

Key: Recommendations from Dow

Input from the field

DOW Recommendations (June 2016)

BACKGROUND

In September 2015 the Strategic Planning Committee (SPC) of the Los Angeles/Orange County Regional Consortium (LAOCRC) met and discussed the future of the Consortium. The discussion focused on the expanded role the Consortium would be asked to take based on the recommendations from the Strong Workforce Taskforce. The SPC decided to form a workgroup to develop recommendations that would enable LAOCRC to better respond to anticipated changes.

The workgroup was charged with preparing responses that address:

- (1) The organization of the Consortium with particular attention as to whether it should continue to be a combined region or should separate into two separate, county based regions.
- (2) A regional decision making process in order to carry out regional responsibilities.

To carry out this work volunteers were solicited from the SPC and from the full Consortium. The group adopted a formal name, the Decision Making and Organizational Effectiveness Workgroup (DOW).

THE RECOMMENDATIONS

1. Structure of the Consortium: The DOW recommends a hybrid option whereby the 27 colleges remain together as a combined region but have a degree of autonomy at the county level to meet the specific needs of their respective counties. Each county would have personnel and budgeted funds dedicated to carrying out its work.

The LA and Orange colleges should remain together in a combined region but work in manner that allows each county to have a degree of autonomy to meet its unique needs. In the case of LA County the goal is for the ring colleges and the LACCD colleges to work as a unit to meet the workforce needs of the county. Likewise in Orange County the four community college districts would work together to define and meet the needs of the county. The colleges may on an ad hoc basis form regional or sector based alliances to meet specific workforce needs. To further delineate how a hybrid model would work. Some tasks/activities would be the purview of the county-based sub-consortium level. Other tasks will be done primarily at the combined county level, and others would be done at both the county and the Consortium wide. The DOW attempted to identify what activities would be primarily conducted at what level as a way of illustrating how the model would work.

Done primarily at the County Level	Done at both the County Level and the full consortium level	Done primarily at the full consortium level
Coordination with Workforce Boards and WIOA Planning	Professional Development	Program approval
Alignment with political entities-city and county government	Build the capacity for data gathering and analysis	Facilitation of partnerships between colleges
Collaboration with school districts	Marketing	Coordination of DWM key talent
Collaboration with economic development and business groups	Communication	Website
Coordinating work of DSNs	Strategic Planning for Regional Alignment	Communication
		Implementing initiatives launched by the Chancellor's Office such as data unlocked.
		Aligning with the Strong Workforce recommendations

*Full consortium refers to the two counties continuing to work together as in the present model

It may be helpful to be look at the above table in another way, what each entity would be doing

LA County
Professional development (county specific)
Data gathering and analysis (county specific)
Communication (county specific)
Coordination with Workforce Boards and WIOA Planning
Alignment with political entities-city and county government
Collaboration with school districts
Collaboration with economic development and business groups

Coordinating work of DSNs
Strategic Planning for Regional Alignment

Orange County
Professional development (county specific)
Data gathering and analysis (county specific)
Communication (county specific)
Coordination with Workforce Boards and WIOA
Alignment with political entities-city and county government
Collaboration with school districts
Collaboration with economic development and business groups
Coordinating work of DSNs
Strategic planning for regional alignment

Full LAOCRC
Program endorsement
Facilitation of partnerships between colleges
Coordination of DWM key talent
Website
Communication
Implementing initiatives launched by the Chancellor's Office
Aligning with the Strong Workforce recommendations
Strategic Planning for Regional Alignment

2. 2. Define the roles and responsibilities of the Strategic Planning Committee

The Strategic Planning Committee (SPC) serves in an advisory role to the Consortium. It provides guidance on matters such as serving employers and students, supporting sector initiatives, identifying emerging needs, and regional planning. A workgroup should be formed to more clearly define the roles and responsibilities of the Committee.

3. Formalize a decision making process (this is under development and the narrative has not been done but this is the outline).

While the Consortium will continue to rely primarily on discussion and consensus there are points at which we will need to engage in a formal decision process.. We need to establish an agreed upon

process both for the effective operation of the consortium but also to meet a requirements of the \$200 million funding. This is an outline of the proposed decision making process.

Decision making bodies:

- The Regional Consortium Voting Body (the current group)
- The CEOs of the Los Angeles/Orange County community colleges

Advisory body: The Strategic Planning Committee provides guidance on serving employers and students, supporting sectors, and emerging needs.

The Role of decision making bodies

- Regional Consortium voting members responsible for items such as:
 - Program approval
 - Identify and approve projects to meet regional need
 - Prepare funding criteria for allocations and/or competitive funding
 - Make recommendations to the CEOs
 - Identify emerging and priority sectors
- Issues that cannot be settled by the voting members will be referred to the CEOs for resolution.
- The CEOs of the region will have responsibility to:
 - Approve a governance model and changes
 - Make major decisions such as a funding formula/fiscal agency
 - Decide issues that are not resolved by the Regional Consortium voting members

The CEOs may make their decisions in face to face meetings, conference calls, or online voting. The CEO co-chairs of the Strategic Planning Committee can request an item be referred directly to the CEOs.

4. Decision making process

- Quorum -- to hold a vote there must be at least 14 voting members participating.
- Voting members may request a vote by making a motion and obtaining a second.
- Approval will be by consensus*. For an item to be passed all members voting must vote yes.
- Meetings where a vote is to be taken may be in person, by conference call, or online.
- Business will be conducted according to Robert's Rules of Order.

*. Consensus is a process that seeks general agreement for the good of the whole. When consensus is reached, the voting members are accepting the decision as one they can live with even though they may not totally agree with it. A voting member may abstain from voting but that does not block passage. To For consensus to be reached there must be a quorum.

5. . To promote transparency in all aspects of governance the following procedures will be implemented:

· Times, dates, and locations of all meetings of the Regional Consortium Voting Member meetings, the Strategic Planning Committee, and the LA/OC CEO meeting shall be clearly and publicly posted on the LAOCRC web site at least two weeks prior to the meeting dates and shall be open to anyone wishing to attend.

· Minutes from the Regional Consortium Voting Body, the Strategic Planning Committee, and the LA/OC CEO meeting shall be posted clearly and prominently on the LAOCRC web site prior to the next Regional Consortium Voting Body meeting or within two weeks of the date the meetings take place, whichever is shorter. All minutes from all meetings shall be accessible to the public on the web site.

Appendix A

The members of the DOW are:

First Name	Last Name	Title	Institution
Alicia	Berhow	Vice President	Orange County Business Council
Laura	Cantu	Director	1070 Project--LACCD
Salomon	Davila	Dean	Pasadena City College
Alex	Davis	Dean	Los Angeles City College
Paul	De la Cerda	Dean	East Los Angeles College
Lyla	Eddington	Director	1070 Project—LA Ring Colleges
Steve	Glyer	Co-chair	LAOCRC
Bart	Hoffman	Dean	Santa Ana College
Nick	Kremer	Co-chair	LAOCRC
Janet h	Manjarrez	Director	Enhancement Funds-LAOC
Bruce	Noble	Deputy Sector Navigator	LAOC
Lori	Sanchez	Director	Center of Excellence
Jan	Swinton	Dean	Glendale College
Tony	Teng	Dean	Saddleback College