

# **Broward County: 2012 Six Pillars Community Strategic Plan**

## **PILLAR: Talent Supply and Education (Pre K, Primary & Secondary, Post-secondary, Workforce Development)**

### **2030 VISION**

#### **I. Prosperity and High Paying Jobs**

#### **II. Vibrant Communities**

#### **III. Global Competitiveness**

### **GOAL 1: FOSTER A WORKFORCE PREPARED TO ADD VALUE AND ALIGNED TO MEET OR EXCEED PROJECTED NEEDS FOR A SKILLED AND TALENTED EMPLOYEE BASE THAT MEETS THE NEEDS OF EMPLOYERS**

**Strategy 1.1: Ensure that all PreK-12 learners are fully prepared academically to enter post-secondary education and have a marketable skill upon graduation from high school**

#### **Tactics:**

- T1: Develop and support programs that encourage that every child live in a home with a responsible and caring adult who nurtures and educates him/her
- T2: Provide life skills training and effective parenting classes to all Broward County residents who require them through the Adult Education program
- T3: Collaborate strongly with community agencies and groups (such as the Literacy Coalition) to eradicate illiteracy in Broward County
- T4: Strengthen pre-school programs so all children can achieve readiness for Kindergarten
- T5: Ensure that quality afterschool programs are funded and provided
- T6: Integrate career exposure into school curricula – offer career courses
- T7: Encourage students to have a marketable skill upon graduation by obtaining an industry recognized certificate in addition to a high school diploma
- T8: Identify and actively support education and career programs such as Junior Achievement of South Florida's financial literacy programs, the Community Foundation of Broward's School is Cool program and others

#### **Metrics:**

- M1: High school graduation rates
- M2: Number of students graduating with an industry recognized certificate
- M3: Number of students requiring remediation courses
- M4: Kindergarten readiness
- M5: Number of volunteer hours in the Broward Public School District

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#### **Recommended Advocates:**

Broward Chamber of Non-profit organizations, Broward County Government, Broward County Public School district including charter schools, Broward Days, Broward Education Foundation, Broward County Library Foundation, Children's Services Council, Department of Children and Families, Early Learning Coalition, Greater Fort Lauderdale Alliance, Leadership Broward, literacy training providers, local Chambers of Commerce, local municipalities, other education providers, private K-12 schools, The Broward Workshop, WorkForce One Employment Solutions, Take Stock in Children

**Strategy 1.2: Create and maintain an inventory of all educational assets in Broward County that examines the availability of learning opportunities and assesses how well the workforce, education and training systems meet the needs of the County's targeted industries**

#### **Tactics:**

- T9: Establish a task force representative of all stakeholders to produce an educational asset inventory
- T10: Identify potential funding sources for creating the inventory and secure a lead agency to create and maintain the inventory

#### **Metrics:**

- M6: Inventory completed by 2014
- M7: Inventory updated every three years

#### **Recommended Advocates:**

Broward Chamber of Non Profit Organizations, Broward County Government, Broward County Public School district including charter schools, Broward Education Foundation, Children's Services Council, Department of Children and Families, Early Learning Coalition, Greater Fort Lauderdale Alliance, Leadership Broward, literacy training providers, local Chambers of Commerce, local colleges and universities, local municipalities, other education providers, private K-12 schools, The Broward Workshop, WorkForce One Employment Solutions, Take Stock in Children, The Coordinating Council of Broward, 211 Broward

**Strategy 1.3: Establish collaborative development of curricula to implement innovative workforce training solutions and expose students to careers**

#### **Tactics:**

- T11: Provide a collaborative environment among educators and stakeholders for guiding curriculum development

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- T12: Review career and technological education (CTE) as a best practice model for collaboration and share strategies
- T13: Conduct an annual survey of employers and educators to determine if current curricula is meeting the needs of employers and the changes that need to be made
- T14: Integrate opportunities for industry exposure into the school curricula and update annually

#### **Metrics:**

- M8: Curricula developed
- M9: Training related placements from graduating classes
- M10: Employer satisfaction with training levels of graduates
- M11: Workforce development grants received and implemented
- M12: Number of schools that have a relationship with the local entity such as a chamber(s) which will provide career exposure and/or mentoring

#### **Recommended Advocates:**

Broward County Government, Broward County Public School district including charter schools, Broward Education Foundation, Children's Services Council, Early Learning Coalition, Greater Fort Lauderdale Alliance, Leadership Broward, literacy training providers, local Chambers of Commerce, local colleges and universities, local municipalities, other education providers, private K-12 schools, The Broward Workshop, WorkForce One Employment Solutions, Take Stock in Children

#### **Strategy 1.4: Align Science, Technology, Engineering, Art and Mathematics (STEAM) education to meet or exceed projected state/county workforce needs**

#### **Tactics:**

- T15: Provide curricula for all students which integrates science, math, reading, social studies and the arts in order to prepare students to be able to compete in the global marketplace
- T16: Increase the number of students who matriculate into STEAM majors to meet or exceed projected workforce needs
- T17: Increase the number of credentialed teachers to teach STEAM subjects
- T18: Conduct a campaign that promotes STEAM majors to PreK-12 students
- T19: Increase the availability of scholarships for post-secondary work or education in STEAM fields

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- T20: Increase industry externship opportunities for STEAM educators
- T21: Expand access to experiential learning opportunities for students, including but not limited to field trips, internships and shadowing
- T22: Develop a program similar to Junior Achievement that will bring STEAM organizations and education together in after school, mentoring and PreK programs

#### **Metrics:**

- M13: Percentage increase in performance of students in reading assessment
- M14: Percentage increase in number of students matriculating into STEAM majors
- M15: Percentage increase in number of students participating in experiential learning opportunities in STEAM fields
- M16: Number of teachers participating in externship opportunities with STEAM related employers
- M17: Number of community underwriters for STEAM promotion campaigns

#### **Recommended Advocates:**

Broward Chamber of Non Profit Organizations, Broward County Government, Broward County Library Foundation, Broward County Public School district including charter schools, Broward Days, Broward Education Foundation, Greater Fort Lauderdale Alliance, Leadership Broward, literacy training providers, local colleges and universities, local municipalities, other education providers, private K-12 schools, The Broward Workshop, WorkForce One Employment Solutions

### **Strategy 1.5: Expand access to high quality PreK-20 education system and aftercare programs**

#### **Tactics:**

- T23: Encourage attendance in voluntary PreK programs and aftercare programs
- T24: Expand e-learning opportunities across the spectrum
- T25: Provide ongoing professional development and leadership training for PreK-20 educators
- T26: Develop seamless articulation among educational providers for students to progress through the educational continuum
- T27: Convene a consortium among technical centers, colleges, universities, governments and businesses to improve access to post-secondary education

#### **Metrics:**

- M18: Percentage increase in the number of children in PreK programs

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- M19: Percentage increase in school readiness scores
- M20: High school graduation rates
- M21: College acceptance rates
- M22: Percentage reduction of Broward educated students in remediation courses/programs
- M23: Increase in availability of distance learning programs
- M24: Annual number of educators completing professional development and leadership training programs
- M25: Increase in number of targeted joint degree programs
- M26: Increase in the number of aftercare programs

#### **Recommended Advocates:**

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### **GOAL 2: PROVIDE ALL RESIDENTS WITH OPPORTUNITIES TO ADVANCE THEIR KNOWLEDGE, SKILLS AND TALENT TO EXCEED A LIVING/COMPETITIVE WAGE AND IMPROVE EMPLOYMENT FLEXIBILITY**

**Strategy 2.1: Strengthen the inter-organizational collaborative system of business, education and government which supports and enhances continuing education and workforce development**

#### **Tactics:**

- T28: Target industry associations to sponsor and work with educators in the local school district to implement certified programs leading to job placement
- T29: Create joint advocacy/lobby efforts to ensure that local employment needs are met by supporting educational institution funding for programs unique to Broward
- T30: Align target industries with educational opportunities as identified in the education assets inventory
- T31: Increase and strengthen mentoring, apprenticeship and paid (co-op) and for-credit internship programs
- T32: Provide online curriculum for industry-based programs to increase access to students county wide, connecting a live experiential option

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T33: Develop and implement a county-wide career week for juniors and seniors, facilitated and endowed by the business community, to be implemented during statewide FCAT testing

#### **Metrics:**

M27: Number of target industry association sponsored programs

M28: Increase number of students in mentoring, apprenticeship and internship programs using baseline numbers from Partners in Education

M29: Number of industry-based certification programs

M30: Pre- and post-survey of students who attend the symposium to determine career interest

#### **Recommended Advocates:**

Broward Chamber of Non Profit Organizations, Broward County Government, Broward County Public School district including charter schools, Broward Days, Broward Education Foundation, Greater Fort Lauderdale Alliance, industry and professional associations, literacy training providers, local Chambers of Commerce, local colleges and universities, local municipalities, other education providers, Partners in Education, private K-12 schools, The Broward Workshop, WorkForce One Employment Solutions, Take Stock in Children

### **Strategy 2.2: Attract and retain high-performing students and talent by strengthening the role of targeted industries and higher education as a catalyst**

#### **Tactics:**

T34: Involve targeted industries in outreach to high-performing students and talent

T35: Ensure that affordable opportunities exist for workers to acquire multilingual skills so they can compete effectively in a globalized workforce

#### **Metrics:**

M31: Post-Secondary enrollment and completion

M32: Employment number

M33: Number of bilingual programs at the high school and post-secondary level

#### **Recommended Advocates:**

Broward County Government, Broward County Public School district including charter schools, Broward Education Foundation, Greater Fort Lauderdale Alliance, Leadership Broward, literacy training providers, local Chambers of Commerce, local colleges and universities, local municipalities, other education providers, private K-12 schools, The Broward Workshop, WorkForce One Employment Solutions

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**Strategy 2.3: Provide new training and cross-training to local employees to retain the talent supply that exists in Broward County and ensure the talent supply remains here**

#### **Tactics:**

- T36: Provide employers with incentives to encourage employee participation in career training programs
- T37: Create mechanisms that are attentive to the un- and underemployed and provide opportunities to exceed a living wage and occupational mobility through career ladders and pathways
- T38: Develop career ladders in industry clusters as needed which will reflect ongoing communication between industry associations, industry clusters and the area's education training providers to ensure the responsiveness to industry demands

#### **Metrics:**

- M34: Employment number
- M35: Unemployment rate
- M36: Utilization of WorkForce One programs
- M37: Length of time on unemployment
- M38: Workforce One data on Broward County vs. Non-Broward hires

#### **Recommended Advocates:**

Broward County Government, Broward County Public School district including charter schools, Broward Education Foundation, Greater Fort Lauderdale Alliance, human resource management groups, Leadership Broward, literacy training providers, local Chambers of Commerce, local colleges and universities, local municipalities, other education providers, private K-12 schools, The Broward Workshop, WorkForce One Employment Solutions

### **GOAL 3: TO BE ACKNOWLEDGED AS A LEADER KNOWN FOR EXCELLENCE IN TALENT SUPPLY AND EDUCATION IN AN INCREASINGLY COMPETITIVE GLOBAL ENVIRONMENT**

**Strategy 3.1: Build a strong and collaborative research and development infrastructure to shorten the knowledge discovery-development-deployment cycle**

#### **Tactics:**

- T39: Study and document the evolving research, development and deployment infrastructure
- T40: Tailor the infrastructure to encourage industry and university research collaboration in the rapid creation of new businesses and products
- T41: Advocate to streamline government regulation to facilitate this process

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- T42: Advocate for state, federal, and private funding of sponsored research at all local universities
- T43: Assist with the expansion of research facilities and research parks in Broward County by providing free or low cost land and/or other incentives
- T44: Build incubator networks that match owners and managers of local businesses with university researchers to support entrepreneurial efforts
- T45: Find ways to support technology transfer centers
- T46: Develop a marketing strategy that attracts research, product development, and public and private investment to Broward

#### **Metrics:**

- M39: Number of industry and university research collaborative initiatives
- M40: Number of collaborative initiatives that are commercialized over time
- M41: Number of new research parks or facilities developed
- M42: Number of incubator networks
- M43: Number of participants in incubator networks

#### **Recommended Advocates:**

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#### **Strategy 3.2: Establish and implement an effective, coordinated, on-going marketing campaign that highlights the educational/work environment in Broward County**

#### **Tactics:**

- T47: Provide platforms for WorkForce One Employment Solutions and other placement firms to showcase career opportunities
- T48: Prepare marketing materials to be used worldwide, branding the county as a global research and development hub
- T49: Assure that the marketing materials reflect the strong early learning environment

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- T50: Continue to build upon and utilize the Greater Fort Lauderdale Alliance's Educational Excellence Builds Business campaign to highlight achievements in schools and partnerships with businesses
- T51: Members of the business and education community will work with the local media to help promote achievements in all areas of education in Broward County including public and private PreK-20
- T52: Support the Broward County Cultural Division and Business for the Arts of Broward Excellence in the Arts Teaching Awards
- T53: Base the marketing campaign on data from the Educational Assets Inventory
- T54: Encourage the development of an online centralized location that links newcomers to all educational assets
- T55: Utilize social media sites in the marketing campaign

#### **Metrics:**

- M44: Marketing piece developed
- M45: Media coverage
- M46: Marketing dollars spent
- M47: Number of new platforms for WorkForce One Employment Solutions and other placement firms to showcase career opportunities.

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**Strategy 3.3: Encourage high quality international higher education institutions to set up affiliated campuses and/or partner with existing Broward County educational institutions and encourage all higher education institutions to seek and achieve the highest accreditation level possible**

#### **Tactics:**

- T56: Identify high quality international institutions that well suit the county's workforce needs and environmental resources

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- T57: Include a section in the Educational Assets Inventory that identifies existing International institutions in Broward
- T58: Encourage additional faculty and student exchange programs between local and international institutions to bring in additional international students
- T59: Work with local economic development groups to foster relationships with inbound international businesses

#### **Metrics:**

- M48: Number of new institutions offering programs in Broward
- M49: Number of International students studying in Broward (i.e., number of student visas issued for study in Broward)
- M50: Economic impact of the new institutions

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