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

<table>
<thead>
<tr>
<th>Rank</th>
<th>Company Name</th>
<th>Jobs</th>
<th># of Sites in MoCo</th>
<th>Largest Site</th>
<th>Industry</th>
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<tr>
<td>1</td>
<td>Adventist Health</td>
<td>8089</td>
<td>13</td>
<td>Rockville</td>
<td>Healthcare</td>
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<tr>
<td>2</td>
<td>Lockheed Martin</td>
<td>7554</td>
<td>18</td>
<td>Gaithersburg</td>
<td>Aerospace and Defense</td>
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<td>3</td>
<td>Giant Food</td>
<td>3749</td>
<td>31</td>
<td>Rockville</td>
<td>Retail Grocery</td>
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<tr>
<td>4</td>
<td>Marriot</td>
<td>3000</td>
<td>1</td>
<td>Bethesda</td>
<td>Hotels &amp; Hospitality</td>
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<td>5</td>
<td>Holy Cross Hospital</td>
<td>3200</td>
<td>4</td>
<td>Silver Spring</td>
<td>Healthcare</td>
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<td>6</td>
<td>BAE Systems</td>
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<td>Aerospace and Defense</td>
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<td>Information Communications &amp; Technology</td>
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<td>8</td>
<td>Long &amp; Foster Real Estate</td>
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<td>Real Estate</td>
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<td>9</td>
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<td>Information Communications &amp; Technology</td>
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<td>Chevy Chase</td>
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<td>Westat</td>
<td>1500</td>
<td>3</td>
<td>Rockville</td>
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<td>Montgomery General Hospital</td>
<td>1350</td>
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<td>Olney</td>
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<td>16</td>
<td>GXS Inc.</td>
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<td>Information Communications &amp; Technology</td>
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<td>17</td>
<td>Macy's</td>
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<td>Bethesda</td>
<td>Retail Department Store</td>
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<td>Kaiser Foundation Health Plan</td>
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<td>Rockville</td>
<td>Health Insurance</td>
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<td>Safeway</td>
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<td>Silver Spring</td>
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<td>Germantown</td>
<td>Retail</td>
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<td>21</td>
<td>Verizon Maryland</td>
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<td>Silver Spring</td>
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<td>22</td>
<td>Sodexo</td>
<td>900</td>
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<td>23</td>
<td>John J. Kirlin</td>
<td>815</td>
<td>3</td>
<td>Rockville</td>
<td>Construction</td>
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<tr>
<td>24</td>
<td>Acterna</td>
<td>700</td>
<td>1</td>
<td>Germantown</td>
<td>Information Communications &amp; Technology</td>
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<tr>
<td>25</td>
<td>Post-Newsweek Media</td>
<td>650</td>
<td>2</td>
<td>Gaithersburg</td>
<td>Publishing</td>
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</tbody>
</table>
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

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

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• The 4-Generation Workforce in the U.S.: Managing Across Generations
Keys to Maximizing Impact: Strategic Awareness

- Chambers of Commerce
- News/Journals
- Industry Partners
- Federal Government
- Workforce Investment Board
- County Vision
- Labor Market Data

Labor Market 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

Montgomery College

U.S. Green Building Institute

MC Chamber of Commerce

County/Dept. of Environmental Protection

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

NIH Office of Tech. Transfer

Med Immune

Human Workflows

Mid Atlantic Federal

Lab Consortium

County Economic Development

Foundation for the Advanced Education In the Sciences (FAES)

Montgomery College

Post Doc Student

21st Century Community Colleges
## Course Outline

<table>
<thead>
<tr>
<th>Class Date</th>
<th>Topic/Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 15th</td>
<td>Overview</td>
</tr>
<tr>
<td></td>
<td>Discussion of self-evaluation</td>
</tr>
<tr>
<td></td>
<td>Randall Ribauda, Ph.D.</td>
</tr>
<tr>
<td></td>
<td>Todd Phil, Ph.D.</td>
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<tr>
<td></td>
<td>Larry Percovic</td>
</tr>
<tr>
<td></td>
<td>Guest Speaker: Bahija Jellal, Ph.D.</td>
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<td></td>
<td>Executive Vice President, Research and Development</td>
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<tr>
<td></td>
<td>Medimmune</td>
</tr>
<tr>
<td>January 22nd</td>
<td>Learning leadership component of the CSO Boot Camp is divided into five sections.</td>
</tr>
<tr>
<td></td>
<td>The course is an overview of leadership practices and skills and focuses on</td>
</tr>
<tr>
<td></td>
<td>providing participants with the requisite awareness and exploration needed to</td>
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<tr>
<td></td>
<td>begin their in-depth study of leadership. This course is the first step in the</td>
</tr>
<tr>
<td></td>
<td>continuous learning and skill development process. The course is an aerial view</td>
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<tr>
<td></td>
<td>of what it takes to be a leader in contemporary organizations. The components</td>
</tr>
<tr>
<td></td>
<td>include: What is Leadership; Developing People; Team Building; Achieving</td>
</tr>
<tr>
<td></td>
<td>Results; and Leadership Communication and Conflict Management.</td>
</tr>
</tbody>
</table>

- **February 5th**
  - **Team Building/Developing People**
  - **Systems Thinking**
  - **Darlene Floyd**
  - 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. |

- **February 12th**
  - **Achieving Results**
  - **Darlene Floyd**
  - 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. |

- **February 19th**
  - **Leadership Communications/Managing Conflict**
  - **Building and Maintaining External Relationships**
  - **Darlene Floyd**
  - Understand self, enhance interpersonal skills; identify ways to minimize |
    dysfunctional conflict and enhance collaboration. |

- **February 26th**
  - **Negotiating Skills**
  - **Julie A. Muraff, J.D., I.I.M.**
  - 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. |
<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Instructor(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>March 5th</td>
<td>Project Management</td>
<td>Mary K. Pedigo, PAI, CPA, CTT+, MCTS</td>
</tr>
<tr>
<td></td>
<td>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.</td>
<td></td>
</tr>
<tr>
<td>March 19th</td>
<td>SPRING BREAK</td>
<td></td>
</tr>
<tr>
<td>March 26th</td>
<td>First Line Supervision</td>
<td>Haelily Azulay</td>
</tr>
<tr>
<td></td>
<td>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.</td>
<td></td>
</tr>
<tr>
<td>April 2nd</td>
<td>Finance</td>
<td>Uri Reichman, Ph.D., MBA</td>
</tr>
<tr>
<td></td>
<td>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.</td>
<td></td>
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<tr>
<td>April 9th</td>
<td>Career Panel</td>
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<td>Self Assessment Revisited</td>
<td>Randall Ribaulta, Ph.D.</td>
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<td>Todd Paul, Ph.D.</td>
<td>Larry Perovic</td>
</tr>
<tr>
<td></td>
<td>Interview Skills Handout</td>
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</table>
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

Montgomery College

Pre-Release Center

Workforce Investment Services

U.S. Department of Justice

County Health & Human Services

21st Century Community Colleges
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

Open Enrollment Courses

Students and Businesses

Montgomery County
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
• Innovation
• Agility/Speed
• Flexibility
• Providing Stakeholder Value
• Outcomes Measurement
Thank you!