



Institutional Effectiveness Report to the Planning, Accreditation, and Student Success (PASS) Committee

Building a Career and Economic Workforce Development Ecosystem

December 2025



**ECONOMIC &
WORKFORCE &
DEVELOPMENT**
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INTRODUCTION

This Institutional Effectiveness report was developed in partnership with VCCCD's Economic and Workforce Development Department with support from the districtwide Career Education and Economic Development Workgroup. Presented in this report is VCCCD's holistic approach to developing a Career and Economic Workforce Development Ecosystem, bringing together stakeholders from across several sectors, including education, businesses, non-profit organizations, and local and statewide agencies, among others. The development of the Career and EWD Ecosystem stems from VCCCD's plan to respond to enrollment challenges faced in the wake of the pandemic. Support from California's COVID-19 Recovery Block Grant, enabled VCCCD to strengthen districtwide Career and Economic Workforce efforts, which led to the broader Career and EWD Ecosystem, designed to support students and Ventura County's workforce and economy.

Aligned with VCCCD's strategic goals, the Career and EWD Ecosystem supports both the district's previous strategic plan from 2021 and the newly adopted CCVC (Community Colleges of Ventura County) 2035 Strategic Plan. From the previous plan, the initiatives presented in this report support Strategic Goal (2021-2027) #4: *Actively support equitable workforce and economic development in Ventura County through partnerships and relevant programs and pathways leading from education to careers.*¹ VCCCD now has a new strategic plan (approved by the Board of Trustees, August 12, 2025) culminating from a year-long process engaging students, employees, trustees, and community partners. From the new CCVC 2035 Strategic Plan, the EWD Ecosystem initiative supports Strategic Goal (CCVC 2035) #1: *Equitable Access and Achievement: CCVC will increase student access to educational opportunities and improve student achievement, bolstering the civic, social, and economic vitality of our communities.*² Additionally, VCCCD Career Education student data, presented in the [July 2024 I.E. PASS Report](#), informs the development of the Career and EWD Ecosystem.

¹ [VCCCD Strategic Plan, 2021-2027 \(pg. 28\)](#)

² [CCVC 2035 Districtwide Strategic Plan, Approved by the Board of Trustees, August 12, 2025 \(pg. 318\)](#)

Ecosystem Background: COVID-19 Recovery Block Grant

Motivations for the Districtwide Career and Economic Workforce Development Ecosystem stemmed from the need for VCCCD to lead a holistic, collaborative approach with regional partners to ensure the district effectively anticipates and responds to the region's workforce needs and demand, as well as to address enrollment challenges arising from the COVID-19 pandemic. In 2022-2023, [VCCCD received a grant as part of a statewide effort](#) to assist community colleges in recovery efforts from the pandemic. The primary challenges, each backed by data, identified in the 2022-2023 grant included VCCCD enrollment decreases at all three colleges, a decline in K-12 public school enrollment that is anticipated to continue, and limited outreach to potential adult learners, over half of whom in the county do not have a degree.

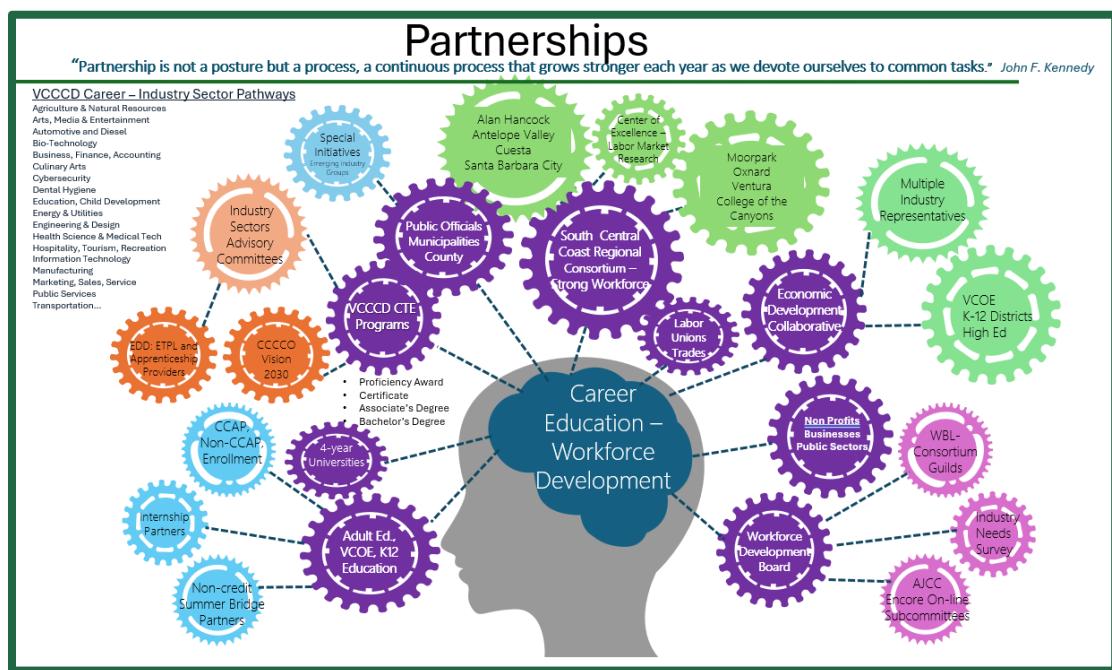
At VCCCD, this 2022-2023 California Community College COVID-19 Recovery Block Grant³ was intended to address these outlined challenges by building integrated, districtwide systems, including through career and economic workforce development. The proposal highlighted the following as essential components to this systems approach:

- Listen to student, workforce, and employer voices: An essential characteristic of successful career pathways partnerships is to use student, workforce, and employer feedback together to improve and inform changes and updates to program design and delivery.
- Build strong partnerships that recognize mutually beneficial goals: Career pathways partnerships built upon mutually beneficial relationships across workforce partners and community colleges.
- Develop sector-based career pathways geared towards in-demand occupations: Align career pathways partnerships with the skills needs of employers in our region. This connects high school and Adult learners to skills training that is responsive to the needs of local employers and stack to progressively higher credentials that lead to quality employment.
- Maximize higher education and external resources to address the full costs of training: VCCCD can braid together various funding sources to support student success, including Strong Workforce Grant monies, Employment Training Panel (ETP) funds,

³ [California Community College COVID-19 Recovery Block Grant](#)

Workforce Development Board (WDB) partnership grants funding, as well as Economic Development Collaborative (EDC) partnership grant funding, to name a few.

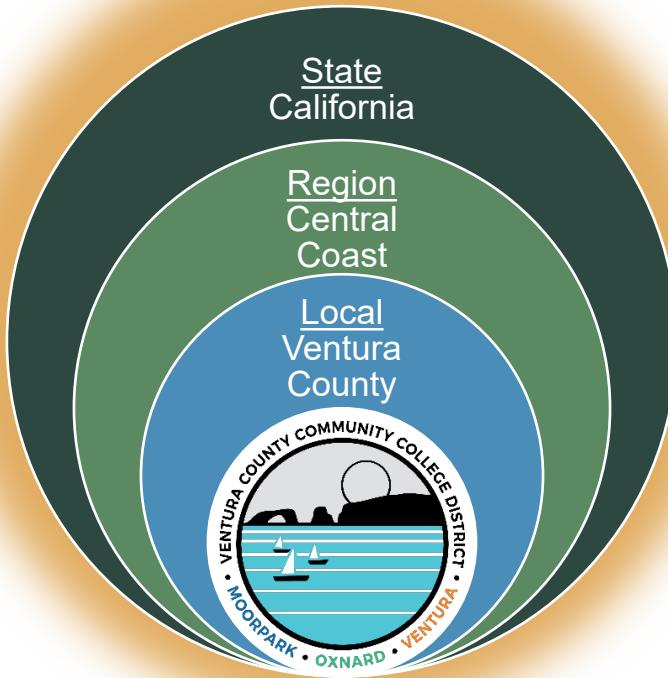
- Build avenues to continually improve service delivery to ensure more students succeed: Components will be built into partnership activities to continually improve services delivered to ensure more students reach their educational and economic goals, with a focus on communities of practice, professional development, and advancing equitable outcomes for disproportionately impacted and economically challenged students.
- Below is a visual of multiple partnerships with VCCCD.



As a result of the support from the COVID-19 Recovery Block Grant, VCCCD began an initiative to develop an ecosystem connecting these elements of incorporating stakeholder voices, cultivating strong partnerships across public and private sectors, building career pathways aligned with priority workforce sectors, integrating multiple funding sources, and supporting students through their education and workforce journeys. The following sections of this report highlight state, regional, and local partners, goals, and priorities that the ecosystem aligns with, and then the main elements of the Career and Economic Workforce Development Ecosystem.



ALIGNING THE ECOSYSTEM WITH STATE, REGIONAL, AND LOCAL PARTNERS, GOALS, AND PRIORITIES



As part of the process of building an ecosystem for career and economic workforce development, VCCCD aims to align with state, regional, and local partners, goals, and priorities. This includes the [California Community College Chancellor's Office Vision 2030](#) and the [California Governor's Office Master Plan for Career Education](#) at the state level. At the regional level, this includes coalitions of private, public, and civic organizations through [Uplift Central Coast](#), the state-supported Strong Workforce Program: [South Central Coast Regional Consortium](#), the [Economic Development Collaborative \(EDC\)](#), and the [Center for Excellence](#), which provides labor market research for California's community colleges. Locally, VCCCD actively works with Ventura County's [Economic Vitality Unit](#) and [Workforce Development Board](#), both included in the County CEO's office, to align with their strategic goals and priority industry sectors. Additionally, the [Aspen Institute College Excellence Program](#) has identified key practices for community colleges to support students in the labor market and foster regional economic growth. The following sections introduce each of these as they all play important roles in the Ecosystem.

Statewide: California

The two main entities providing statewide context to VCCCD's Career and Economic Workforce Development Ecosystem are the California Community College Chancellor's Office (CCCCO) and the California Governor's Office. In July 2023, the CCCCO presented Vision 2030: A Roadmap for California Community Colleges. It was recently updated in July 2025, and the report was presented as Vision 2030 – The July 2025 Edition. Also, in 2025, the Governor's Office published California's Master Plan for Career Education. These two reports from the State highlight the need for workforce development in our community colleges statewide and the role it plays in building an equitable and sustainable workforce and economy throughout the state.

California Community College Chancellor's Office (CCCCO): Vision 2030

[Vision 2030: A Roadmap for California Community Colleges \(The July 2025 Edition\)](#) has three strategic directions: Equitable Baccalaureate Attainment, Equitable Workforce and Economic Development, and Generative AI and The Future of Learning. VCCCD EWD aligns with the goals of CCCCO's second strategic direction, Equitable Workforce and Economic Development, which aims to support a workforce that is worker-centered and industry-focused through partnerships with industry and organizations, as well as upskilling, to increase the socio-economic mobility of the workforce. Additionally, the CCCCO prioritizes strategies to increase access, success, and support for students, specifically including student veterans, justice-involved youth and adults, current and former foster youth, adult learners, and dual-enrolled students. Vision 2030 highlights industries also identified by the state governor and legislature: health care; climate; science, technology, engineering, and mathematics (STEM); education; and early education.

California's Master Plan for Career Education

The updated July 2025 Edition of Vision 2030 (discussed and linked in the previous section) intentionally incorporates the [Governor's Master Plan for Career Education](#), clearly connecting CCCCO strategies to statewide priorities. The 2025 Master Plan for Career Education from the Governor's Office highlights challenges that need to be addressed in California's economy and workforce, including income gaps (where the top 10% of Californians earn ten times more than the bottom 10%) and fragmented education and workforce training programs. The new master plan has two primary themes: prioritize coordination and collaboration between education and training providers to develop career pathways, and redesign education and workforce training systems using a universal design approach to reduce barriers and increase access.

Regional: Central Coast

To enhance economic and workforce development in the region, several key collaborators play a crucial role in promoting sustainable growth and opportunities. These collaborators include Uplift Central Coast, the South Central Coast Regional Consortium, the Economic Development Collaborative, and the Center for Excellence. Together, they form a dynamic network that addresses the evolving needs of the regional labor market by connecting businesses and industries with educational providers. The following sections will briefly describe each of these important partners.

Uplift Central Coast

Uplift Central Coast is a regional coalition that aims “to create an inclusive economic resilience plan for the region through creative, community-led efforts.”⁴ Launched in 2021 through California’s Community Economic Resilience Fund, now known as California Jobs First, Uplift supports economic growth through state-funded grants and public and private partnerships across six counties: Santa Cruz, San Benito, Monterey, San Luis Obispo, Santa Barbara, and Ventura counties. This coalition includes labor organizations, businesses and business associations, grassroots and community-based organizations, government agencies, economic development agencies, philanthropic organizations, education and training providers, workforce entities, environmental justice organizations, worker centers, disinvested communities, and California Native American Tribes.

The three leading organizations driving Uplift Central Coast are:

- Economic Development Collaborative (EDC): Serving Ventura and Santa Barbara counties, the EDC supports businesses through advising, strategic growth planning, and resources.⁵
- Monterey Bay Economic Partnership: A regional economic development organization focused on fostering innovation, job creation, and sustainable economic growth throughout the Monterey Bay region, including Monterey, Santa Cruz, and San Benito counties.⁶

⁴ [Uplift Central Coast](#)

⁵ [Economic Development Collaborative](#)

⁶ [Monterey Bay Economic Partnership](#)

- REACH: a private sector coalition partnering with public, private, civic, and educational institutions to increase economic prosperity across San Luis Obispo, Santa Barbara, and Ventura counties.⁷

Strong Workforce Program: South Central Coast Regional Consortium (SCCRC)

Launched in 2016 by the California Board of Governors, the Strong Workforce program is a statewide initiative to increase middle-skill workers in the labor force. The program aims to bolster career technical education (CTE) and increase the number of students enrolling in community college programs that lead to high-demand, high-wage jobs.⁸ Separated into eight regional consortia, Moorpark College, Oxnard College, and Ventura College are part of the South Central Coast Regional Consortium (SCCRC). The five other colleges in SCCRC are Allan Hancock College, Antelope Valley College, Cuesta College, Santa Barbara City College, and College of the Canyons. The key functions of these regional consortia include workforce development, career pathway development, resource sharing, collaborative planning, data collection and analysis, and grant funding.⁹

VCCCD receives an allocation from SCCRC to host the Executive Director position; and the consortium partners with the following community-based organizations and regional and national service providers:

- Centers of Excellence
- Guided Pathways Regional Coordinators
- California Adult Education Program (CAEP)
- California Workforce Development Board
- California Workforce Association (CWA)
- Regional Economic Action Coalition (REACH)
- Regional K-16 Education Collaboratives Grant Program
- National Alliance for Partnerships in Equity (NAPE)
- U.S. Economic Development Association (EDA)

Centers of Excellence (COE)

The Centers of Excellence are regional centers throughout the state that provide labor market research to California Community Colleges, to help determine the programs and

⁷ [REACH Central Coast](#)

⁸ [Strong Workforce Program](#)

⁹ [South Central Coast Regional Consortium Strong Workforce Program 4-Year Plan](#)

training needed to support local workforce demand.¹⁰ There are nine centers in total, with the South Central Coast COE supporting VCCCD. The regional COE is currently hosted at College of the Canyons and supports all eight colleges in the South Central Coast Regional Consortium (SCCRC). In addition to labor market reports that support career education programs, the COE provides tools that connect educational programs to occupations and data tables projecting occupational demand with the supply of graduates for various educational programs.

Economic Development Collaborative (EDC)

The Economic Development Collaborative (EDC) is a nonprofit organization in partnership with the Small Business Development Center that supports businesses, community partners, and civic leaders in Ventura, Santa Barbara, and Los Angeles Counties. The EDC focuses on the following “four core functions: Regional convener, collaborator and strategist on economic development initiatives. Retention and growth of our existing business base through business advising, training and lending. Business attraction, by promoting our region’s assets, coordinating with cities and other stakeholders for effective response to new business opportunities. Entrepreneurship, by networking resources and supporting start-up enterprises.”¹¹ VCCCD’s Vice Chancellor of Institutional Effectiveness is on EDC’s Board of Directors, and VCCCD’s Economic and Workforce Development Director attends EDC’s monthly roundtable meetings, which bring together city and county economic development representatives from across Ventura County.

Local: Ventura County

Ventura County’s Economic Vitality Unit and Workforce Development Board are dedicated to fostering a dynamic and adaptable workforce throughout the county. Their strategy for economic development acknowledges that sustainable prosperity hinges on a well-coordinated framework and a comprehensive approach that establishes policy foundations and fosters connections between community and civic partners, steering economic growth while enhancing workforce capacity and meeting employer needs. The following sections present Ventura County’s Economic Vitality Unit and Workforce Development Board as essential local partners with VCCCD.

¹⁰ [Center of Excellence for Labor Market Research](#)

¹¹ [Economic Development Collaborative](#)

Economic Vitality

Ventura County's Economic Vitality Unit works to enhance social equity and economic growth throughout the county. Economic Vitality addresses maintaining established employment sectors like agriculture, manufacturing, and retail, while encouraging new industries that align with technological and market opportunities and workforce skills and creative abilities.¹² The following are the main goals from the Economic Vitality Strategic Plan, which centers around business and employment, a diversified economy, economic foundations, and labor force development.

1. To foster a robust and diversified local economy that provides quality employment and attracts stable businesses in Existing Communities and unincorporated Urban Areas.
2. To improve the economic viability of agriculture through policies that support agriculture as an integral business to the County.
3. To facilitate the retention, expansion, and attraction of key industries and business clusters in the county.
4. To diversify the economic base of Ventura County through the development and expansion of environmental, creative, and technology industries, including the non-profit sector.
5. To promote a strong local economy by improving critical infrastructure, including water, transportation, broadband, and renewable energy.
6. To improve labor force preparedness by providing the local workforce with the skills needed to meet the requirements of evolving business needs.

The sixth goal focuses on workforce development, including workforce readiness and development, job training in green construction, local graduate retention, county hiring practices, early childhood education, and future job opportunities.¹³ Economic Vitality identifies VCCCD as a key partner, including education in the conversation to advance their workforce and economic development goals.

Workforce Development Board of Ventura County

The Workforce Development Board of Ventura County (WDBVC) serves as the regional coordinator for federal workforce development funding and programming, administering Workforce Innovation and Opportunity Act (WIOA) funds that support America's Job and

¹² [Ventura County Economic Vitality](#)

¹³ [Economic Vitality Labor Force Development](#)

Career Center locations throughout Ventura County along with various adult education, employer, and youth programs. Through strategic partnerships between private and public sectors, the WDB provides no-cost workforce development resources to program participants while working to ensure that Ventura County maintains a skilled workforce capable of meeting employers' evolving needs in an increasingly competitive global economy.

The WDBVC's strategic approach centers on five key goals reflecting their commitment to systematic workforce development improvement. These goals include convening regional work-based learning summits that align employer needs with education and training provider capabilities, strengthening operational supports for job seekers facing employment barriers through diversified funding and partnerships, systematizing customer feedback processes to enhance service delivery, implementing comprehensive business solutions for employers, and expanding awareness of available services through strategic outreach and communication efforts. The organization's foundational values of collaboration, accountability, innovation, responsiveness, and diversity and inclusion guide their work toward achieving their shared vision of developing a high-quality, appropriately skilled workforce ready to support the county's economy.¹⁴

The Aspen Institute: College Excellence Program

The Aspen Institute College Excellence Program, launched in 2011, is a nationally recognized initiative focused on enhancing leadership and practices in higher education. Its primary goal is to improve student outcomes, advance economic mobility, and develop talent that benefits both individuals and society. The College Excellence Program employs a systematic approach that goes beyond mere recognition. It includes in-depth research into effective practices, using both quantitative and qualitative methodologies to identify what truly enhances student outcomes. The program also explores how institutional leaders can effectively scale and sustain educational reforms. The research findings are synthesized into practical frameworks and open-access tools, such as playbooks, assessments, data reports, and case studies. These resources enable other institutions to replicate successful strategies.¹⁵ Notably, all three VCCCD colleges have been recognized by Aspen as among the top community colleges in the country.

¹⁴ [Workforce Development Board of Ventura County](#)

¹⁵ [Aspen Institute College Excellence Program](#)



BUILDING A CAREER AND ECONOMIC WORKFORCE DEVELOPMENT ECOSYSTEM



The Career and Economic Workforce Development Ecosystem

aims to further expand VCCCD's coalition of regional partners across multiple sectors, developing an ecosystem that supports education and economic growth throughout the county. Modeled after research from Deloitte,¹⁶ this ecosystem acknowledges that effective workforce development cannot take place in isolation; it necessitates intentional collaboration among educational providers, employers, support organizations, and funding entities, all while being responsive to the dynamic external forces that influence regional labor markets. Specifically, the mission of the ecosystem is to foster a collaborative and sustainable career and workforce ecosystem by bringing together regional partners with diverse expertise. Through shared resources, minimized redundancy, and clearly defined roles and responsibilities, we aim to enhance workforce development, improve efficiency, and create meaningful opportunities for individuals and businesses alike. The following are the key Career and EWD Ecosystem goals:

1. Establish Strategic Partnerships – Build a diverse network of regional stakeholders, including businesses, non-profits, educational institutions, workforce, and governmental agencies (Federal/State/Local), and community organizations.
2. Enhance Resource Sharing – Develop a system for pooling knowledge, tools, and funding opportunities to maximize impact and minimize duplication of efforts.
3. Define Roles & Responsibilities – Clearly outline each partner's contributions and areas of expertise to ensure efficiency and accountability within the workforce ecosystem.
4. Promote Workforce Development – Support skills training, career pathways, and job placement initiatives that align with industry needs and regional economic goals.
5. Foster Innovation & Best Practices – Encourage data-driven decision-making and the adoption of innovative workforce solutions to improve outcomes for both job seekers and employers.
6. Ensure Sustainability – Develop long-term strategies for funding, engagement, and program effectiveness to maintain and grow the coalition's impact over time.

¹⁶ [Deloitte: Rethinking the workforce development system, 2023](#)



At the core of this ecosystem is a fundamental recognition that job seekers and individuals pursuing skill development are the primary beneficiaries of all workforce development initiatives. These individuals, whether they are recent high school graduates, career changers, displaced workers, or those seeking to enhance their skills, form the common thread that connects all participants in the ecosystem. The role of VCCCD is not only to provide quality education but also to foster relationships that help individuals access the training, support, and employment opportunities necessary for contributing to the growth of Ventura County's economy. By developing an ecosystem, redundancies can be decreased while increasing efficiencies, and gaps and barriers for opportunities can be identified for continuous improvement.

To further develop and strengthen the Career and EWD Ecosystem, VCCCD's Institutional Effectiveness Division has added a new position, an Associate Vice Chancellor (AVC) of Strategic Partnerships, Enrollment, and Advancement. This position, which started in Fall of 2025, will strengthen workforce development and community engagement, expand institutional capacity of VCCCD's integral role in the ecosystem, establish strategic planning teams to align institutional priorities with regional economic and workforce needs, and facilitate cross-sector collaborations with businesses, nonprofits, and government agencies to enhance workforce development initiatives.

The next page shows the main components of the Career and Economic Workforce Development Ecosystem for the Community Colleges of Ventura County: education and training providers, social and wrap-around support providers, funders, employers, and ecosystem influencers. This is followed by a description of each of these ecosystem components with key examples highlighted.

Community Colleges of Ventura County

The Career and Economic Workforce Development Ecosystem



CAREER AND ECONOMIC WORKFORCE ECOSYSTEM COMPONENTS

- Education and Training Providers
- Social and Wrap-around Support Providers
- Funders
- Employers

Education and Training Providers



Education and training providers are a key component of the Career and Economic Workforce Ecosystem. This component includes but is not limited to VCCCD, adult schools, K-12 partners, four-year institutions, the Workforce Development Board, the Economic Development Collaborative, employer-led training, nonprofit organizations, public job-training programs, and for-profit training providers. Through partnership and strategic coordination, VCCCD collaborates with education and training providers to develop integrated

pathways and build comprehensive support networks that are equitable and accessible.

Career Education program faculty from Moorpark College, Oxnard College, and Ventura College work closely with local and regional businesses through industry advisory boards to ensure their educational programs remain aligned with workforce needs. These advisory boards, composed of employers, industry experts, and community leaders, provide direct input on curriculum development, emerging skill requirements, and labor market trends. By engaging in regular dialogue with business partners, the colleges update programs, integrate work-based learning opportunities, and develop new credentials that prepare students for in-demand careers.

College Career Center staff support students in finding job and internship opportunities, and host workshops and one-on-one guidance to help students develop resumes, seek work-based opportunities, and apply for internships and jobs. Local companies partner

with Moorpark, Oxnard, and Ventura College staff and faculty, to engage students through speaker panels, guest lectures, tabling events, site visits, and career fairs, as well as posting job and internship opportunities on Handshake (an online career networking platform).

VCCCD Career Education and Economic Development (CEED) Workgroup

The Career Education and Economic Development (CEED) workgroup is instrumental in supporting and coordinating districtwide workforce development initiatives and cross-college collaborations with businesses and partners. Members of this group include the Vice Presidents of Academic Affairs, Career Education Deans, Career Center staff, and representatives from each of the three colleges, as well as the Associate Vice Chancellor (AVC) of Strategic Partnerships, Enrollment, and Advancement, and the Director of Economic and Workforce Development. CEED works to collaborate across all three VCCCD colleges and community partners to build systems that increase opportunities for students and meet current and future needs of businesses to contribute to a growing and sustainable economy.

The CEED workgroup provides a space for districtwide communication and collaborations supporting student success and workforce development through College educational programs. This includes partnering with the Workforce Development Board of Ventura County (WDBVC) to identify and integrate shared goals and initiatives aligned with WDBVC priority sectors (healthcare; business and entrepreneurship; retail, hospitality, and tourism; advanced manufacturing; agriculture, water, and environmental technology; and education and human development) and collaborating on joint industry engagement events and job fairs.

Highlighting the progress and student success across College Career Education programs, [Moorpark College](#), [Oxnard College](#), and [Ventura College](#) spotlighted their Career Education programs and students in their Presidents' Reports at the January 2025 Board of Trustees meeting. Additionally, [VCCCD's I.E. Report to the PASS Committee in July of 2024](#) presented trends on student success and completions in Career Education across all three colleges.

Ventura County Adult Education Consortium

The Ventura County Adult Education Consortium (VCAEC) is a regional collaborative aimed at expanding and improving opportunities through education for adult learners. Members of VCAEC include Conejo Valley Adult School, Fillmore Adult School, Oxnard Adult School, Santa Paula Adult School, Simi Institute for Careers and Education, the Ventura County Office of Education, and VCCCD. Together, these members aim to:

“deliver essential programs and services in adult basic education and secondary education, English language learning, and career education and training to help adult learners cultivate the skills they need to live, work, and thrive.”¹⁷

VCAEC recently completed its three-year strategic plan, which highlights the following priorities:

- Enhance educational access and delivery
- Expand community engagement and awareness
- Improve operational excellence
- Address critical regional needs

EWD actively participates in the consortium’s monthly meetings, fostering relationships between Ventura County’s adult schools and VCCCD to expand educational opportunities for the adult community, including the development of student-centered pathways that connect the adult schools and VCCCD.

One example of VCCCD partnering with the adult schools is Ventura College’s Agriculture Field Supervisor Certificate of Completion. This is a non-credit, two-course offering through Ventura College and located on the Fillmore Adult School campus, to support current agriculture employees in advancing their careers.

Contract Education

Contract Education (often referred to not-for-credit training) is another opportunity for EWD to engage with businesses and connect them to VCCCD. Through contract education, businesses can train and upskill their current employees through short-term courses that are customizable, stackable, and offered at either a VCCCD location or on-site at the business/organization. These courses can be developed quickly, in as little as a few weeks, and cover a wide range of subjects, from business skills (e.g., project leadership and management) to industry-specific skills (such as CNC programming). EWD’s newest contract education offering for businesses is fire suppression training. Contract Education builds and strengthens relationships between VCCCD and employers throughout the county, further developing ecosystem connections.

¹⁷ Ventura County Adult Education Consortium, Three-Year Plan, 2025



VCCCD Contract Education, Fire Suppression Training, 2025

Social and Wrap-Around Support Providers

- Community-based organizations
- Nonprofit organizations
- Charitable foundations
- City and county agencies
- State and local government agencies

An essential part of the workforce ecosystem is social and wrap-around support that helps students and community members succeed in education and skills trainings. Providers can include community-based organizations, nonprofits, charitable foundations, city and county agencies, and state and local government agencies.

Goodwill Industries

VCCCD has been working with the nonprofit, Goodwill Industries, to find ways to support disproportionately impacted communities, such as those who are justice-involved. Goodwill provides support services to aid job-

seekers through skill-building and education. In April, 2025, VCCCD co-hosted an event entitled *Building Bridges* with Goodwill, the Ventura County Economic Development Board, HR Force, and the West Ventura County Business Alliance. This event brought together key members of the ecosystem, including local businesses, organizations that provide funding and support to businesses, and educational providers, to connect, network, and share innovative strategies and solutions that support the community while addressing workforce challenges.



Building Bridges Event at Goodwill Industries, 2025

Workforce Development Board of Ventura County (WDBVC)

The mission of Ventura County's Workforce Development Board is to "build and nurture strong local partnerships and collaborate to design a workforce system that creates upward mobility opportunities for individuals in order to meet and anticipate the needs of employers while advancing the local economy."¹⁸ As stated earlier in this report, they have six priority sectors that they focus on: healthcare; business and entrepreneurship; retail, hospitality, and tourism; advanced manufacturing; agriculture, water, and environmental technology; and education and human development.

Through Employment Services and Business Solutions, the WDBVC supports both job seekers and local businesses. For job seekers, they offer programs that include career

¹⁸ [Workforce Development Board of Ventura County](#)

workshops, job fairs, training and skill certifications, and access to resources (i.e., computers, printers, resume assistance), among others.¹⁹ For businesses, the WDBVC provides support services such as customized hiring events, subsidized internships, a free human resources hotline, and information about Work Opportunity Tax Credits.²⁰ VCCCD's EWD and CEED group have been collaborating with the WDBVC to identify common goals and priorities, and ways to support the county's workforce and economy, such as through joint career events and sharing employer hiring needs. VCCCD's EWD Director regularly engages with members of the WDBVC to share best practices, integrate/braid funding sources, develop pathways connecting WDBVC priority sector trainings to VCCCD programs, and identify challenges and solutions that address workforce needs.

Funders: Partnerships that Share Resources with VCCCD

- 
- Self-funding individuals
 - Industry associations
 - Nonprofit organizations
 - State and local governments
 - Federal government
 - Strong Workforce Program & Perkins V
 - WDB-WIOA
 - Foundations

Funding supports all aspects of the workforce ecosystem and can come from several different sources. These include [California Strong Workforce](#) and [Federal Perkins V](#) funding, industry associations, nonprofits, state and local governments, the federal government, Workforce Innovation and Opportunity Act (WIOA), and foundations.

VCCCD's Colleges and the CEED workgroup have worked closely with the Ventura County Workforce Development Board (WDBVC) to fund students through the Regional Equity and Recovery Partnership (RERP). This program is

designed to develop closer partnerships between California Community Colleges and Local Workforce Development Boards through creating jobs, preparing students for those jobs, increasing access for disproportionately impacted populations, and supporting employers.²¹ All three colleges have participated in the RERP program through their career education programs. In addition to the RERP program, EWD

¹⁹ [Workforce Development Board of Ventura County Employment Services](#)

²⁰ [Workforce Development Board of Ventura County Business Solutions](#)

²¹ [Regional Equity and Recovery Partnership](#)

continually looks for opportunities to braid existing funding, partner with ecosystem members on initiatives, and identify new and upcoming sources of funding. For example, VCCCD and the WDBVC worked together to braid RERP funding with WIOA funds (which WDBVC distributes) to support workforce development efforts. WDBVC and/or EDC can also subsidize the cost of VCCCD EWD trainings for incumbent workers, reducing the cost for businesses to upskill their employees. EWD continually attends meetings and events throughout the community, region, and state to learn about upcoming opportunities for funding and partnerships that support students, the workforce, and the economy, while strengthening and building the ecosystem.

Employers

- 
- County of Ventura
 - Nonprofit organizations
 - Local businesses
 - Private companies
 - Government agencies
 - Self-employed individuals
 - Federal: U.S. Navy

Employers are another primary component of the workforce ecosystem, in addition to education and support providers and funders. Employers include nonprofits, local businesses, private companies, government agencies, self-employed individuals, and employers at the county and federal level, such as the County of Ventura and the U.S. Navy. When initially engaging with businesses and organizations, the District Administrative Center's EWD Department serves as the primary point of contact for VCCCD. This centralized approach eliminates barriers that traditionally exist when companies attempt to

navigate multiple institutional systems. By acting as a single-entry point, EWD can efficiently assess business needs and opportunities, identify appropriate college partners, and facilitate meaningful connections that benefit all stakeholders. This includes providing opportunities for employees to participate in upskill trainings and/or earn certificates and degrees, engage with students through work-based learning and internships, participate in job fairs and speaker panels to increase visibility and hire graduates, and connect with academic programs to communicate workforce needs.

VCCCD meets regularly with local businesses, cultivating relationships and connecting them to the colleges. Through collaborations among each college's career centers, career education departments, faculty, foundations, and the EWD, relationships and partnerships with local businesses and organizations are built and developed. These

include participation in advisory groups to help keep educational programs relevant to employers, representation in job fairs for students, and partnerships with specific programs. Employers are also encouraged to join Handshake, the online platform that connects VCCCS students to businesses and organizations through internships and employment opportunities.

The Workforce Talent Development Model

VCCCD has developed a Workforce Talent Development Model as part of EWD's business engagement strategy. This model is a systematic approach designed to create sustainable, mutually beneficial partnerships between employers and the district.

EWD and the career education staff at all three colleges work with partner businesses and organizations to identify core workforce and training needs/gaps, and to define their competency and content needs. VCCCD then addresses the business's needs through assisting with hiring and internships. Education and training opportunities are identified to support current employees on technical skills, new skills, career growth, and/or personal growth. The model aims to cultivate long-term business partnerships with VCCCD through industry-involved advisory groups, Handshake, job fairs and tabling, speakers, mentors, work-based learning opportunities, resources, and employee education/training (for credit and/or non-credit course offerings or contract education customized training).

Through the process of working with businesses using the Workforce Talent Development Model, EWD and college representatives work together with the business to understand their operations, existing assets, workforce challenges, and growth objectives. This ensures that subsequent partnership recommendations are strategically aligned with genuine business needs. EWD facilitates presentations to demonstrate how college resources can address identified workforce needs. This collaborative approach allows for the development of customized solutions that leverage the strengths of all three colleges within the district.

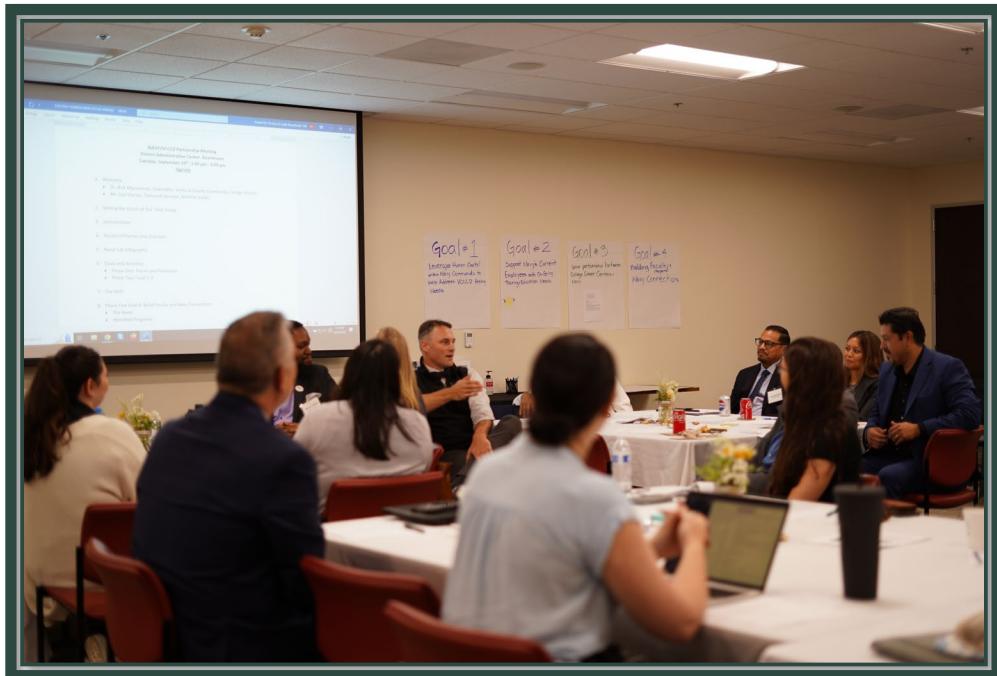
Key Example (one of many): The U.S. Navy

Using the Talent Development Model, EWD has established a rich partnership with three U.S. Naval warfare centers, specifically working with NAVAIR, NAVSEA, and NAVFAC. These partnerships operate through five primary goals. Each goal addresses different aspects of the Navy-college relationship and is flexible to adjust to the evolving political, economic, and workforce climate.

1. Collaborate on countywide events or projects such as Area 805 Autonomous Innovation Center and the Fathomwerx Summit. These initiatives foster mutually

- beneficial collaborations that advance shared goals while expanding opportunities for students, faculty, and the community.
2. Develop U.S. Navy Employees using aligned courses, certificates, programs, or contract education, to create pathways for Navy personnel to access education and training programs.
 3. Build Career Center and Program Integration by increasing U.S. Navy involvement in career fairs and speaker panels. Internships and career opportunities are advanced through these partnerships, as well as academic program partnerships.
 4. Advance Faculty-Navy Connections by building relationships between college faculty and Navy personnel EWD has facilitated cross-command meetings with specific academic programs for collaboration, curriculum alignment, or creation. Moorpark, Oxnard, and Ventura Colleges have partnered in areas such as logistics (creation of a new program at Oxnard College), cybersecurity, engineering, engineering tech, diesel, and advanced manufacturing.
 5. Support Advancement in Innovation by creating opportunities for students and faculty to engage in cutting-edge advancement in technology through Fathomwerx, Naval Warfare Centers, Inland Empire Tech Bridge, and the 805 Autonomous Innovation Center.

Monthly partnership sync meetings with EWD and the three U.S. Navy commands coordinate activities across the colleges and the district office, ensuring comprehensive communication and on-going efforts that align with goals, and growth in partnership.



Ecosystem Influencers

Recognizing that the Workforce Development Ecosystem does not exist in a vacuum, external influencers are incorporated into the ecosystem. These influencers primarily fall into two categories: Forces of Change and Policy Influencers. Forces of Change can include economic shifts, technological advances, demographic changes, and legislation. Policy Influencers can include political leaders, federal and state regulatory agencies/oversight bodies, legislators and policymakers, educational groups, state and local workforce development boards, business groups, and unions. As these Forces of Change and Policy Influencers play an important role in the workforce development ecosystem, VCCCD works to proactively partner and engage to strengthen relationships throughout the ecosystem. Some key examples are listed below:

- Demographic changes: recognizing the decline of the K-12 population in Ventura County, EWD works with partners to help build opportunities for dual enrollment, adult learners, and disproportionately impacted populations to increase access to education and careers for the broader community.
- Technological Advances: VCCCD is partnering with ecosystem members on Ventura County's Area 805 Autonomous Innovation Center to provide trainings, stackable credentials, and paid internships and pre-apprenticeships that lead to high-wage, high-skill jobs.
- Climate Sustainability: VCCCD is proactively looking for opportunities to partner with ecosystem members on climate sustainability initiatives that align with the California Community Colleges Chancellor's Office Climate Fellows Program, which focuses on four main pillars: community engagement, curriculum development, workforce, and campus facilities.²²
- Legislators and Policymakers: VCCCD has actively worked to develop relationships with local and state legislators and policymakers to align priorities and initiatives with state and community goals.
- Labor and Trade Unions: VCCCD partners with LiUNA, the Labor's International Union of North America, Labors Local 585²³. This relationship aims to provide opportunities for both the local workforce and VCCCD students. One example is a collaboration between LiUNA and Oxnard College to dedicate campus space for hands-on training in the building and construction trades.

²² [California Community College Chancellor's Office Climate Fellows Program](#)

²³ [LIUNA Laborers Local 585](#)

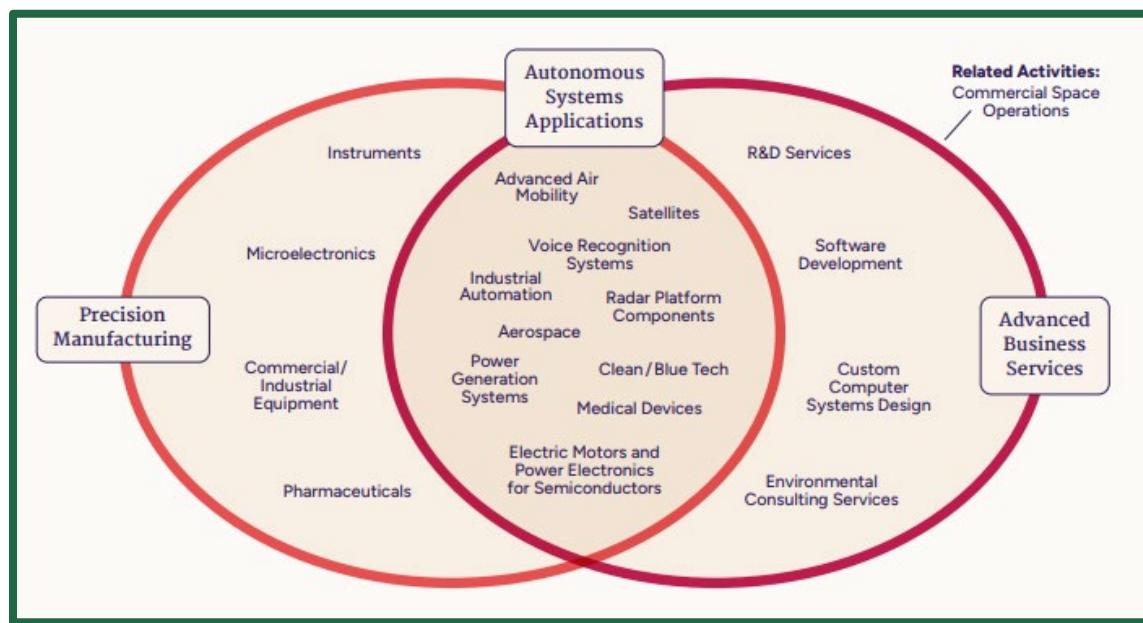


THE ECOSYSTEM IN ACTION

Area 805: Autonomous Innovation Center

A key example of ecosystem members working together is the [Area 805 Autonomous Innovation Center](#). Ventura County's Economic Vitality Unit received a \$550K catalyst grant from Uplift Central Coast to fund the initial development of the Area 805 Autonomous Innovation Center, located at the Camarillo Airport. This center aims to generate high-wage, high-skill jobs with career advancement opportunities.²⁴ VCCCD (through pathway programs, internships, faculty and business connections, and student and industry connections) is a key partner with VC's Economic Vitality Unit, Future Labs / Fathomwerx and Naval X Tech Bridge, and VC's Department of Airports on Area 805, to bring together key stakeholders from education, businesses, and the county, further supporting the strengths of ecosystem collaborations. Below is a figure from Uplift Central Coast showing how precision manufacturing and advanced business services overlap to highlight autonomous systems applications opportunities for Area 805.

Uplift Central Coast: Convergence of Precision Manufacturing and Advanced Business Services into the Autonomous Systems Value Chain



Source: [Uplift Central Coast Regional Plan Part II Report \(pg. 42\)](#)

VCCCD areas of focus for curriculum development include aerospace and advanced air mobility, life sciences/biotech, high tech, clean energy, agriculture technology, autonomous systems, artificial intelligence, and precision manufacturing.

²⁴ [Area 805 Autonomous Innovation Center](#)

126 Forward: Business and Workforce Assessment

To support economic and workforce development along the 126 Corridor, VCCCD's districtwide Institutional Effectiveness Office is conducting an extensive study of local workforce needs, which will culminate in a report after an 8-month process utilizing both quantitative and qualitative data/information. The logic model on the following page provides a framework for aligning education, training, and business needs to strengthen a sustainable regional workforce. The assessment identifies both current and emerging priorities, including AI literacy, clean energy, cybersecurity, advanced manufacturing, healthcare support, and entrepreneurship, with a strong emphasis on stakeholder voice.

As the assessment progresses, it will incorporate stakeholder surveys, enhanced employer engagement, gap analyses, and the development of a data dashboard. These efforts produce actionable outputs, including sector-specific workforce data, new partnership opportunities, and drafts of new student pathways to careers.

Ultimately, the long-term impact will be sustainable, equity-centered career pathways, a framework to support the growth of local businesses, and a resilient regional economy supported by an education-employer ecosystem.





<p>Workforce Development</p> <p>Needs & New / Potential Businesses</p> <p>A. Identify current Businesses and Workforce Needs</p> <p>B. Identify Emerging Workforce Needs (high-growth, skills gaps, structural shifts)</p> <p>1. AI literacy and integration across sectors</p> <p>2. Work-based learning (WBL) experiences and earn-and-learn pathways</p> <p>3. Clean energy / green economy skills</p> <p>4. Advanced manufacturing & domestic competitiveness (AI-enabled)</p> <p>5. Cybersecurity and IT infrastructure</p> <p>6. Healthcare support, aging services, mental health paraprofessionals</p> <p>7. Entrepreneurship and micro-business support in underserved communities</p> <p>8. Soft skills + adaptability / career navigation</p> <p>9. Other</p>	<p>Resources and Partnership</p> <p>Inputs</p> <ol style="list-style-type: none"> 1. K-12 (high school) & community college dual enrollment + CTE alignment 2. Ventura County Adult Education Consortium (VCAEC) 3. 4-year Higher Education Institutions (CLU, CSUCI, UCSB...) 4. Ventura County Economic Vitality Division 5. Employer advisory councils and sector partnerships 6. Business and Industry Partners 7. Work-based learning (WBL) and earn-and-learn collaborations -Labor Councils, Trades... 8. Economic development / workforce boards/Offices, and community-based organizations 9. Regional innovation / entrepreneurship hubs 10. State and federal policy alignment and funding leveraging 11. Data-sharing partnerships for real-time labor market intelligence (WDB, EDC, etc.) 12. VCCCD Staff and Grant Resources 	<p>Activities</p> <ol style="list-style-type: none"> 1. Collect quantitative & qualitative data on: <ul style="list-style-type: none"> • Workforce skill gaps (technical, AI literacy, clean energy, healthcare support, cybersecurity, soft skills). • Employer hiring challenges and priority sectors. • Business interest in dual enrollment and / or WBL collaboration. • Partnership readiness (e.g., willingness to host apprentices, advisory council participation). • New/potential business development intentions (e.g., green retrofitting startups, AI service boutiques). • Barriers to participation for underrepresented learners (transportation, childcare, awareness). 2. Develop and pilot micro-pathways based on validated priorities (e.g., Clean Energy Technician, AI-Enhanced Manufacturing Fundamentals). 	<p>Outputs</p> <ol style="list-style-type: none"> 1. Gap analysis report: workforce needs vs. existing credentials/offerings 2. Opportunity map of new/potential businesses and partnership types along the corridor. 3. Workforce Ecosystem formed or strengthened with data-informed membership. 4. Sectoral pathway draft designs. 5. Partner commitment agreements (e.g., WBL intake pledges, dual enrollment articulation). 6. Data dashboard summarizing key indicators (e.g., top skill gaps, employer readiness, equity access barriers). 	<p>Short-Term Outcomes</p> <ul style="list-style-type: none"> • Shared understanding among corridor stakeholders of priority workforce and business needs. • Increased employer engagement with education partners (via survey dialogue and follow-up). • Identification of underrepresented populations facing access barriers. • Co-created, employer-aligned micro-pathway prototypes. • Early commitments to apprenticeships/earn-and-learn from corridor businesses. <p>Intermediate Outcomes</p> <ul style="list-style-type: none"> • Launch of dual enrollment + WBL pilots in target sectors. • Credentialing of learners in high-demand skill areas (e.g., AI literacy badges, clean energy certificates). • Improved alignment between employer demand and curricular offerings. • Expanded partnership ecosystem (K-12, VCAEC, community college, employers, workforce boards). <p>Long-Term Impact</p> <ul style="list-style-type: none"> • Sustainable, equity-centered career pathways for corridor residents. • Growth and retention of new/potential businesses anchored by corridor-trained talent • Enhanced regional economic resilience and reduced skills mismatch. • Institutionalized employer-education ecosystem (shared credentials, data feedback loops, ongoing assessment).
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*This process is iterative



PARTNERING WITH DISTRICTWIDE MARKETING AND OUTREACH



In partnership with the Districtwide Marketing and Outreach Department, EWD developed a comprehensive marketing and communication strategic plan that supports branding and clear messaging for building visibility, showcasing partnerships (storytelling), and communicating capabilities to potential partners. This has included a coordinated digital presence, featuring website enhancements, a LinkedIn campaign and management, video production, and the creation of assets (collateral and marketing tools).

EWD Website

The [VCCCD EWD webpage](#) is currently being updated to highlight the opportunities for businesses and organizations to partner with VCCCD. These include:

- **Hire New Talent and Host Interns:** Businesses can engage with the colleges' hiring pipelines to meet potential employees, recruit students, and provide internship opportunities.
- **Team Upskilling:** Employers may access training designed to strengthen workforce skills and prepare employees for advancement into new roles or responsibilities.
- **Engage with the College District:** Companies can participate in collaborative activities such as job fairs, speaker panels, mentoring, work-based learning opportunities, job shadowing, and advisory boards, creating meaningful connections that enhance both education and workforce outcomes.
- **Leverage College Programs:** Businesses may partner with college programs aligned with their industry needs, supporting continued education, certification, and degree completion for their employees.

LinkedIn Campaign

To expand visibility and engagement with Career and Economic Workforce Development programs, EWD collaborated with the district marketing office to launch and manage a three-phase LinkedIn advertising campaign targeting employers. Each phase featured tailored creative assets, segmented audiences, and varied Call-to-Action (CTA)

messaging, with performance evaluated across key indicators such as impressions, engagement rate, click-through rate, cost-per-click, and cost-per-engagement. Targeted messaging significantly outperformed general outreach. Based on the results, marketing recommendations were established at the time of launch, including tone and call-to-action language that maximized engagement. The use of Spanish-language posts also provides valuable insights for future multilingual outreach efforts. [These campaigns are available on the EWD LinkedIn page.](#)

Storytelling

As part of an ongoing commitment to strengthen regional workforce development and foster meaningful partnerships, VCCCD has recognized the need to highlight the impactful collaborations taking place with local businesses and partners. To amplify these stories, a coordinated effort was launched to showcase these partnership narratives through videos and strategic LinkedIn content.

- Video: Short-form videos showcase impactful partnership stories from business, student, and college perspectives. Partners can reshare these stories on their platforms, amplifying marketing reach. By highlighting how local companies engage with VCCCD, these videos inspire other businesses to explore partnerships and build community momentum around collaboration opportunities. [Watch the linked video for an example of visual storytelling.](#)
- LinkedIn: Leveraging this platform, EWD can highlight college programs aligned with priority sectors, showcase VCCCD's role in workforce solutions, and tell real-time stories of partner testimonials, featured county-wide collaborations, workforce training, and upskilling opportunities. The use of short video clips creates engaging storytelling that is readily shareable and “liked.”

Development of Districtwide Collateral

District Marketing and Outreach has collaborated with EWD to develop leave-behinds that highlight VCCCD College and Workforce Development programs, Handshake information for employers, an introduction to partnering with EWD, and information about upskilling training for employees. Marketing and Outreach has also created QR codes to share, allowing users to follow EWD on LinkedIn and connect to the EWD webpage. Additionally, a style guide has been designed for consistent branding, and branded marketing promotions have been developed and coordinated.



KEY NEXT STEPS FOR THE CAREER AND ECONOMIC WORKFORCE DEVELOPMENT ECOSYSTEM



VCCCD has identified several key goals as the next steps for strengthening the Career and Economic Workforce Development Ecosystem. These goals are focused on strategic planning and advancement, and community partnership engagement.

Strategic Planning and Advancement Efforts

Goals:

1. Support collaborative, districtwide strategic planning implementation process.
2. Strengthen and expand districtwide partnership programs, integrating Career Education, Economic and Workforce Development (EWD), and Public-Private-Nonprofit collaborations.
3. Identify possible funding resources through business and community partnerships to enhance advancement, districtwide and College projects and sustainability.
4. Support collaborations with College faculty, staff, and administrators to develop and implement data-driven strategies to improve student success, retention, and completion.

Objectives:

1. Utilize the Ecosystem to align college and districtwide priorities with regional economic and workforce needs.
2. Facilitate cross-sector collaborations with businesses, nonprofits, and government agencies to enhance workforce development initiatives.
3. Identify and pursue grant opportunities, philanthropic contributions, and alternative funding sources to support growth and advancement.
4. Implement evidence-based student success initiatives to improve retention, persistence, and degree completion rates.
5. Develop key performance indicators (KPIs) to measure the impact of strategic planning efforts, marketing & outreach and ensure continuous improvement.

Community Partnership Engagement

Goals:

1. Build and expand, over time, the Career and Economic Workforce Development Ecosystem and the workforce talent development model to increase economic mobility/vitality, meeting the needs of our students and the region.
2. Increase active participation in community partnerships and enhance relationship-building efforts.
3. Strengthen and sustain long-term collaborations with external partners across sectors for mutual success.
4. Expand resources to support increased engagement and presence in key community events and partnerships.

Objectives:

1. Increase attendance at community meetings, business roundtables, and workforce development collaborations.
2. Develop and implement a system for tracking and prioritizing participation in key community events.
3. Continue to actively partner and collaborate on regional/countywide grant efforts.
4. Work with our elected officials and legislators to increase funding, expand partnerships and build mutual ecosystem outcomes.
5. Create a formal communication strategy to improve outreach and follow-through with external partners.
6. Establish quarterly follow-up and relationship-building meetings with key community partners to ensure consistent engagement.
7. Advocate for additional staff to focus on external partnerships and community engagement efforts.
8. Create processes/models to be used for consistency, increase impact and provide continuous expansion and improvement.
9. Provide training to ensure effective participation and collaboration in external events.

CONCLUSION

VCCCD's Career and Economic Workforce Development Ecosystem represents more than a districtwide initiative; it is a reframing of how education, industry, and community intersect to create opportunity and foster growth. The ecosystem demonstrates how intentional collaboration among diverse stakeholders, who share common goals of economic growth and sustainability, can lead to expanded opportunities and increased support for students, local businesses, and the community.

The reframing of collaborations as an ecosystem does not replace past or current partnerships at the Colleges but instead aims to further promote them and expand opportunities districtwide. The Area 805 Autonomous Innovation Center exemplifies the potential of strategic alignment between VCCCD and regional agencies and businesses, as well as the sharing of common goals and priorities. This partnership demonstrates how the Career and EWD Ecosystem can respond to emerging industry needs while creating sustainable pathways for economic mobility. Additionally, VCCCD's partnership with the U.S. Naval Warfare Centers further illustrates the ecosystem's capacity to address complex workforce challenges through the Talent Development Model, resulting in expanded internship opportunities, enhanced faculty-industry connections, and direct alignment between curriculum and employer needs.

Looking forward, the addition of VCCCD's new Associate Vice Chancellor (AVC) of Strategic Partnerships, Enrollment, and Advancement will continue to strengthen workforce development and community engagement, while expanding VCCCD's capacity as a key regional partner and leader.

The Career and EWD Ecosystem will continue to evolve and grow in response to changing economic conditions, emerging technologies, and shifting workforce and community needs. Through strong core partnerships and the integration of new collaborations and innovative approaches, VCCCD will serve as an integral partner and catalyst for economic growth and sustainability.