815	3	Rockville	Construction
24	Acterna	700	1	Germantown	Information Communications & Technology
25	Post-Newsweek Media	650	2	Gaithersburg	Publishing

Montgomery County, ranked by 2008 workforce

Federal Government

- 19 federal agencies
- National Institute of Standards and Technology (NIST)
- National Institutes of Health (NIH)
- Health and Human Services (HHS)
- U.S. Department of Energy



Top Employers Including the Federal Government

#	Employer	# of Employees
1	United States Department of Health and Human Services	39,979
2	Montgomery County Public Schools	20,953
3	United States Department of Defense	14,709
4	United States Department of Commerce	8,749
5	Montgomery County	8,525
6	Adventist Healthcare	8,089
7	Lockheed Martin	7,554
8	Giant	3,749
9	Marriott International	3,000
10	Holy Cross Hospital	3,200

Montgomery Community Colleges Overall Economic Impact on the Regional Economy

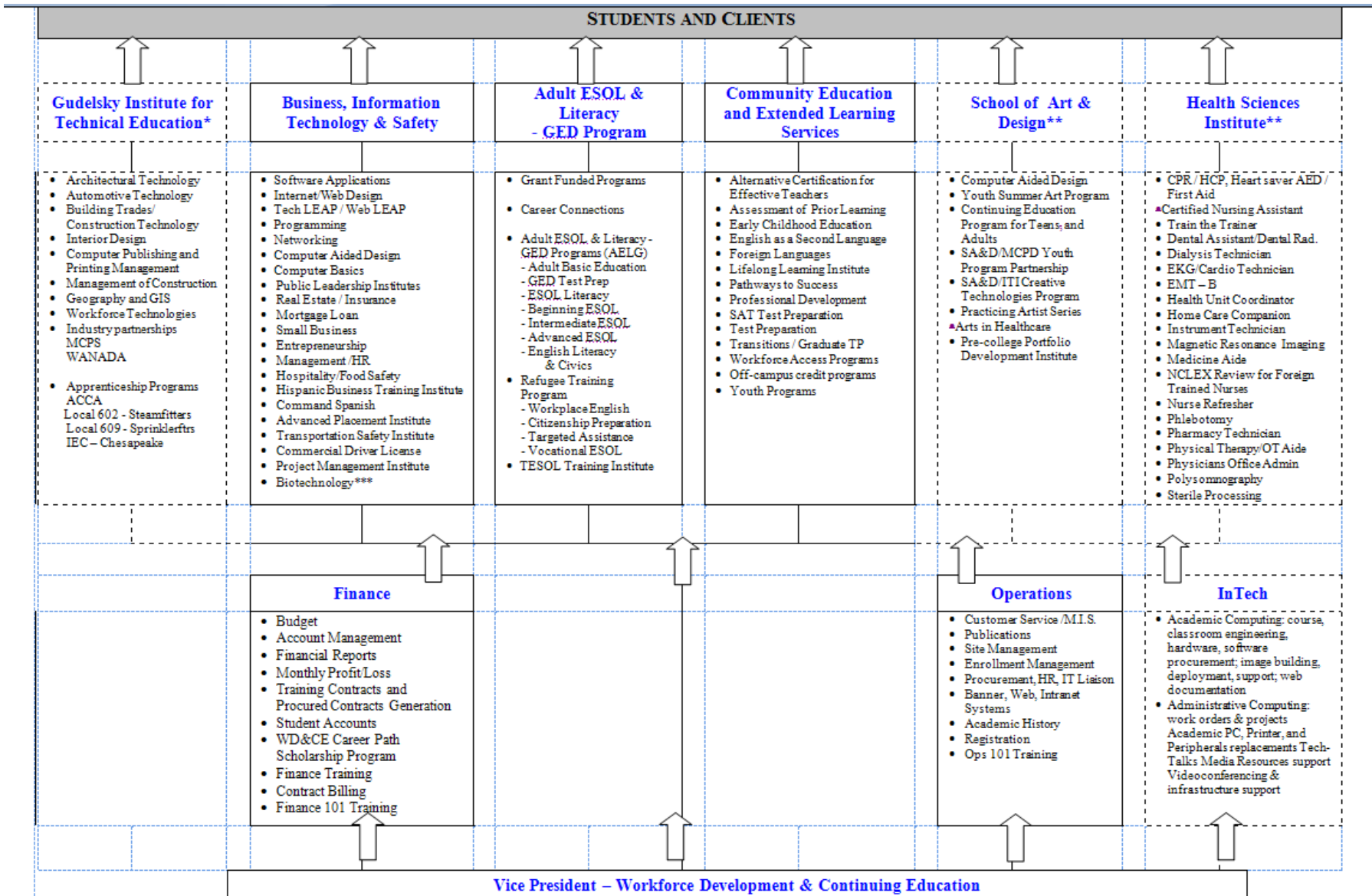
- For credit students & WDCE noncredit students = 1.8 billion impact



Montgomery College – Workforce Development & Continuing Education

- 34,000 students annually
- 8,000 students are employees of companies for which WDCE does direct-to-business training
- Direct training to 70 business a year



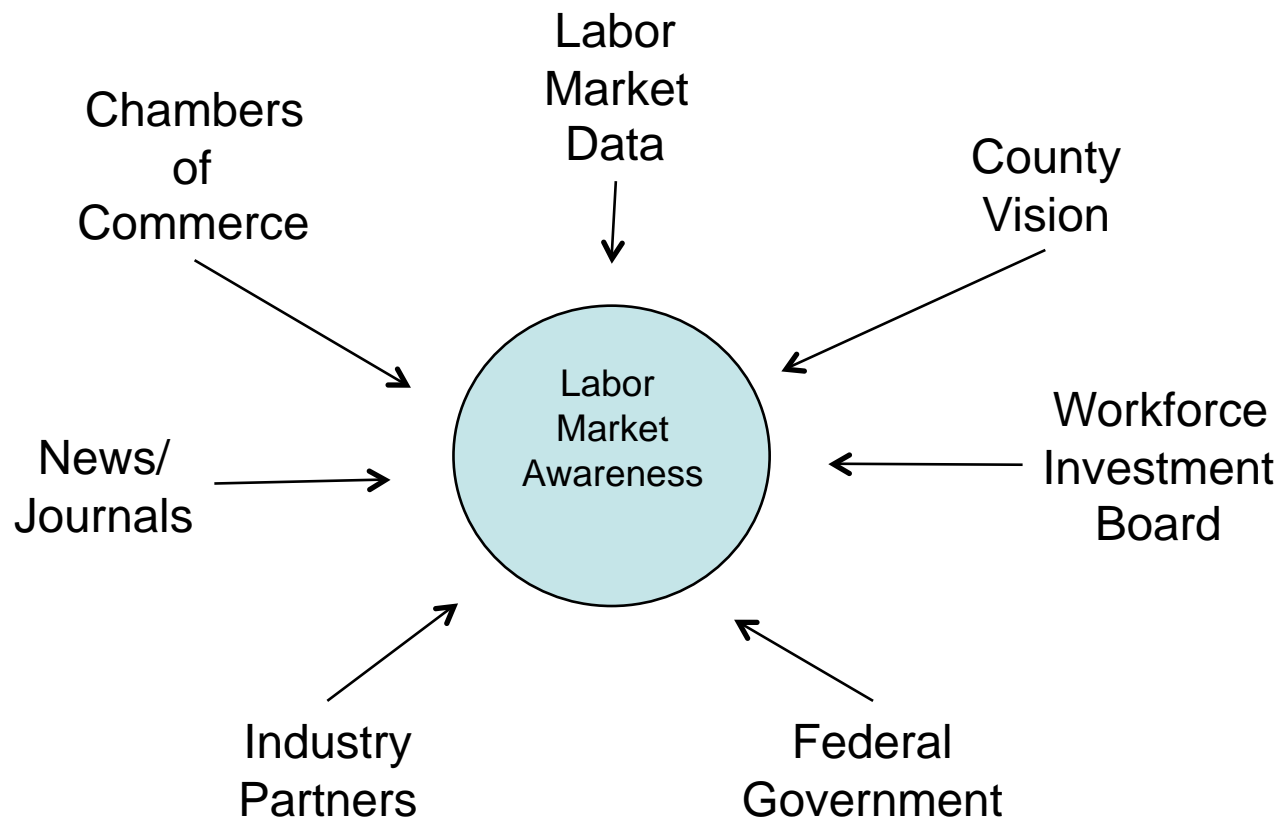


All programs provide open enrollment, contract training, distance learning, and on-site course delivery options
 Campus partnership projects with the: *Rockville Campus ** Takoma Park Campus *** Germantown Campus

Case Study Snapshots

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Keys to Maximizing Impact: Strategic Awareness



Keys to Maximizing Impact: Innovation

- Freedom to Innovate
- Quality Assurance

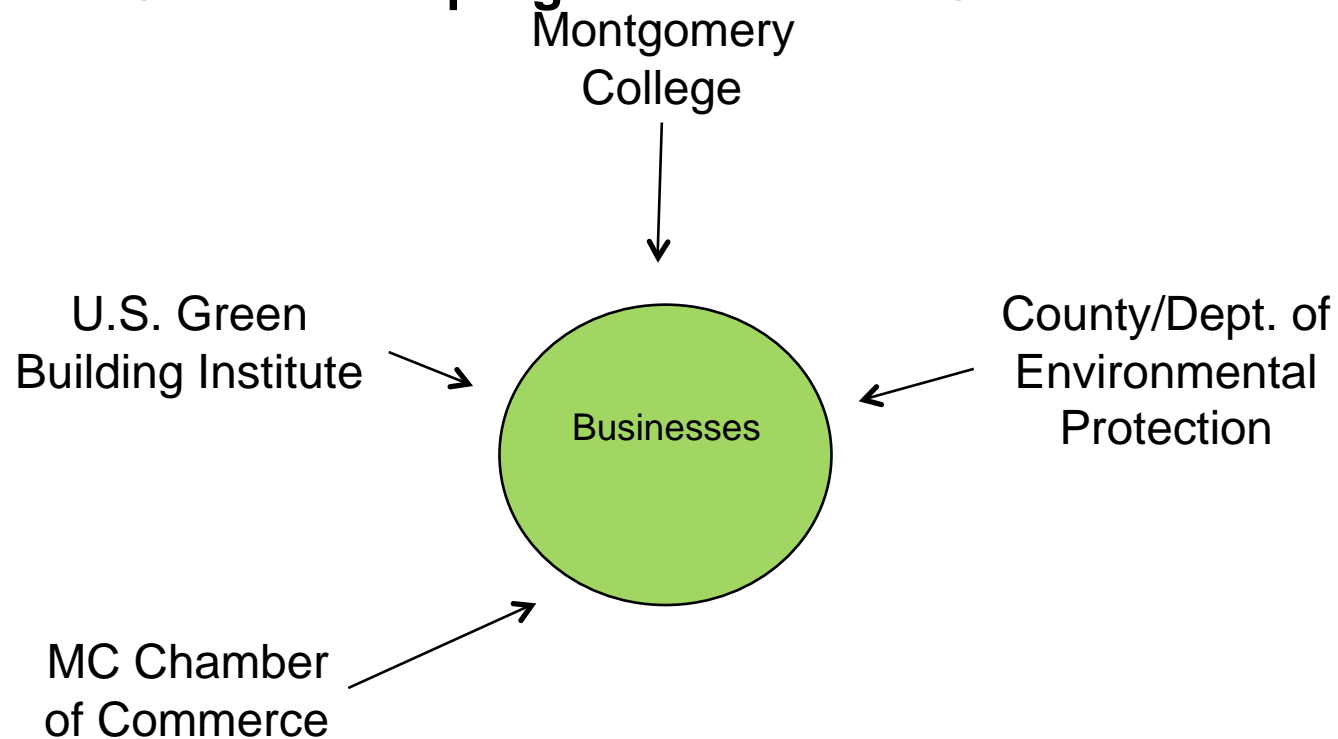


Keys to Maximizing Impact: Agility, Speed, Customization

- Faculty
- Curriculum
- Course Delivery



Case Study: The Emerging Green Economy: Green Business Certification program and LEED Certification training




Case Study: The Emerging Green Economy: Green Business Certification program and LEED Certification training **Outcomes**

- 45 businesses have been trained, 20 have become certified green businesses
- <http://www.mcgreenbiz.org>
- First 12 students have completed LEED
- Student evaluation – 98%




Case Study: The Emerging Green Economy: Green Business Certification program and LEED Certification training

Outcomes



The screenshot shows the homepage of the Green Business Certification Program website. At the top left is the Montgomery County Green Business Certification logo. The main heading is "Green Business Certification Program" with the subtitle "Montgomery County, Maryland". A navigation bar includes links for Home, About the Program, Apply Now, Certified Businesses, News and Events, and Contact. The page is divided into three columns. The left column has sections for "Get Started" (with links to Download Application and FAQs), "Newsletter Archive" (with a description of the newsletter and a link to subscribe), and a list of past newsletters. The middle column has a "Welcome!" section with a description of the program's goals and a section for businesses interested in making their operations more sustainable. The right column has a "Search" box and a "Get Inspired!" section with a quote and a citation for a survey report. A photograph of an outdoor patio area is also visible.



Green Business Certification Program

Montgomery County, Maryland

[Home](#) [About the Program](#) [Apply Now](#) [Certified Businesses](#) [News and Events](#) [Contact](#)

Get Started

[Download Application](#)
[FAQs](#)

Newsletter Archive

Every month or so we send an e-newsletter with information on green business trends, new resources, incentive programs, environmental tips, training opportunities, and upcoming events.

[Click here to subscribe to the E-Newsletter.](#)

Check out our past newsletters here:


- 01/11/2011 - MoCo Green Business Certification Program News
- 10/21/2010 - News from the Montgomery County Green Business Certification Program

Welcome!

Montgomery County Maryland's Green Business Certification Program is designed to recognize businesses and other entities that have taken voluntary steps to protect, preserve, and improve the environment. Certified green businesses operate in a manner that demonstrates a commitment to environmental stewardship, and conserve energy and water, reduce their carbon footprint, and generate less waste and recycle more.

Businesses that are interested in making their operations more sustainable can use the resources offered through the Green Business Certification Program to achieve this goal.

Explore this website to learn more about the program and its benefits or, if your business is ready, apply for certification!



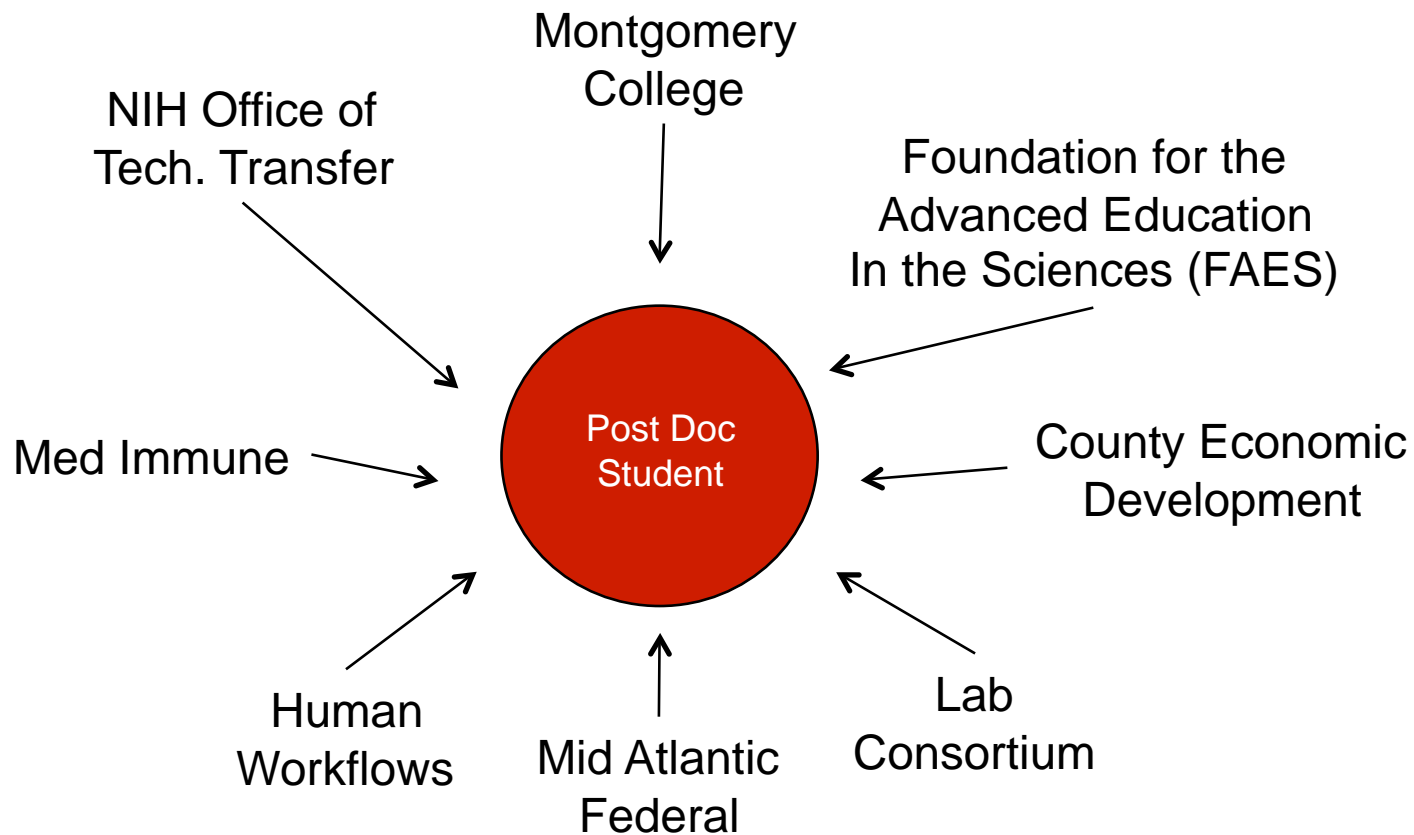
Search

Get Inspired!

Tomorrow... we [the business world] will be expected to create corporations that are sustainable, as well as accountable. Companies that take that step today, before it is mandated, will be rewarded by their shareholders, stakeholders, regulators and, perhaps most importantly, on the bottom line.

Andrew Savitz,
PriceWaterhouseCoopers
LLP, 2002 Sustainability
Survey Report

Case Study: Growing the Scientific Workforce: Chief Scientific Officer Training



Course Outline

Class Date	Topic/Activity
January 15th	<p>Overview</p> <p>Discussion of self-evaluation <i>Randall Ribauda, Ph.D.</i> <i>Todd Phil, Ph.D.</i> <i>Larry Percovic</i></p> <p>Guest Speaker: Bahija Jellal, Ph.D. Executive Vice President, Research and Development MedImmune</p>
January 22 nd	<p><i>The Leadership component of the CSO Boot Camp is divided into five sections. The course is an overview of leadership practices and skills and focuses on providing participants with the requisite awareness and exploration needed to begin their in depth study of leadership. This course is the first step in the continuous learning and skill development process. The course is an aerial view of what it takes to be a leader in contemporary organizations. The components include: What is Leadership; Developing People; Team Building; Achieving Results; and Leadership Communication and Conflict Management.</i></p> <p>What is Leadership? <i>Darlene Floyd</i></p> <p>On this segment of the course, participants will distinguish leadership from management; determine the characteristics of good leaders; recognize leadership strengths and weaknesses; and determine follower's expectation.</p>
January 29 th	<p>Developing People <i>Darlene Floyd</i></p> <p>You will understand the steps in creating a "Learning Organization"[®]; develop influencing skills; and explore the role leaders' play in change management.</p>

February 5th	<p>Team Building/Developing People Systems Thinking <i>Darlene Floyd</i></p> <p>Explore strategies to build a new team and motivate and inspire an existing team; identify ways to inspire team performance; identify ways to maximum human differences.</p>
February 12th	<p>Achieving Results <i>Darlene Floyd</i></p> <p>Understand the organization culture; define the components of a high performing organization; identify challenges in creating a high performing organization; determine the gap between desired results and actual results; identify key factors in organization problem-solving.</p>
February 19th	<p>Leadership Communications/Managing Conflict Building and Maintaining External Relationships <i>Darlene Floyd</i></p> <p>Understand self; enhance interpersonal skills; identify ways to minimize dysfunctional conflict and enhance collaboration</p>
February 26 ^h	<p>Negotiating Skills <i>Julie A. Muroff, J.D., LL.M.</i></p> <p>You will be introduced to valuable techniques to improve your personal communication style in order to persuade and inspire others. The session also will reveal some of the pitfalls of negotiation. By learning to identify and anticipate common barriers to reaching an agreement, you will be prepared to navigate a more successful path as a CSO. Specific learning objectives include: improving your interpersonal skills and negotiation techniques; understanding basic negotiation models, with an emphasis on principled negotiation; handling stress and maintaining ethics during negotiations; avoiding common mistakes that even experienced negotiators can make; developing an effective strategy for any negotiation; and remaining open to ongoing learning and improvement.</p>

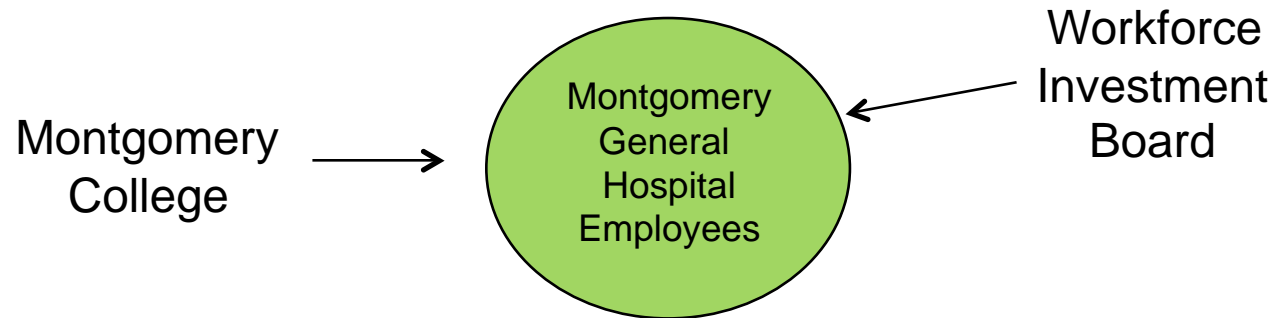
March 5 th & 12 th	<p>Project Management <i>Mary K. Pedigo, PMP CPA, CTT+, MCTS</i></p> <p>Learn the project management processes, and why proactive project management is indispensable in today's economy and business environment. Understand the roles of the project manager, team, and other stakeholders while developing a project plan. Study the processes of project planning, executing, monitoring/controlling, and closing to achieve organizational goals.</p>
March 19th	SPRING BREAK
March 26 th	<p>First Line Supervision <i>Halelly Azulay</i></p> <p>In this interactive and engaging Module, you will identify key tools, practices, and techniques that will improve your skills in supervising your staff on a day-to-day basis. You will learn how to provide positive and constructive feedback effectively, how to delegate work to others, and how to navigate the diversity of today's workforce with greater ease.</p>
April 2 nd	<p>Finance <i>Uri Reichman, Ph.D, MBA</i></p> <p>Two major topics will be covered on Finance. Understand Corporate Financial Statements that are required by the Security and Exchange Commission (SEC). Learn how to read and analyze the Income Statement and the Balance Sheet of corporations in a way that will tell us of the financial health of these corporations. Understand the basic techniques of Valuation of business assets, including intangible assets such as IP. In particular discuss the Net Present Value (NPV) technique, which is the most common technique used in financial analysis and valuations.</p>
April 9 th	<p>Career Panel Self Assessment Revisited <i>Randall Ribaldo, Ph.D.</i> <i>Todd Phil, Ph.D.</i> <i>Larry Percovic</i></p> <p>Interview Skills Handout</p>

Case Study: Growing the Scientific Workforce: Chief Scientific Officer Training

Outcomes

- 19 PhD post docs in the 10th week of a 12 week course
- Industry vetted course
- Longitudinal study of post doc career progress to be launched
- Student evaluations

Case Study: Health Information Technology: Technology Training for the Health Care Community

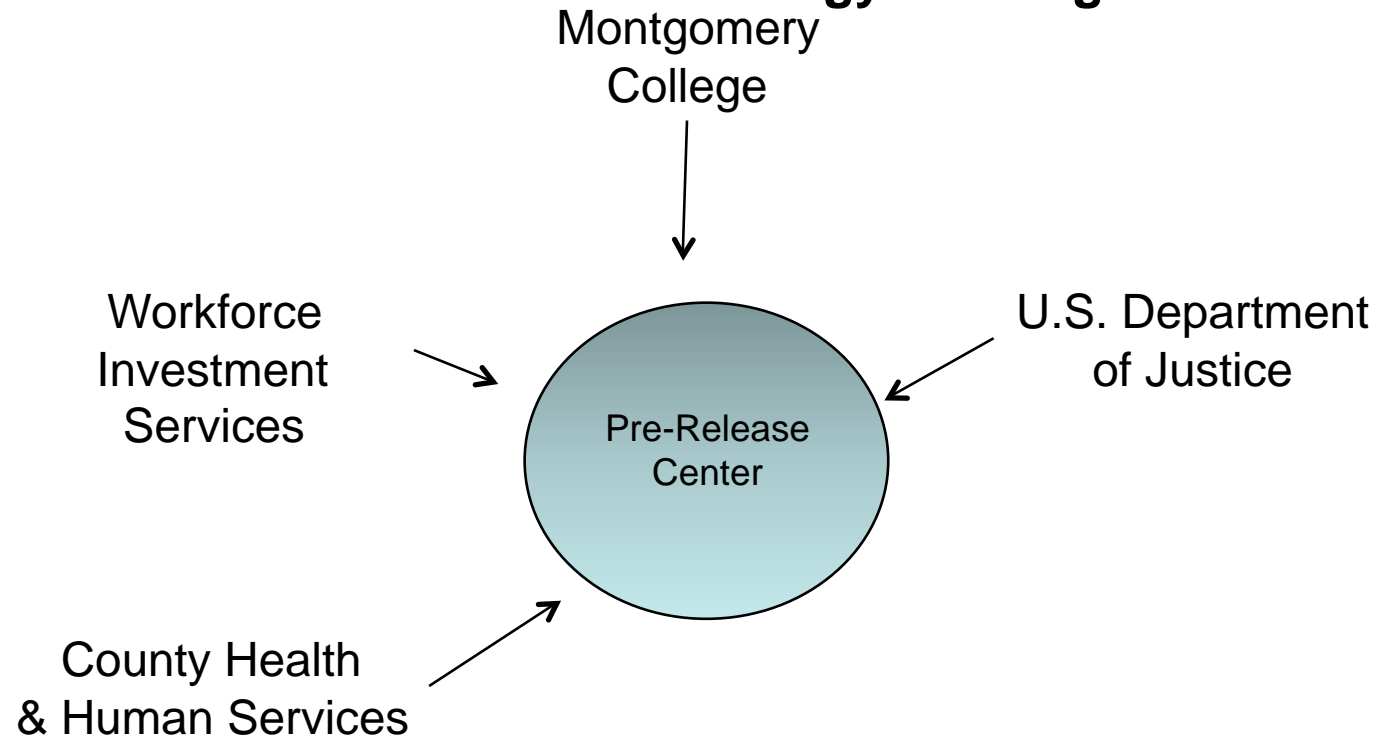


Case Study: Health Information Technology: Technology Training for the Health Care Community

Outcomes

- Pre and post assessment of technology skills
- 200 Nurses, Nurse Managers, and Administration Staff trained in Microsoft Word and Excel
- 100 % satisfaction rate on post-training survey

Case Study: Up skilling Untapped Labor Forces: Second Chance Technology Training

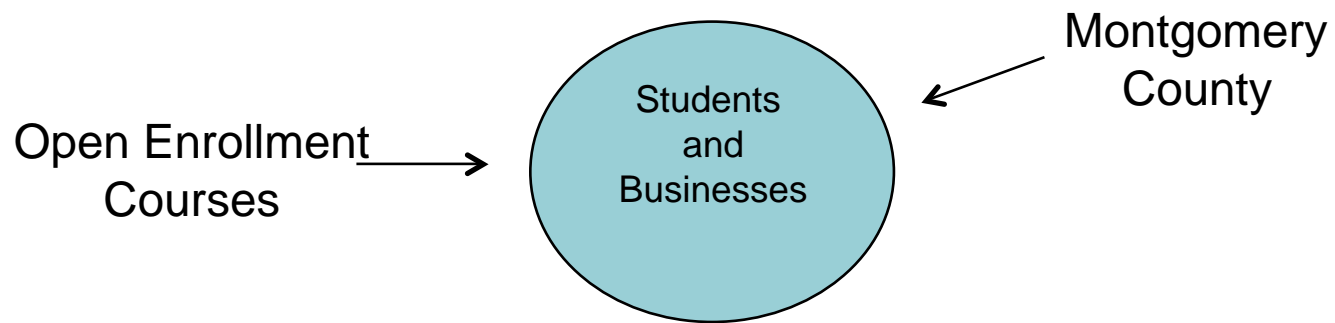


Case Study: Up skilling Untapped Labor Forces: Second Chance Technology Training

Outcomes

- Training of 200 re-entry students in digital literacy and higher end tech careers began March 7

Case Study: The 4-Generation Workforce in the U.S.: Managing Across Generations

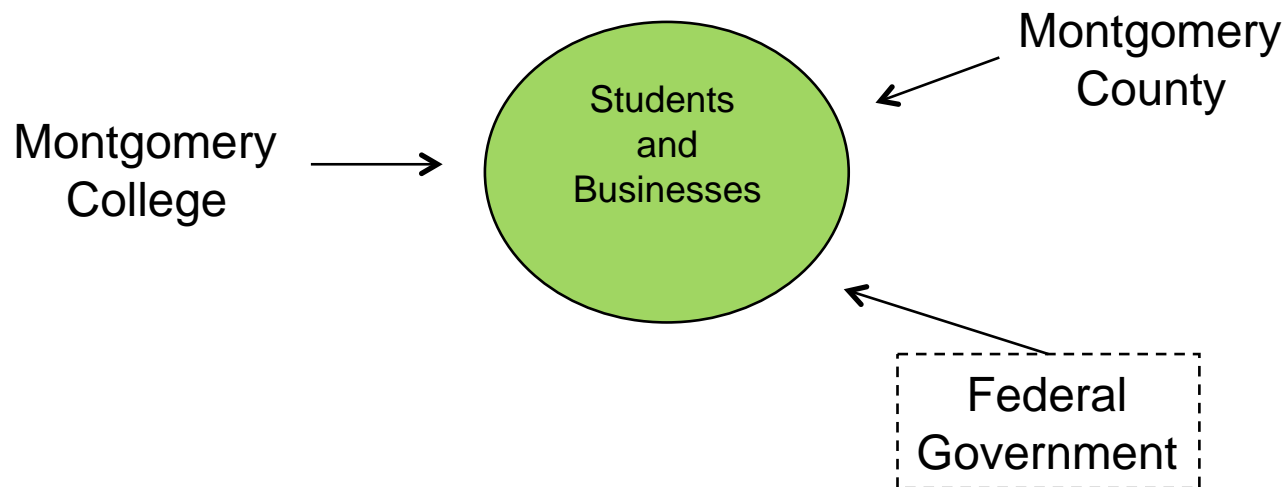


Case Study: The 4-Generation Workforce in the U.S.: Managing Across Generations

Outcomes

- Satisfaction rate 100 % by county and private businesses, and open enrollment students

Case Study: Industry Efficiency and Federal Contracting: Project Management and the PMP Certification



Case Study: Industry Efficiency and Federal Contracting: Project Management and the PMP Certification

Outcomes

- 400 students in last year
- 99 % completion rate
- No report on certified pass rates
- 100 % student satisfaction rate
- 100 % business satisfaction rate

Challenge: Getting Better at Outcome Measures of Workforce Development Impact

- What was the completion rate for the program?
- How many students took certification exams within six months?
- How many students passed certification exams?
- What was the placement-into-jobs rate?
- How much did their wages increase from pre-training levels?
- Did these trained individuals remain in the community?
- How did the cost of training compare to the economic impacts (multiplier effects on jobs, income and output), and additional tax revenues generated?

Keys to Maximizing Impact

- Strategic Awareness
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Thank you!



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