



*North/Far North Regional Consortium*

# **Governance Model**

Membership, Authority, & Responsibilities

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**August 24, 2021**

NFNRC GOVERNANCE MODEL

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California Community Colleges

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# North/Far North Regional Consortium

The North/Far North (NFN) Regional Consortium (NFNRC) comprises 15 community colleges (11 community college districts) serving 22 counties from Sacramento north to the Oregon border.

NFN Colleges include American River College, Butte College, College of the Redwoods, College of the Siskiyous, Cosumnes River College, Feather River College, Folsom Lake College, Lake Tahoe Community College, Lassen Community College, Mendocino College, Sacramento City College, Shasta College, Sierra College, Woodland Community College, and Yuba College.

Mission of the NFNRC is to:

- Provide access to high quality post-secondary educational programs for immediate employment in living wage careers.
- Promote economic and workforce development that is responsive to local employer demand for workforce training to support regional needs collectively.
- Advocate for policy and legislative actions that support inclusive workforce training and economic development.

To accomplish this mission, the NFNRC:

- Sets direction for regional investments supporting career education, focusings on meeting regional labor market needs, closing equity gaps and improving completion rates.
- Utilizes the Center of Excellence's (COE's) economic research and qualitative data to develop a Strong Workforce Regional Plan and Strategic Plan.
- Approves regional Strong Workforce high school and community college investments and workplans in alignment with its mission and strategic plan.
- Performs data-informed evaluation and endorsement of colleges' workforce training curriculum proposals.
- Coordinates regionally to prevent unnecessary duplication of program development.
- Coordinates regionally to ensure available jobs for program completers.
- Engages industry partners to provide work-based learning opportunities and job placement.

- Serves as a connector of K-12, Community Colleges, Workforce Investment Boards (WIBs), Industry, and the Chancellor’s Office Workforce and Economic Development (WED) Division to promote communication and innovation.
- Serves as a steward of regional funds to ensure activities align with the legislative mandates (i.e., Strong Workforce Funds, Perkins, etc.)

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## Governance Model

The Governance Model and decision-making authority granted to the Coordinating Council, NFNRC Membership, and committees of the NFNRC are under the purview of the regional community college presidents and district chancellors, referred to as Chief Executive Officers (CEOs) in this document. Effective communication and transparency are a priority of the CEOs. It is the responsibility of regional members, at every level, to promote these principles. Regional resources are allocated to support structural mechanisms that ensure effective communication and transparency are achieved.

The Governance Model authority, and responsibilities of the NFNRC Coordinating Council, NFNRC Membership, and K-12 Strong Workforce Selection Committee are outlined herein. Additional committees and task forces may be formed on an ad hoc basis. Roles and responsibilities of NFNRC management, operational staff, and regional key talent are provided in Appendix A of this document. This Governance Model document will remain in effect until the Voting Members enact revisions. The Governance Model document’s history of original approval and revisions are so noted at the end of this document.

### Coordinating Council

#### **Purpose**

The Coordinating Council will (1) provide consultation and advice on regional investments, (2) promote Career Education (CE) with their various constituent groups and (3) advocate for CE policy reform. This group is advisory and does not have voting rights.

#### **Membership**

To the extent possible, no more than one individual from each college will be represented on the Coordinating Council. Members will be appointed by their respective constituency groups for a 2-year term and may be reappointed for subsequent terms.

- Economic & Workforce Development Advisory Committee (EWDAC) representative from the NFNRC region, appointed by EWDAC. (1)
- CEOs or designees (*1-North, 1-Far North*), appointed by CEOs(2)
- Chief Instructional Officers (CIOs) or designees (*1-North, 1-Far North*), appointed by CIOs(2)
- Chief Student Services Officers (CSSOs) or designees (*1-North, 1-Far North*), appointed by CSSOs (2)
- Faculty CE Liaisons (*1-North, 1-Far North*), appointed by the Academic Senate for California Community Colleges (ASCCC) (2)
- K-14 Technical Assistance Provider (TAP)(1)
- COE Representatives (*1-North, 1-Far North*) (2)
- WIB Representatives (*1-North, 1-Far North*) (2)
- Adult Education Representative (1)
- Directors of Employer Partnerships (DEPs) (*1North, 1-Far North*) (2)
- Students or Alumni (*1-North, 1-Far North*) (2)
- Voting Members (*1-North, 1-Far North*) elected by the voting members. (2)
- NFNRC Executive Director (advisory and operational support)(1)
- Deputy Director (1)
- Others, as deemed necessary by the Coordinating Council, will be invited to participate in Coordinating Council meetings as needed.

### **Member Responsibilities**

- Ensure that regional constituency leadership groups are aware of NFNRC activities, actions and decisions.
- Provide information on policy related to career education programming and funding streams.
- Advocate on behalf of the Consortium regarding needed policy reform.
- Collaborate with the NFNRC staff to ensure information/format/etc. are appropriate for dissemination to Regional and state External Leadership.
- Communicate information shared by NFNRC with their respective constituent groups and college leadership.
- Inform NFNRC Executive Director of regional leadership's questions, concerns, and ideas.

- Act in the best interest of the region as a whole.
- Maintain an equity-minded lens in all decision-making
- Attend meetings regularly or ensure attendance of designated alternate.
- 

### **Meetings**

- The Coordinating Council will meet monthly; additional meetings may be called as deemed necessary.
- Meetings may be in-person or via videoconference.
- Ad hoc committees and standing committees may be developed as deemed necessary.
- The NFNRC Executive Director may ask for a replacement if a member does not participate regularly.

### **NFNRC Executive Director Meeting Responsibilities**

- Oversee scheduling and chairing of Coordinating Council meetings
- Provide agenda in advance of the meeting.
- Ensure publishing of all meeting agendas and minutes on the NFNRC website, nfnrc.org.
- Submit progress reports that track progress using measurable metrics

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## **NFNRC Membership**

### **Purpose**

The NFNRC members will collaborate to coordinate workforce strategies and prevent unnecessary duplication of training. Using relevant data and information, members will develop and implement a regional workforce plan to achieve the organization's mission. The areas of focus include program endorsement, regional investments and employer engagement.

### **Membership**

The NFNRC Membership is comprised of voting members and non-voting members. Voting Members are comprised of one designated individual from each of the region's 15 community colleges.

## VOTING MEMBERS

### **North Colleges**

- American River College
- Cosumnes River College
- Folsom Lake College
- Lake Tahoe Community College
- Sacramento City College
- Sierra College
- Woodland Community College
- Yuba College

### **Far North Colleges**

- Butte College
- College of the Siskiyous
- College of the Redwoods
- Feather River College
- Lassen College
- Mendocino College
- Shasta College

### **\*Appointment of Voting Members**

- Each of the region's 15 colleges will designate a voting member and a proxy.
- The college president (CEO) will designate the voting member and proxy which is submitted in writing to the NFN Executive Director. The NFNRC will request a confirmation each fiscal year.
- The CEO may change their designee(s) at any time via written notification to the NFNRC Executive Director.

### **NON-VOTING MEMBERS**

- NFNRC Executive Director
- NFNRC Deputy Director
- COE Representatives - serve as a resource on labor market analysis related to program endorsement and strategic planning. COE representative(s) will attend meetings when endorsement reports are complex and/or nuanced, initiated by the COE and/or by request of members or the executive director.
- Other constituent group representatives and experts, as deemed necessary by the Voting Members, will be invited to participate in Voting Member meetings on an as-needed basis.

### **Voting Authority**

- Review and endorse new CE degrees and certificates.
- Review/approve annual work plans/budgets that are specific to the region (some statewide activities/budget may be required as a condition of grant funding).
- Review/approve Strong Workforce regional project proposals and evaluate regionally funded projects.
- Review regional grant proposals and provide regional approval when required or requested.

- Review and approve funding for DEPs
- Review and approve DEPs work plans, oversee activities and evaluate performance.

### **Quorum**

- Eight (8) voting members must be present at any meeting where a vote is taken, with at least three members from each region.
- A simple majority plus one is required to pass any action.

### **Member Responsibilities**

- Actively and regularly participate in NFNRC meetings, trainings and activities.
- Actively participate in regional hiring committees.
- Participate in the development of the Regional Strong Workforce Plan and Strategic Plan.
- Identify and recommend priority sectors for the region.
- Communicate all NFNRC activities to CIO/CEO and/or appropriate college administrators.
- Participate in K-12 SWP activities/decisions when necessary and appropriate.
- Serve as liaison between colleges, the NFNRC and Key Talent (DEP, DEP's, TAP, K12 Pathway Coordinators, CEO, Guided Pathways and NFNRC staff).
- Act as college's first point of contact for CE funding opportunities.
- Assist the NFNRC with building regional partnerships and employer engagement.
- Promote collaboration on regional projects and grants.
- Participate in providing feedback for Key Talent and NFNRC personnel evaluations.
- Act in the best interest of the region as a whole.
- Maintain an equity-minded lens in all decision-making.

### **Meetings**

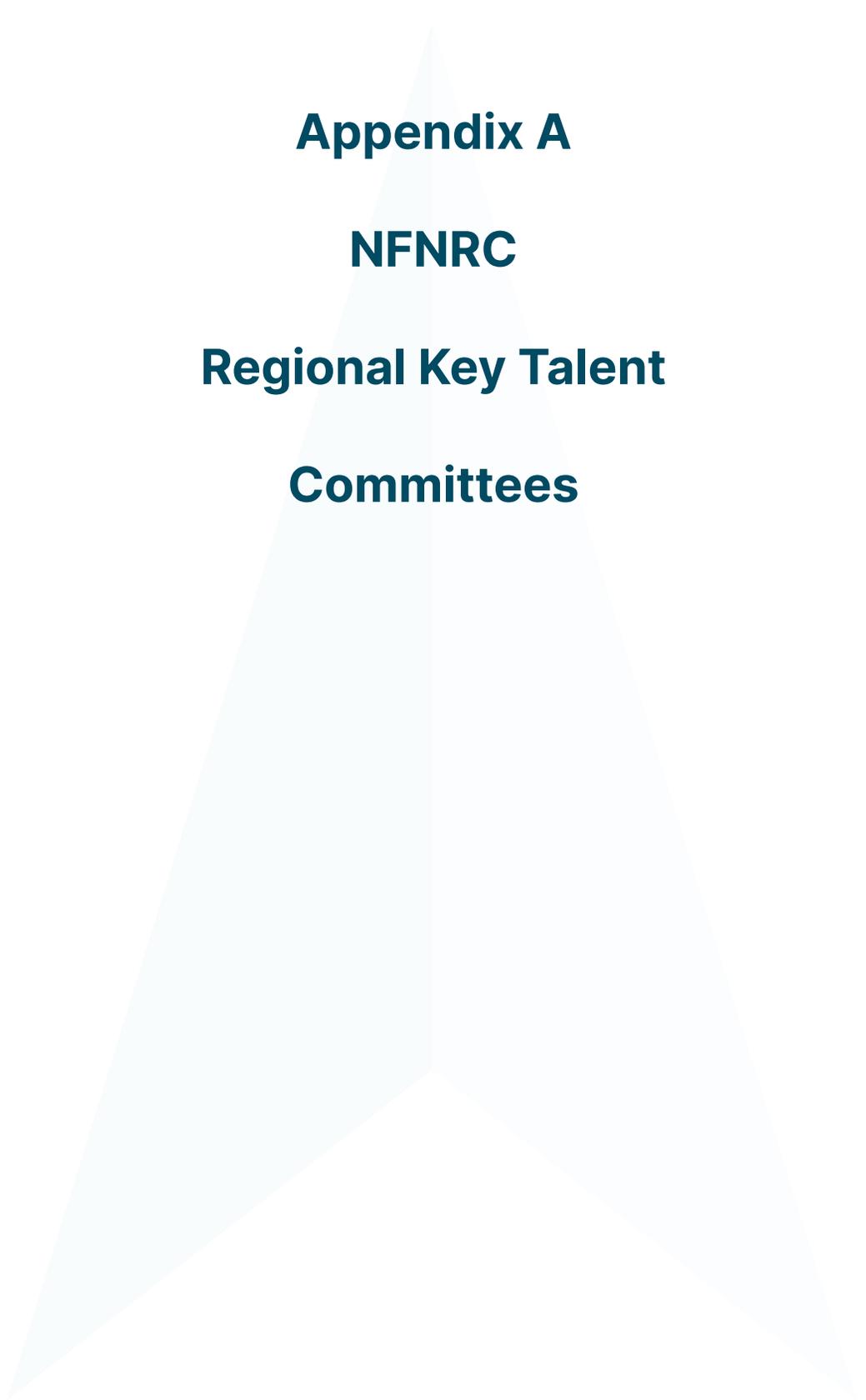
- The Voting Members will meet once a month.

- Meetings may be in-person or via videoconference.
- The NFNRC Executive Director may ask for a replacement if a member does not participate regularly.
- Ad hoc and standing committees may be formed, and meetings called as necessary.

### **NFNRC Executive Director Meeting Responsibilities**

- Schedule, convene and chair regular meetings
- Prepare agendas and minutes
- Publish all meeting agendas and minutes on the NFNRC website, nfnrc.org
- Provide agenda in advance of the meeting

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**Appendix A**

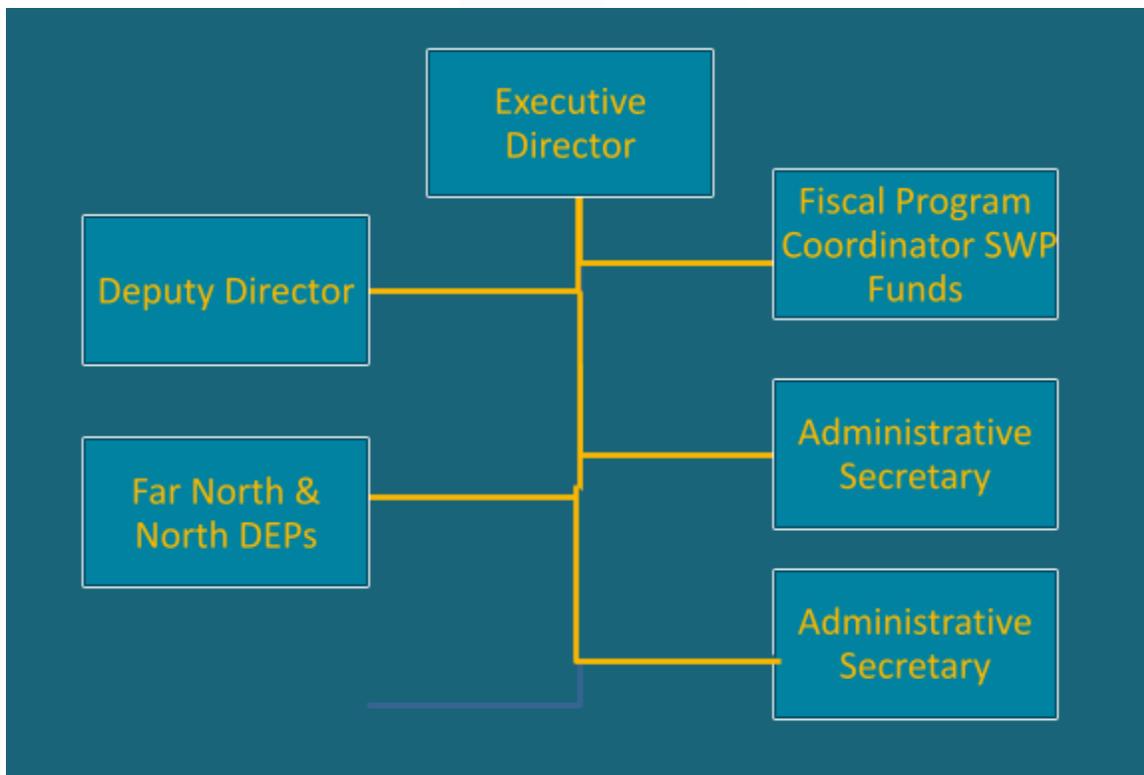
**NFNRC**

**Regional Key Talent**

**Committees**

# Staffing

The NFNRC is staffed through various grant-funded initiatives awarded by the California Community Colleges Chancellor's Office. Key talent positions and a variety of support personnel are funded in support of the NFNRC infrastructure. New Key Talent positions may be added or removed over time as new funding becomes available or positions are no longer needed. The NFNRC's Regional Collaboration and Coordination Grant application subawards some hiring responsibility and oversight of particular positions as described below.



## The redesigned governance structure includes the following positions:

1. NFNRC Executive Director (ED) (hired and supervised by Butte College)
2. NFNRC Deputy Director (DD) (hired and supervised by ED at Butte College)
3. Fiscal Program Coordinator of the Strong Workforce Funds (hired and supervised by ED at Butte College)

4. Administrative assistants (hired and supervised by ED at Butte College)
5. Directors of Employer Partnership (DEPs) (subawards to Shasta and Los Rios to hire; 6 housed at each college in the Far North; 1 housed at Yuba CCD, 1 housed at Sierra, 1 housed at LTCC and 3 housed at Los Rios in the North; supervised by Vice President of Economic and Workforce Development of Shasta College)

### **Independently contracted positions**

1. COE Directors (one North, one Far North)
2. K-14 TAP
3. K-12 Pathways Coordinators
4. Guided Pathway Regional Coordinators (3)

Key Talent will adhere to all responsibilities, terms and conditions required by their associated grant agreement. However, as representatives of the NFNRC, and acting on behalf of the NFN Region, Key Talent are expected to assume additional responsibilities as outlined below and as may be determined in the future. All additional responsibilities shall align with and complement the original position grant requirements. Carrying out these responsibilities is required to maintain the official endorsement of the NFNRC governing bodies.

**All regional Key Talent are expected to demonstrate a commitment to transparency, cooperation, and collaboration.**

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## **1) NFNRC Executive Director**

### Responsibilities

- Oversees the operation of the North Far North Regional Consortium and the implementation of assigned regional and state projects. This includes providing project leadership, budget planning/ management, disbursing funds, managing contracts, developing funding resources, providing consultation / support services and communicating about regional projects.
- Works collaboratively with and provides consultation to chief executive officers, chief instructional officers, chief student services officers, career education deans, Deputy Director, Director of Employer Partnerships and the California Community Colleges Chancellor's Office

(CCCCO) to provide leadership and innovative strategic direction to the North Far North region. Ensures the effective engagement of the Chief Executive Officers (CEOs), Chief Information Officers (CIOs), Chief Student Services Officers (CSSOs) and Directors for Employer Partnerships (DEPs).

- Acts as the first point of contact for regional inquiries. Develops and maintains positive and engaging external regional collaborative partnerships.
- Oversees, manages and implements all aspects of NFNRC grant(s) and ensures that all requirements associated with the grant(s) are met and reported accurately and on time
- Oversees the development, implementation and coordination of a comprehensive regional marketing plan for Career Education and Economic and Workforce Development programs at each college within the region. Recommends and facilitates the determination of appropriate media outlets for the defined target markets.
- Oversees, directs and coordinates regional planning to develop the goals, objectives and strategies required of the NFNRC and oversees, manages and implements the NFNRC governance structure.
- Oversees, leads, and provides consultation to the NFNRC Coordinating Council to ensure there is support for regional projects and initiatives.
- In coordination with the CCCCCO oversees, plans for and provides effective leadership and support for the Strong Workforce Program; develops and implements regional goals and ensures that regional plans align with regional goals.
- Oversees and leads the development, implementation and maintenance of the Strong Workforce Program regional budget. Oversees the maintenance of required records and documents and ensures accurate, and timely reporting as required.
- Directs the dissemination of Strong Workforce Program funding to implement regional projects that support development or expansion of Career Education programs in the colleges of the NFNRC.
- Oversees the development and implementation of an effective regional communications plan to successfully provide accurate information, assistance and support for the region. Ensures regular and effective communication is provided to the region's CEO's, CIO's, CSSO's and key stakeholders and other regional list serves and directories.
- Ensures the NFNRC website is interactive, updated, accurate, maintained and includes agendas, minutes, reports and guidance related to the function of the NFNRC.
- Meets regularly with personnel (Career Education Dean, Strong Workforce Coordinator, K-12 liaison, Institutional Research) from each college in the NFNRC to ensure the colleges are being supported by

NFNRC staff and regional work.

- Directs and leads engagement with the academic senate for curriculum alignments while adhering to the regional curriculum approval processes. Provides consultation and technical assistance to voting members related to the program approval process and ensures that the program approval process meets current requirements. Oversees the dissemination of curriculum, program, and other training materials throughout the region's community colleges.
- Oversees the development, implementation and maintenance of a comprehensive plan for the regional coordination of grant initiatives and projects.
- Oversees the coordination, planning, scheduling and facilitation of conferences and meetings that provide informational and educational services that support the NFNRC, including training related to CCCCO required reporting platforms.
- Oversees the coordination and delivery of professional development and incumbent worker training opportunities in the region.
- Oversees, in collaboration with the Centers of Excellence, the review, analysis and dissemination of labor market information to ensure that Strong Workforce investments positively influence the regional and align with the Strategic and Regional Plans.
- Assures compliance with District, county, State and federal laws, rules and regulations related to the region and its associated projects and programs.
- Convenes and engages with regional stakeholders, including regional economic development agencies and intermediaries, as well as K-12, CSU and UC universities.
- In cooperation with K-14 Technical Assistance Provider (TAP), convenes and supports the K-12 Strong Workforce Selection Committee.
- In cooperation with the K-14 TAP, ensures regional K-12 Strong Workforce requirements, processes, decisions and timelines are accessible to and adhered to by all eligible K-12 districts.
- Participates in Extended Operations and Deep Dive events organized or required by the CCCCO and statewide NFNRC leadership.
- Executes all responsibilities with an equity-minded focus
- Ensures the activities and priorities for the NFNRC comply with State law and Education Code.
- Oversees all administrative functions for the NFNRC to include, but not limited to, contracts, correspondence, facility agreements, forms or surveys, purchase orders and billing.
- Oversees computer databases, completion and submission of reports.
- Serves on a variety of district committees, statewide workgroups, and national committees as requested.

- Performs other duties as assigned.

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## 2) Deputy Director (DD)

### Responsibilities

- Provides coordination and function as the main point of contact for NFN Colleges to address emergent needs to be addressed by regional leadership.
- Oversees the outreach and strategic partnership needs of the North Far North Regional Consortium and the implementation of assigned regional and state projects. This includes providing project leadership, consultation/support services and communicating about regional partnerships.
- Develops and maintains effective and engaging external regional collaborative partnerships.
- Works cooperatively with community college, university, K-12 administrators and teachers to initiate and administer successful regional partnerships of CTE programs, activities and services.
- Communicates with K-12, Institutions of Higher Education and agency/business partners by sending correspondence and holding meetings to oversee planning and decision-making activities for applicable grants and projects in order to keep stakeholders accurately informed.
- Develops comprehensive marketing plans for CTE grants and regional projects as needed and/or required; coordinate with the Executive Director and NFN voting members to develop marketing materials and determine appropriate media for defined target market groups.
- Establishes and implements long and short-term goals and objectives for regional projects and CTE grant programs and projects. Ensures they are closely tied to the mission, vision and strategic initiatives of NFN and the supported service area; ensures timely completion and adjusts as appropriate.
- Serves as liaison within the supported service area of the NFN community; provides information and referrals within the context of maintaining cooperative relationships with regional and statewide CTE partners.
- Develops, maintains, and grows regional, state, and national-level relationships with economic development organizations, workforce development boards, youth councils, restorative justice programs, intermediaries, industry associations, and facilitates connection as needed with Director(s) of Employment Partnership personnel.

- Provides support and assistance to the Executive Director, K-14 TAP, and Program Coordinator as needed; maintains a variety of standard and specialized records and files; maintains spreadsheets and databases; generates sensitive and complex reports and documents.
- Facilitates meetings and workshops ; makes presentations and represents NFNRC at regional events to promote NFNRC's mission and goals; provides information and assistance regarding NFNRC grants, programs, partnerships and service areas.
- Convenes, facilitates and collaborates with DEPs, community colleges and workforce and economic development agencies on regional workforce development strategies, programs and engagement; facilitates development of outreach to member organizations.
- Provides responsible staff assistance, technical and administrative support, and professional expertise to assigned projects and workgroups; coordinates the development and implementation of goals, objectives and priorities; develops, monitors and tracks action plans, process improvements or program enhancements and validates required deadlines are met.
- Provides day-to-day leadership and works with administrators, faculty and staff to ensure a high-performance, service-oriented work environment that supports achievement of the NFNRC mission, objectives and values; promotes workplace diversity, inclusion, cultural competency and a positive work environment.
- In partnership with the Executive Director, regional staff and regional leadership coordinate, develop and implement the annual regional plan.
- Performs other duties, related to the position, as assigned.

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### **3) Directors of Employer Partnership (DEPs)(12)**

The successful candidate for the DEP position will demonstrate knowledge, skills, and abilities in growth mindset, relationship building, project management, industry experience, communication facilitation, grant workplan writing and execution, and outcomes orientation. The DEP will demonstrate cultural competence in working with a wide diversity of employers, faculty, staff and students

## Responsibilities

### **Increase Work-based Learning Opportunities**

- Develop a strategic workplan with specific objectives and measurable outcomes related to increasing work-based learning experiences for community college students.
- Recruit employers to provide paid internships and jobs, especially for disproportionately impacted (DI) communities.
- Recruit employers for work-based learning activities, such as tours, classroom presentations and activities; connect these resources to faculty.

### **Increase Job Placement**

- Develop a strategic workplan with specific objectives and measurable outcomes related to job placement in careers aligned with existing and/or developing community college programs.
- Refer and support employers to post jobs on college job search platforms (i.e., Handshake, College Central, etc.)
- Connect with career centers and faculty to recruit students to apply for the positions with a focus on DI populations
- Work with college faculty and administration to identify upcoming program graduates and aligned local job openings.
- Leverage resources to oversee case managing program graduates to ensure seamless job placement.
- Connect with employers during and after the internships/jobs to address issues and identify areas for improvement.
- Follow up with employers to track the number of internships/jobs filled by community college students.

### **Improve Responsiveness to Employers**

- Develop a strategic workplan with specific objectives and measurable outcomes related to improving employer responsiveness in relationship to program development and talent recruitment.
- Be responsive to employers through developing and/or supporting contract education, apprenticeship programs, incumbent work training, and advisory committee formation, among other methods.
- Track outcomes of work-based learning provided, job placement, and responsiveness to employers and provide monthly progress/status reports to the consortium

- Work flexible hours, including evenings and weekends, as necessary.
- Perform other duties as assigned.

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#### **4) Fiscal Program Coordinator for the Regional Strong Workforce Program**

The Program Coordinator responsibilities will reside with the community college district responsible for the NFNRC grant and will report to the ED of the NFNRC.

The Fiscal Program Coordinator will meet all contractual obligations required by the California Community Colleges Chancellor's Office (CCCCO) , and the Roles and Responsibilities outlined in the [September 14, 2016 WEDD Memo](#).

##### Responsibilities

The Fiscal Program Coordinator shall be responsible for implementing and/or overseeing the following tasks:

- Provide a single point of contact to act as an embedded member of the NFNRC to account for financial operation and control associated with the Regional Share.
- Review subawardee applications for compliance with grant terms and requirements. Work with sub-awardees to resolve issues that arise.
- Review sub-award application budgets to ensure that expenditures are allowable under the grant terms and conditions, are properly classified, and that the calculations are correct. Work with sub-awardees to resolve any issues that arise.
- Develop policies, procedures, systems and timelines for disbursement of funds in cooperation with NFNRC leadership and timelines for disbursement of funds in cooperation with NFNRC leadership.
- Determine the documentation required to ensure funds are properly accounted for.
- Develop systems to track each of the contracts/grants and their status that can be
- Share project outcomes with the NFNRC, the CCCCCO grant monitors, and sub awardees.

- Develop subaward agreements with each of the sub awardees that incorporate the contracting requirements of the CCCCCO and the Fiscal Agent.
- Provide information, guidelines and technical assistance to sub awardees.
- Manage the flow of funds to sub awardees by receiving, reviewing and approving claims for funds and ensure that proper documentation has been received to verify that what was requested conforms to what was approved when discrepancies occur.
- Issue payments and verify that payments have been received.
- Fulfill reporting requirements by receiving and monitoring quarterly reports and final reports from the sub awardees.
- Follow-up on missing or incorrect reports. Work with sub awardees to resolve issues.
- Consolidate reports and report to the NFNRC/CCCCO as required and upon request.
- Conduct sub-recipient monitoring and audits in accordance with grant requirements and OMB Uniform Guidelines.
- Field questions on allowable expenditures in accordance with any CCCCCO guidance.
- Review sub-awardees' requests for approval of contracts and sub agreements prior to forwarding requests to CCCCCO for final approval. Provide guidance and direction to the colleges to ensure compliance and facilitate CCCCCO review and approval, as needed.
- Collaborate with RCs to standardize Strong Workforce related, fiscal-related, and reporting processes and procedures and to develop recommendations and responses to CCCCCO.

## **5) NFNRC Administrative Secretary's (2)**

The Administrative Assistant responsibilities will reside with the community college district responsible for the NFNRC grant and report to the NFNRC Executive Director

### Responsibilities

- Organizes and oversees the activities of an assigned office to assure efficient and effective operations; assists the assigned grant

administrator or department manager as directed; coordinates communications; and may conduct operations to maintain assigned listserv services for the assigned grant.

- Performs a variety of duties independently in support of functions delegated to assigned grant administrator; interprets and applies rules and regulations as appropriate; maintains issues of a confidential nature.
- Performs financial and managerial accounting and business operations record-keeping functions required by Federal, State and District policies, procedures, rules and regulations.
- Maintains, audits and controls a variety of accounts, records, reports and files, which include the tracking and reporting of annual program allocations.
- Works closely with the grant program monitor(s) and the Butte College Business Office.
- Maintains accuracy and integrity of accounting records; makes necessary budget or expenditure transfers to correct any discrepancies.
- Maintains current budget information; initiates and monitors budget augmentations and expenditures; assists in budget formulation and preparations; provides monthly budget reports to assigned grant administrator; may collect, post, deposit and distribute various money; reconciles deposits with reports; maintains expense records; creates asset statements; prepares information for yearly audit and responds to audit findings.
- Maintains and updates technical skills in order to design, create and modify complex, advanced level computer methods including, but not limited to: word processing, design and layout for publications, database development and maintenance and charts and spreadsheets, utilizing a variety of software and peripherals.
- Researches, compiles and retrieves data and provides input for complex statistical and narrative reports from a variety of sources; verifies data to determine compliance with established policies and procedures.
- Makes and processes travel, conference, hotel reservations and arrangements; schedules and confirms appointments; maintains calendars; may develop a calendar of schedules or meetings, consultation sessions, workshops, and other related activities.
- Initiates, screens, and directs telephone calls; assists and directs visitors; receives and opens mail; determines priorities; independently responds to and initiates correspondence as appropriate.
- Composes and prepares correspondence, memoranda, minutes, confidential materials, statistical spreadsheets, financials, personal services contracts, and reports from oral and written instruction; maintains a variety of files and records.

- Prepares a variety of complex support materials, including surveys, forms, charts, computerized presentations and brochures; prepares agenda items for meetings; records, prepares and distributes minutes; maintains records; coordinates and attends events both on and off-campus; may facilitate meetings in the absence of supervisor.
- Maintains working knowledge of specialized terminology; maintains familiarity with District programs, policies, procedures and rules; responds to requests for information from students, faculty, staff and the general public regarding the District and grant program(s).
- May provide training and work direction to student workers and hourly personnel.
- May serve on a variety of District committees as requested.
- May perform other duties as assigned.

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## Independently Contracted Positions

### 1) Center of Excellence Directors (one North, one Far North)

The Centers of Excellence deliver regional workforce research and technical expertise to California Community Colleges for program decision making and resource development.

#### Responsibilities

- Research and draft program endorsements
- Conduct program review and recommend improvement plans
- Provide sector, industry and occupational analyses
- Conduct skills mapping and analysis
- Provide assistance with grant applications
- Execute responsibilities with an equity-minded focus.
- Provide other technical assistance related to workforce and labor market information.

### 2) K-14 Technical Assistance Provider (TAP)

The K-14 TAP's work is encompassed by five overarching objectives.

- **Objective 1:** Provide leadership, guidance, and technical assistance to the region related to K-12 Strong Workforce Program

- (SWP) and Career Technical Education Incentive Grant (CTEIG).
- **Objective 2:** Assume responsibility for and support a regional needs assessment of the status of implementation of K-12 Career Technical Education (CTE) programs and pathways and develop and maintain a list of all CTEIG and SWP funded projects.
  - **Objective 3:** Conduct professional development activities for the K12 Pathway Coordinators and (other stakeholders in the region as appropriate), in response to the needs of the field.
  - **Objective 4:** Promote partnerships between K-12 and business & industry within the region.
  - **Objective 5:** Ensure the collection of data documenting that LEAs are meeting the K-12 SWP Metrics for each project funded with K12 SWP dollars.

### Responsibilities

- Serve as a liaison between the regional consortium in the region and K-12 CTE stakeholders.
- Participate in developing, revising, and disseminating the Regional SWP Plan.
- Ensure all K-12 SWP grantees and K-12 Pathway Coordinators are kept informed regarding developments in the Regional SWP.
- Support recruitment, onboarding, proposal review and deliberation processes for the K-12 SWP Selection Committees.
- Provide technical assistance to K-12 educators applying for funding to support CTE programs and pathways.
- Ensure K-12 SWP and CTEIG grantees receive answers on grant compliance questions, including through supporting K-12 Pathway Coordinators to respond, and elevating questions to the state as needed
- Assess and document key practices to support high quality K-12 CTE.
- Support assessment of policies and procedures that enable (or limit) early college credit, including policies within K-12 career pathways to accept dual enrollment coursework within high school course sequences.
- Support determination of the status of K-12 CTE pathway alignment with community college programs within the region.
- Identify and document model programs to be shared and considered for replication within the region.
- Promote strategies that support students to successfully complete K-12 and continue on to community college, other post-secondary institutions and employment.

- Provide onboarding to the regional context for K-12 Pathway Coordinators, including facilitating connections to community college (and other) partners as needed.
- In collaboration with other regional key talent, conduct training related to career pathways implementation within the region.
- Conduct regular conference calls and other communication with K-12 Pathway Coordinators to ensure dissemination of information related to K-12 SWP and CTEIG and support peer-to-peer learning.
- Provide technical assistance to K-12 Pathway Coordinators, CTE educators and other relevant staff to support CTE programs and pathways in the region as needed.
- Support all LEAS and K-12 SWP/CTEIG grantees to be aware of the regional key talent structure and regional resources.
- Develop an ongoing mechanism for communication between the Assistant Directors of Employer Partnerships, the K12 Pathway Coordinators, as well as, between K-12 Pathway Coordinators and college/ LEA partners. As work-based learning opportunities arise, disseminate to K-12 Pathway Coordinators as appropriate.
- Communicate the high-growth, high-income sectors/occupations to constituents in the region.
- Promote work-based learning activities, including supporting/facilitating industry job shadowing for CTE teachers/counselors by providing high-value technical assistance that leverages regional resources to support and enhance work-based learning activities.
- Support effective facilitation of advisory committees comprised of industry and CTE educators.
- Ensure all K-12 SWP funded projects align with K-12 SWP outcomes metrics.
- Ensure all K-12 SWP funded projects have mechanisms in place to collect the required data, including supporting development/enhancement of data management related to work-based learning.
- Share outcome data on a regular basis with all stakeholders in the region.

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### **3) K-12 Pathways Coordinators (12)**

The K-12 Pathway Coordinator seeks to improve the performance of the K-14 CTE programs within their service area as measured by the CTEIG, K-12 SWP Metrics and guided by the K-14 Pathway Quality Rubric. This is done by providing direct support and helping to link and align the program development efforts funded by CTEIG, K-12 SWP and Community College Strong Workforce Program investments

in the service area by drawing attention to labor market and program performance information and the region's workforce development plan; and by coordinating with other regional key talent including the K-14 TAP, Assistant Directors for Employer Partnership, the Centers of Excellence, Guided Pathway Regional Coordinators, and the Regional Consortium.

### Responsibilities

- Act as a point of contact for and work with high school and community college CTE programs, Assistant Directors of Employer Partnerships, the Centers of Excellence and other workforce development stakeholders to effectively and efficiently engage employers and industry representatives with the intent of building and strengthening K14 pathways that respond to industry needs.
- Facilitate industry connections with K-14 CTE programs.
- Provide technical assistance to inform the development and implementation of CTE curriculum.
- Support faculty collaboration to ensure sequential CTE courses align with regional post-secondary pathways.
- Facilitate the use of data to identify existing pathways and gaps in pathways between K-12 and community college programs and make recommendations for furthering pathway development.
- Inform and support the development and implementation of college and career exploration.
- Liaise with LEAs to ensure college and career exploration are embedded within CTE courses.
- Support postsecondary transitions and completion. Encourage and facilitate the intersegmental work between LEAs and Community Colleges.
- Provide technical assistance to inform the development of work-based learning opportunities.
- Regularly engage with Regional Consortia Chair, K14 TAP, Assistant Directors for Employer Partnership and other Technical Assistance Professionals associated with the work to ensure consistent reporting and accountability.
- Participate in the region's annual process for developing and revising its regional plan.
- Support connection with feeder K12 administrators, counselors, and teachers.
- Assist LEAs and community colleges with using Cal-PASS Plus to assess students' transitions from K12 to community college.
- Identify and use indicators to self-assess.

- Identify and use data to review K14 pathway development and implementation.
- Assist K12–community college network development by identifying, documenting, and disseminating examples of emerging, promising, and best practices for pathway development and pathway improvement initiatives.
- Plan and implement training and professional development for local districts and schools.
- Participate in on/off-campus student outreach and recruitment activities related to K-14 career pathways, including pre-enrollment advising, application workshops, college presentations, campus tours, campus visit programs, outreach conferences, college fairs, and other support services.
- Encourage high-quality implementation and expansion of early college credit.
- Coordinate with local community college’s Office of Outreach to support a comprehensive program of student outreach and recruitment services for prospective students from feeder K-12 school districts.
- Coordinate with Student Services in advising and support services designed to facilitate course registration for concurrently enrolled high school students; collaborate with instructional divisions to develop and coordinate course offerings at area high schools.
- Develop and direct programs to inform K-12 students, teachers, counselors, parents, and the public about pathway opportunities available at partnering community colleges.
- Engage local support from industry and local workforce development agencies for implementation of CTEIG and K12 Strong Workforce Program to promote relevance and value of education pathways for students’ career preparation.
- Coordinate industry and workforce development outreach efforts with the K14 Technical Assistance Providers, California Community College Assistant Directors of Employer Partnership and State Department of Education Industry Sector Leads.
- Support implementation of career exploration curriculum, such as CalCRN and Get Focused, Stay Focused.
- Coordinate with Statewide, regional and local development and distribution of student outreach publications and marketing communications to prospective students, school district personnel, and community members.
- Develop specific performance outcomes and a workplan for achieving these in consultation with the CTEIG and K12 SWP grantees within their service area and under the guidance of the K-14 TAP. The workplan and outcomes are to be shared with the service area’s CTE programs and the Regional Consortium.

- Perform other duties as assigned.

#### 4) **Guided Pathways Coordinators (3)**

##### Responsibilities

- Support for colleges and districts in their Guided Pathways implementation.
- Foster regional collaboration and serve as liaisons between colleges/districts and the Chancellor's Office
- Inform development of needed tools and resources as colleges work to integrate the Guided Pathways framework.
- Help colleges and districts get answers to their questions and share new available resources, tools, and promising practices.
- Actively participate in the Vision Resource Center Guided Pathways Community.
- Encourage college constituents to create Vision Resource accounts and fully engage in the ongoing Guided Pathways conversations.

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### **K-12 Strong Workforce Selection Committee**

#### **Purpose**

Ensure that all K-12 SWP funds align with the NFNRC regional plan and connect to regional community colleges.

#### **Membership**

- Current or former K-12 career education teachers and administrators.
- Charter school representatives, including representatives of charters operating pursuant to Education Code Section 47612.1(a).
- Career guidance counselors.
- Representatives of industries that are prioritized by the NFNRC.
- At least one community college faculty or administrator.
- Other K-12 educators or other stakeholders as determined by the NFNRC.

The K-14 TAP of the NFNRC shall serve as a consultant to the K-12 Selection Committee.

## **Voting Authority**

- Award K-12 SWP Regional Funding

## **Quorum**

- All members must complete the rating sheets.

## **Member Responsibilities**

- Sign a letter of confidentiality and be held to an ethical threshold as called out in legislation to avoid conflict of interest.
- Serve a two-year term.
- Review designated applications and score against the rubric.
- Maintain an equity-minded lens in the review and scoring of applications.
- Participate in K-12 SWP meeting(s).
- Determine applications to be funded and associated dollar amounts.
- Ensure all Strong Workforce funds are allocated with a regional focus.

## **NFNRC Executive Director and K-14 TAP Responsibilities**

## **Meetings**

- Calibration/orientation meeting for application review (all day).
- Deliberation & selection meeting (all day).

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- **Adopted:** May 21, 2020
  - **Draft Revised:** August 24, 2021
  - **Revised:** December 2, 2022-Change Appendix A, Pg 10 #2 DEP removed (hired by Shasta College, supervised by ED at Butte College) and added "hired by Shasta College, supervised by Assistant Superintendent/Vice President of Economic and Workforce Development at Shasta College in partnership with the NFN regional ED at Butte College". Approved by Voting members.
  - **Revised:** 8/10/23-removed all reference to the Director of Employer Partnerships (DEP), changed Assistant Director of Employer Partnerships (ADEP) to Director of Employer Partnership(DEP) and added Deputy Director position and responsibilities.
  - **Revised:** 5/1/24 Changed document to be in line with the NFN Brand Guidelines