

**Career
Development
System**

EXECUTIVE SUMMARY

for

***the Workforce Development Board of
Kalamazoo & St. Joseph Counties***

and

***the Kalamazoo - St. Joseph
Michigan Works! Agency***

June 30, 2001

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INTRODUCTION

To help place the contents of the *Career Development System Comprehensive Plan* in context, the following is offered as background.

The Michigan Department of Career Development (MDCD) has conceptualized **Michigan's Career Development System** as having 3 subsystems:

1. **Career Preparation System** -- delivered by K-12 School Districts, Community Colleges, Private Technical Schools, Colleges and Universities;
2. **Workforce Development System** -- delivered by Michigan Works! Services, Adult Education Programs, Work First Programs, and Workforce Investment Act Programs; and
3. **Worker Enhancement System** -- delivered by employer-based training programs and customized training activities.

Each Michigan Works! Area (MWA) has several governing bodies, agencies and institutions involved in establishing and delivering an array of programs and services that make up the 3 subsystems listed above. It is postulated by the MDCD that through strengthened partnerships among the organizations involved in each MWA, coordination of career development services will be enhanced, allocation of available resources will be optimized and career development system outcomes will be improved.

In an effort to move this notion forward, the MDCD has asked each of the State's 25 Workforce Development Boards and their respective Michigan Works! Agencies to work through an extensive community-based strategic planning process involving the Career Development System partners. The thrust of this effort is "Building Strategic Partnerships for Career Development."

MISSION STATEMENT

The MISSION is a broad statement of the unique purpose for which the organization exists and the major function it performs.

The mission of the Kalamazoo - St. Joseph Michigan Works! Area is to develop, sustain, and continually improve a Career Development System that produces workforce members who possess the skills essential to participating in gainful employment and enhancing the region's economy.

VISION

The VISION is a broad statement of what the organization foresees as beneficial changes to be realized by a predicted date.

By 2004, the vision of the Kalamazoo-St. Joseph Michigan Works! Area is to:

Attract, high tech, high pay jobs and to have workers with the skills to fill them

Meet the unfilled demand for workers in positions that are not high skill, high pay with sufficient wages to attract and keep employees

Foster increased coordination between the employer and education communities to prepare future and incumbent workers to find and maintain self-sustaining and meaningful employment

Have all current partners across the Career Development, Workforce Development, and Worker Enhancement Systems view the strategic plan as their own

Work to involve the economic development and employer members of the community in future strategic planning efforts

Maintain and improve the area's reputation as a good place to live, work, and raise a family

ASSUMPTIONS

ORGANIZATIONAL ASSUMPTIONS convey the major premises and suppositions that drive the nature of the organization's decision-making and practices.

- A healthy business climate enables community well being.
- Highly skilled workers are essential for business success.
- Workers considered to be "highly skilled" possess both skills specific to the occupied job and skills general to virtually all workplace settings.
- In today's culture, the greatest opportunity to effectively transmit general workplace skills is in the formal education system.
- One's income and quality of life are dramatically influenced by the skills and knowledge one possesses.

SIGNIFICANT TRENDS & CRITICAL ISSUES

(from the environmental scan)

CRITICAL TRENDS AND ISSUES are those internal and external factors that *must* be dealt with if the organization is to proceed in a manner consistent with its mission.

- a. We are living in a new, ever-changing globally competitive economy -- powered by technology, fueled by information, and driven by knowledge.
- b. The Area's employment histories and forecasts show less growth than the State's.

Industry employment forecasts indicate employment totals (wages and salaries) in the period from 1996 – 2006 are expected to increase by 10.34% across the state. In the Kalamazoo/St. Joseph Michigan Works! Area, the increase is expected to be 7.20%. Forecasts also indicate the almost 28% (2,240) of the total number of manufacturing jobs Michigan will lose (8100) will be from the Kalamazoo/St. Joseph Michigan Works Area.)

- c. The Area's worker earnings and per capita income are not keeping pace with neighboring counties.

While the four nearby counties showed an average growth rate in per capita income of 19.87% in the period from 1994-1998, the Kalamazoo/St. Joseph MWA had an increase of 15.54% for the same time period. Included in the comparison are Ottawa, Kent, Calhoun, and Muskegon Counties.

- d. More people are moving out of the Area than are moving in; those moving in have less income than those moving out.

From 1990-1997, Kalamazoo County experienced a net loss of 3,403 persons and a net loss of \$133,823,000 in income. In the same period, St. Joseph County gained 201 persons but lost \$2,292,000 in income.

- e. While employers find it difficult to recruit proficient employees, some employment-related placement rates from technical/occupational programs are less than optimum.

When asked the open-ended question: "Currently what are the major problems facing your firm?" Nearly 40% complained about the tight labor market. It isn't that employers cannot find qualified workers but that they cannot find workers at the wage levels they are able or willing to afford."

- f. Some essential workplace skills possessed by the Area's entry-level workers are weak or weakening.

These include attendance, positive attitude, responsibility, common sense, initiative, problem solving, flexibility, and punctuality.

- g. K-12 Education test scores (MEAP) are not keeping pace with State averages.

In the past 5 school years beginning with 95/96 and ending with 99/00, area scores have met or exceeded state results in at least 50% of the areas compared with the exception of the 99/00 school year when only 25% of areas tested were better than the state. It is too soon to tell if this is a gap that will widen

- h) Although slightly less than State averages, persistent and significant poverty levels continue to exist in the Area.

It should be noted that while the content of this plan constitutes products of the strategic planning process to date, establishing and strengthening strategic partnerships is viewed as an on-going effort in the Kalamazoo - St. Joseph Michigan Works! Area.

STRATEGIC DIRECTION

STRATEGIC DIRECTION, established by a well-crafted strategic plan, sets the course for the organization's capacity to thrive in its rationally anticipated future.

In the skills-intensive economy of the 21st Century, one thing is clear: knowing means growing. Indeed, the correlation between education attainment and income is becoming stronger and stronger. It has been difficult in the past and it will be virtually impossible in the future for individuals with low levels of education and underdeveloped workplace skills to vigorously participate in the ever-changing economy.

The improvement of education levels and workplace skills will become an increasingly critical force for propelling the local economy into a growth pattern equal to or better than neighboring economies. Optimized learning at all levels and for all populations holds the promise of moving families out of poverty, improving per capita income, enhancing the local economy, and bettering the over-all quality of life for the region's residents.

Learning improvement, skills enhancement, and vigorous employment for those participating in the Career Development System's education and training activities are the prevailing themes in this plan. The Kalamazoo-St. Joseph Career Development System offers the following goals and strategies as products of its community-based strategic planning process: (1/2001)

STRATEGIC GOALS

STRATEGIC GOALS are statements defining the desired, measurable outcomes resulting from the organization's efforts.

By 2004

Goal 1. Enhance workplace readiness skills.

Improve Work Keys scores of the number of high school and community college students and /or incumbent workers taking the Work Keys assessment by an average of at least one level on 3 assessments (e.g. Reading, Applied Mathematics and Locating Information; average one level gain per assessment)

Goal 2: Improve employment and income circumstances for Workforce Development Program participants.

Increase average hourly wage at placement of Workforce Development Program from, \$7.50 to \$7.75 in year 1, \$8.00 in year 2, and \$8.50 in year 3.

Goal 3: Strengthen incumbent worker skills.

Increase number* of employed workers completing community college classes in technical areas by 5% each year. * Data on actual numbers is currently not available.

LONG-TERM STRATEGIES

STRATEGIES are significant, multi-year, general efforts toward which the organization (is or) will be dedicating resources in order to achieve its strategic goals.

Addressing Goal 1: Enhanced Workplace Readiness Skills

1. We will promote and implement valid approaches to objectively assess and thoughtfully advance workplace readiness.
2. We will refine and expand programs and services for children, youth, and adults designed to positively influence the development of productive workplace readiness skills.

Addressing Goal 2: Improved Employment and Income Circumstances for Workforce Development Program Participants

3. We will design and implement intensified job placement services focused on yielding optimum wages and benefits for Michigan Works! Clients.

Addressing Goal 3: Strengthened Incumbent Worker Skills

4. We will support and expand effective employer-driven, customized training activities.
5. We will seek avenues to augment and intensify workable supportive services for those who struggle to sustain viable employment by using the workforce development program's resources. These can include transportation needs, job interview clothing needs, required uniforms for the job, safety equipment, tools required on the job and other job-specific needs. Case management services provide referrals to community agencies for help with substance abuse and mental health issues.

STRATEGIC ASSETS & INITIATIVES

Strategy #1 to achieve Goal #1: Assessing workplace readiness

ASSETS

- **M-Tech at Kalamazoo Valley Community College and Glen Oaks Community College**

The Work Keys Testing Center staff-Certified with capability for Work Keys assessment, interpretation and job profiling

At the Kalamazoo Valley Community College M-TEC Testing Center, 48 people were assessed in the first four months of the Center's operation. Expectations are to increase this number by 10% and to complete a minimum of six profiles in the coming year. A minimum increase in the number of assessments and completed profiles of 5% per year in subsequent years is planned.

ASSETS continued for Strategy #1

The Testing Center at Glen Oaks Community College in Centreville is on its way to becoming fully operational. Four assessments have been completed. In the 2001-2002 school year, all ninth graders will be tested as part of their career awareness. The expectation is to complete a minimum of four profiles by June 30, 2002. A 5% increase in the number of assessments and profiles in each subsequent year is planned.

INITIATIVES

- **M-Tech at Kalamazoo Valley Community College and Glen Oaks Community College**

Develop and promote Work Keys Testing Center services including workplace readiness skills assessment that can be accessed by secondary education, adult education, post-secondary education, and employers. Goals are to:

Increase the number of workplace readiness skills assessments by 10% over the previous year. (48 were completed from January- June 2001.)

Increase employer awareness of the benefits of Work Keys job profiling and testing. Measure by an increase of 5% per year in the number of profiles requested. (No profiles were completed thus far in the year 2001.)

Introduce Work Keys testing in all adult education programs for those students who cite job placement or retention as a primary goal. Measure by an increase of 5% per year in the number of assessments completed. (Work Keys testing in adult education has not started as of the date of this summary.)

Strategy #2 to achieve Goal #1: Influencing workplace readiness skills

ASSETS

- **Kalamazoo Valley Community College and Glen Oaks Community College**

Technical/Occupational Programs- An array of certificate and associate degree programs designed to prepare individuals for gainful employment in technical, business, and health occupations

Of the 30 technical programs available at Glen Oaks Community College, all have a placement rate in excess of 92.98%. The Health Careers area (Practical Nursing Certificates and Associates degrees in Applied Nursing) had a placement rate of 100% of those who responded to the college's survey. Detailed information regarding all 30 specific program enrollments and placement rates is not currently available. The goal is to track and record

ASSETS continued for Strategy #2

completions and employment and wage outcomes and to increase each by 3% per year through 2004.

Of the 24 technical programs available at Kalamazoo Valley Community College, all

have placement rates of at least 50%. Fifteen of the 24 have placement rates of 100%. The largest of these include: Cardio-Respiratory Care Practitioner, Computer Information Systems, Law Enforcement, and Medical Assistant Technology. Detailed information regarding all 24 programs is not currently available. The goal is to track and record the completions, employment and wage outcomes and to increase each by 3% per year through 2004.

- **Kalamazoo Regional Educational Services Agency / Education for Employment**

Me Too Puppet Presentations - High-interest career awareness activities for 1st graders; this is the first school exposure to the world of careers. 76 classrooms in 27 schools are involved with 1544 students participating. The goal is to increase the number of participating by 3% per year through 2004.

Career Day at KVCC - Career/occupational information for 3000 8th graders from Kalamazoo County public and private middle schools. 30 occupational careers in six career pathways are presented. Students can experience three pathways of their choice. The goal is to continue to provide this exposure to careers with an increase of 3% per year of the total 8th grade enrollments through 2004.

Focus on Freshman Program - An array of learning activities designed to assist 9th graders gain focus for success in high school. A critical "threshold" for students and parents, this program involves the initial decision-making and charting of the student's high school instruction. The program is offered in seven of the nine districts within the Kalamazoo Regional Educational Service area. Two school districts have designed and will implement a sophomore year version to begin in the 2001-2002 school year. The goal is to increase the number of participating school districts by one district per year until all are using the program.

Career Pathways Program - a major effort in career exploration, self-assessment, decision-making, pathway-of-interest selection, and planning for 10th grade students; includes a component for aligning secondary general education curriculum with six career pathways thus increasing connections between the classroom and the world of work. All nine school districts will be applying for a Career Pathways grant. Two of the nine school districts are not yet operational but are developing their curricula. The goal is to increase the number of participating school districts by one district per year until all are using the program.

ASSETS continued for Strategy #2

Career/Technical Education Programs (called Education for Employment in the Kalamazoo area)

Thirty different programs with a total enrollment of 3359 students provide courses for 11th and 12th grade students in school-site settings for 18 occupational clusters. Worksite settings cover 8 occupational areas. 60% of all 11th and 12th grade students are served. New programs initiated in 2000-2001 are Computer Technology/Network Administration and two Allied Health programs. Business services technology programs are offered in all nine school districts. In 2000-2001, 214 Education for Employment students were enrolled in co-op or apprenticeship programs. The long-range plan is to develop an approach for the 9th and 10th grade students who do not enroll in the Education for Employment programs. Many are "at risk" students. Education for Employment plans to continue with a goal of increasing participation in Education for Employment by 3% of 11th and 12th grade enrollments through 2004. A further goal is to develop an approach for the 9th and 10th grade students who do not enroll in the program and are considered "at risk" students by the fall of 2002.

"Pathfinder" Website - Designed to connect students, educators, employers, and parents with career cluster/pathway information and Internet links to assist in career decision-making and educational planning. Currently, 672 employers are registered on the site with a list of 925 learning opportunities for students. Examples are job shadowing, apprenticeships, tours, and other options. Efforts are underway to expand the number of participating employers by 2% per year through 2004.

- **Kalamazoo Regional Educational Services Agency / Ready-Set-Succeed Program**

Recently-launched pre-school services - Efforts targeted at all families with children from birth to age 6 to help children get ready for success in school and help parents effectively become their child's first teacher. The premise is that all children are born to learn and every parent can use a helping hand. Home visits, playgroups at elementary schools and regular developmental screening are key components. The target audience is all families living within participating school district boundaries. Services are initiated at birth or adoption when possible. Children gain a solid foundation for school readiness. Parents increase their application of skills to foster school readiness. Potential learning concerns are identified early. An added outcome is the possible prevention of child abuse and neglect. This program will continue for another year with money from a local source. The goal is to increase participation by families by 3% per year pending continued funding. The current number of participating families is not currently available.

- **Kalamazoo County Junior Achievement**

Presentations by volunteers from the business community - Activities designed to help students appreciate their role in the family, the community, and various potential business sectors is provided in 39 elementary schools, 10 middle schools and 19 high schools annually. Junior Achievement projects have started in all elementary schools. The goal is to expand the program to more middle schools, strengthen the partnership with JA, and work to develop success skills training in the schools. The goal is to increase the number of schools involved by 5% per year through 2004.

ASSETS continued for Strategy #2

- **St. Joseph County Intermediate School District**

Secondary Career/Technical Education Programs - Courses for 11th and 12th grade students are offered in school-site and work-site settings and in cooperation with Glen Oaks Community College. These courses allow students to become active learners by accentuating their career pathway choice with intensified learning activities and opportunities. 777 students were enrolled in the 2000-2001 school year. Currently at 90% of capacity, the long-range plan is to continue to identify the needs of learners and industry and to expand the offerings as funding allows. The goal is to increase participation by 3% per year of the total 11th and 12th grade enrollments through 2004.

"Career Start" Program - Career Education workbooks and curriculum activities in all K-6 classrooms allow children to learn what opportunities are available for them and to become prepared for the Career Prep activities they will encounter in grades 7-12. It is expected that the number of students participating will increase proportionate to enrollments. In 2000-2001, 1,100 workbook units were completed. The long-range plan is to have all K-6 students in St. Joseph County using the Career Start program. The number currently participating is not available.

"Career Prep" Program - Career Education workbooks and curriculum activities for all students in grades 7-12. Students create a portfolio representing their skills, abilities, achievements, interests, and career plans. Students who have been actively involved in the Career Prep process and who enter the workforce immediately after high school are able to attain higher skill, higher pay jobs. In the 2000-2001 school year, approximately 4528 workbook units were completed; an increase of 3% per year of the total enrollments is planned through 2004.

Career Pathways Program - a major effort in career exploration, self-assessment, decision-making, pathway-of-interest selection, and planning for 10th grade students; includes a component for aligning secondary general education curriculum with 6 "career pathways" thus increasing connections between the classroom and the world of work. Students leave school better prepared to enter the world of work and/or higher education and are more likely to be satisfied with their job choice. An increase of 3% per year of the total enrollments is expected through 2004.

INITIATIVES

- **Sturgis Public Schools: Partnership for Adult Learning/St. Joseph County**

Sturgis Public Schools, in partnership with Three Rivers Public Schools, Goodwill Industries of Southwest Michigan, and Glen Oaks Community College currently provides new, accelerated adult basic education (ABE) and English as a second language (ESL) training funded by the Partnership for Adult Learning. In this first year of funding, 60 students will be served by September 30, 2001 with a budget of \$97,000. An increase of 3% per year of total enrollments is planned. The program's plan to continue for the next two years is contingent upon the availability of continued funding from State of Michigan.

INITIATIVES continued for Strategy 2

- **Goodwill Industries of Southwest Michigan Works: Partnership for Adult Learning/Kalamazoo County**
 - Goodwill Industries, in a unique partnership with the Radisson Plaza Hotel and First Presbyterian Church, provides new, accelerated adult basic education (ABE) and English as a Second Language (ESL) training in Kalamazoo County. Employees of the hotel are students in the program in an on-site classroom. The First Presbyterian Church operates a health clinic in downtown Kalamazoo and is providing some referrals to the program. 71 students will be served by September 30, 2001 with a budget of \$190,190. The program's plan to continue in the coming year is contingent upon the availability of funding from the State of Michigan. This unusual partnership, which cuts across the several systems in the community, is highly supported by the Kalamazoo/St. Joseph Michigan Works! Area.

- **Kalamazoo Regional Educational Services Agency / Education for Employment and St. Joseph Intermediate School District**

Expand Career Pathways efforts

The Career Pathways program is expanding by developing a "Career Pathways' Culture" and an infrastructure in each school district. All K-12 schools will be able to provide opportunities for students to participate in age-appropriate, authentic career experiences. The Pathways program is developing strategies to inform parents of multiple career pathways for their children and is also developing partnerships with secondary and post-secondary institutions to expand Career Prep programs. The goal is to increase student participation by 3% per year of total enrollments through 2004.

Refine and expand CTE programming

The curriculum of the Career and Technical Education (CTE) program is being upgraded to incorporate the application and operation of industry specific technology. The CTE staff has a range of flexible professional development and technical assistance options. Annual evaluations are completed for each CTE program using specific standards of quality. Parents and students are learning about direct credit and articulation agreements. The goal is to track the enrollment and outcomes of students involved in a direct credit or articulation agreement and increase the number by 3% per year through 2004.

- **Glen Oaks Community College**

Refine and expand Technical/Occupational programming by offering new health career programs in Emergency Medical Services, Medical Assisting, and Health Insurance Coder/Biller to meet the needs of local employers. The goal is to track enrollments, completions, and employment and wage outcomes and to increase the number of enrollments by 3% per year.

STRATEGIC ASSETS & INITIATIVES

Strategy #3 to achieve Goal #2: Intensifying job placement services

ASSETS

JTPA and WIA Funding

Work First Program - Welfare to Work services to assist welfare recipients in entering the job market and becoming self-sufficient

From 1994-1999, allocations increased by 9.2% (inflation-adjusted.) The number who entered employment increased by 95% and the average wage at 90-day follow-up increased by 19.7% from \$5.74 to \$6.87.

WIA Youth Program - Job placement services to assist youth facing serious barriers to employment

From 1994-1999, allocations decreased by 66.3% (inflation-adjusted.) The number who entered employment increased by 13.9%

WIA Dislocated Workers Program - Assists laid off adults with job seeking and placement efforts

From 1994-1999, allocations decreased by 38.1% (inflation-adjusted.) The number who entered employment increased by 13.1% and the average wage at 90-day follow-up increased by 10% from \$10.48 to \$11.53.

The goal for all federal and state-funded programs is to increase entered employment outcomes and average hourly wages by 3% per year through 2004.

INITIATIVES

- **Kalamazoo Regional Educational Services Agency / Employment and Training Connections Division**

Expand WIA Youth programming to include more intensified year-round job placement services. While a summer youth program no longer exists, a year-round program which includes pre-vocational skills training (life skills, pre-vocational skills related to career decisions and the job search packet, and work maturity skills.). Basic academic skills are provided to those identified in assessment as needing basic skills instruction. Outcomes in the year-round program can include completion of a high school diploma. The current contract for Case Management and Workforce Development for Youth allocates \$462,445 to serve 231 Kalamazoo and St. Joseph County individuals 14-21 years of age. Expansion of the program is dependent on WIA allocations for the coming year. The goal is to increase high school completions by 3% per year through 2004.

INITIATIVES continued for Strategy 3

- **Goodwill Industries of Southwestern Michigan**

Provide enhanced placement services for Work First clients-

A unique program called "Breaking the Barriers" is a client-centered model that combines evaluation, education, training, and placement in a more individualized, intensive program. Work First participants take part in a 10- week paid work experience designed to provide longer-term employment readiness and placement services.

Since October 2000, 58 clients have been enrolled. 57 of the 58 have been employed during or after the program. 27 of the 58 are employed but in jobs without the required 20 or 30 hours (determined by family status). 30 of the 58 are in non-temporary jobs. 9 of the 30 have met the 90-days on the job requirement. 12 of the 30 have had their public assistance cash cases closed due to achieving an income that no longer warrants assistance. 12 of the 30 were terminated from the program for non-compliance or medical reasons

Given the barriers which include multiple sequences of Work First referrals, long-term welfare dependence, lack of education (very few have completed high school), disability-related issues which do not qualify for Social Security Income or Social Security Disability Income, mental health issues, substance abuse problems, average academic skills in the 5th-8th grade range, and limited problem-solving abilities, it is not surprising that just 12 of the 58 had their cases closed due to income. On the plus side, some participants are working longer and earning more than ever before in their lives. They are in the Breaking the Barriers program for transitional employment and have made notable progress.

For the coming year, the enrollment goal is 125, up from 75, pending Work First funding. Other goals are an increase of 3% in the number of participants obtaining higher wage jobs and improving self-sufficiency. An additional goal is to increase retention resources. A mentoring coordinator, a job development coordinator, and longer paid work experiences are planned.

A new collaboration called "Making It Work" is comprised of the Michigan Works! Agency, Goodwill Industries of Southwest Michigan, Work First, Kalamazoo Regional Educational Services Agency, and Housing Resources, Inc. This new retention program, "Making It Work" will provide rent subsidies for one year for Welfare to Work participants. A goal of a 3% increase in the number (75) of welfare case closures is the goal.

STRATEGIC ASSETS & INITIATIVES

Strategy #4: Expanding customized training

ASSETS

- **Michigan Works! EDJT Program**

Employer-driven training programs - Job training and skill upgrading for incumbent workers; makes possible the upgrading of skills enabling Michigan's workers to have high demand, high skill, and high wage jobs.

In the period from 1995-1999, funds totaling \$1,382,104 (inflation-adjusted) were used to serve 37 companies and 4191 workers.

- **M-Tech at KVCC**

New \$11m. training facility - Houses and makes available the most advanced and cost-effective training methods and technologies for job training

Employer-driven training programs - Job training and skill upgrading for incumbent workers often funded by EDJT grants

Since September 1999, 3105 people have had customized training (funded via fee for service paid by the employer or state-funded Economic Development Job Training (EDJT) grants. 303 people paid their own way to public seminar training sessions. Public seminars included topics related to the flowing industries: auto, residential construction, plumbing, electrical, and information technology. Customized training served the following manufacturing industries: automotive, medical, paper, plastics, and others whose products span several industries.

- **Glen Oaks Community College**

Employer-driven training programs - Job training and skill upgrading for incumbent workers funded by EDJT grants and other resources.

The Glen Oaks Center for Business Services experienced a total enrollment of 1,209 from July 1, 2000 – May 31, 2001. 612 of the total number were enrollments that resulted from "employer-driven" training funded by EDJT grants or employer payment.

Incumbent workers have been served by a combination of EDJT grants, public short-term business and computer seminars, and customized training. Two major companies benefited from training through the EDJT grants.

INITIATIVES

- **Glen Oaks Community College**

Expand employer-driven training through GOCC-initiated countywide business/industry "CEO Roundtable"

Four EDJT grants are pending approval. If funded, projected enrollments are estimated at approximately 1000 workers for the 2002-2003 year. The goal is to increase the number of incumbent workers participating in training by 3% (of 1209) through 2004 dependent on funding availability.

STRATEGIC ASSETS & INITIATIVES

Strategy #5: Augmenting supportive services

ASSETS

- **Kalamazoo Community College**

"First-Year-In-College" Program - Supportive and mentoring services for qualifying incoming students

The Learning Center (tutoring services) had 12,006 student contacts in 99/00. As of May 31 2001, 122,257 contacts have been recorded. (Non-duplicated counts are not tracked.)

Other supportive services include the Women's Center and a Student Success Team, which tackles special projects. In the Winter 2001 semester, a "pro-active intervention" pilot program was begun. The program identified students who were doing poorly at intervals during the semester and offered assistance. Preliminary data show that the intervened sections had significantly fewer students drop or fail and significantly more students earn higher grades than the sections that did not receive the intervention. The data is still be compiled and analyzed. The pilot program will be continued in the fall and winter semesters of 2001-2002. The goal is to track and record retention findings from the pilot program and if it is deemed worthy of continuation, to increase retention by 3% of the total participants (non-duplicated numbers) per year. Student participation numbers are not currently available.

INITIATIVES

- **Glen Oaks Community College**

Services to all students include academic advising and registration assistance, career exploration, counseling and referral to outside agencies, assessment for learning disabilities, assistance with financial aid, and peer tutoring. Support groups exist for single parents and displaced workers. Approximately 75% of the students are first generation students (first time in any college.) The goal is to track the first generation students' outcomes with a 3% per year increase in retention through 2004. The actual number of students is not currently available.

NOTE: Efforts to build and invigorate strategic partnerships for career development will continue to go forward after this document's date of submission (6/30/01)

Prepared by the staff at the W.E. Upjohn Institute for Employment Research/Michigan Works! Agency