



Silicon Valley ALLIES  
Innovation Initiative

## **National Association of Workforce Boards**

March 11, 2013



# “Original” ALLIES Is A Coalition of Community Colleges, Adult Schools, and CBO’s

## Mission

**Promote English Learner skill building and transitions through collaboration, innovation and advocacy in San Mateo and Santa Clara Counties.**

- **Convene ESL Providers Network**
- **Support collaborations**
- **Online best practices library**
- **Outreach and advocacy**

## History

- **2011:** ESL Collaboration & “Go Big”
- **2012:** ESL Collaboration and DOL grant
- **2013:** ESL Collaborations
  - Digital Literacy Grant
  - Collaboration Web Site

### Adult Education Providers

- Campbell Adult and Community Education
- Eastside Adult Education
- Fremont Union High School District Adult Education – Sunnyvale-Cupertino Adult School
- Jefferson Adult School
- Gilroy Adult Education
- Metropolitan Education Adult
- Mountain View-Los Altos UHSD Adult Education
- Palo Alto Adult Education
- San Mateo Adult School
- San Mateo County Office of Education ROP
- Santa Clara Adult School
- Sequoia Adult School
- South San Francisco Adult Education

### Community Colleges

- Canada College
- College of San Mateo
- De Anza College
- Evergreen Valley College
- Foothill College
- Gavilan College
- Mission College
- San Jose City College
- Skyline College
- West Valley College

## Results

- **Engagement of 70 faculty**
- **6 post-secondary transition projects**
- **Online best-practice repository**
- **Increased awareness of needs and collaborative solutions**
- **DOL Innovation Grant**

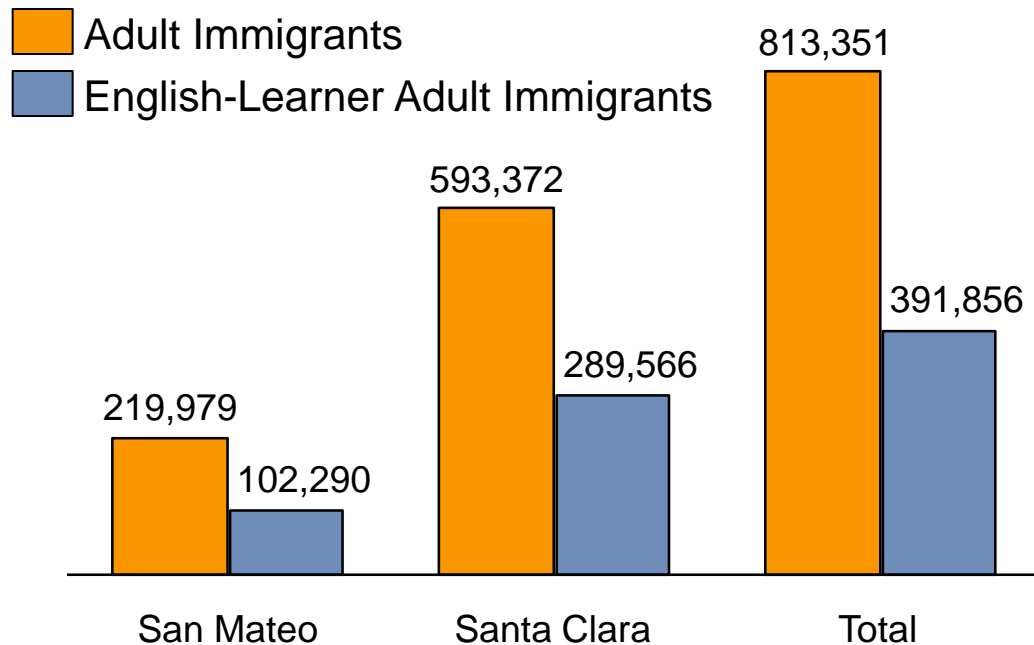
## Future Plans

- **Sustain and Advance Mission**
- **Continue ESL Provider Convenings**
- **Conduct Best Practice Research**
- **Participate in DOL Grant**



## Hundreds of Thousands of Adult Immigrants in Silicon Valley Speak Limited English

### Adult Immigrant Population By County, 2011<sup>1</sup>



- Nearly half of all the workforce-aged adult immigrants in Silicon Valley do not speak English “very well”
- English language skills are highly valued in the workplace. Immigrants who are English proficient earn 13-24% more than immigrants who are not English proficient<sup>2</sup>
- We were only serving 1/3 of the need before the recession

**24% of total working-age population in Silicon Valley are immigrants who do not speak English “very-well”**

#### Sources:

1. American Community Survey, 2011. Adults are individuals >25 years old, English learners are those who would require English instruction to pass the naturalization exam; Immigrants refer to all foreign born residents (LPRs, undocumented immigrants, refugees, naturalized citizens)
2. GCIR reference to Chiswick and Miller “Immigrant Earnings” Journal of Population Economics, 2002.





## Silicon Valley ALLIES Innovation Initiative

### **Silicon Valley ALLIES is a *Workforce Innovation Fund* Grant Recipient**

- **Purpose:** Connect workers requiring English-language acquisition, work-readiness, and career-technical training to high-need, regional career pathways through a structured and coordinated multi-sector network involving:
  - workforce development, education, business, labor, community-based, foundations, and social service organizations.
- **Partners:**
  - work2future WIB (southern Santa Clara county)
  - NOVA WIB (northern Santa Clara County)
  - Workforce Development San Mateo WIB (San Mateo County)
  - ALLIES consortium of adult schools and community colleges





## Silicon Valley ALLIES has two broad outcomes

### Systemic Excellence

- Workforce development aligned to business needs
- Sustainable cross-system collaboration
- Greater return on investment
- Aligned policy and funding

### Participant Success

- Improved English
- Degrees and credentials
- Occupational skills gains
- Jobs in career paths
- Better wages and benefits

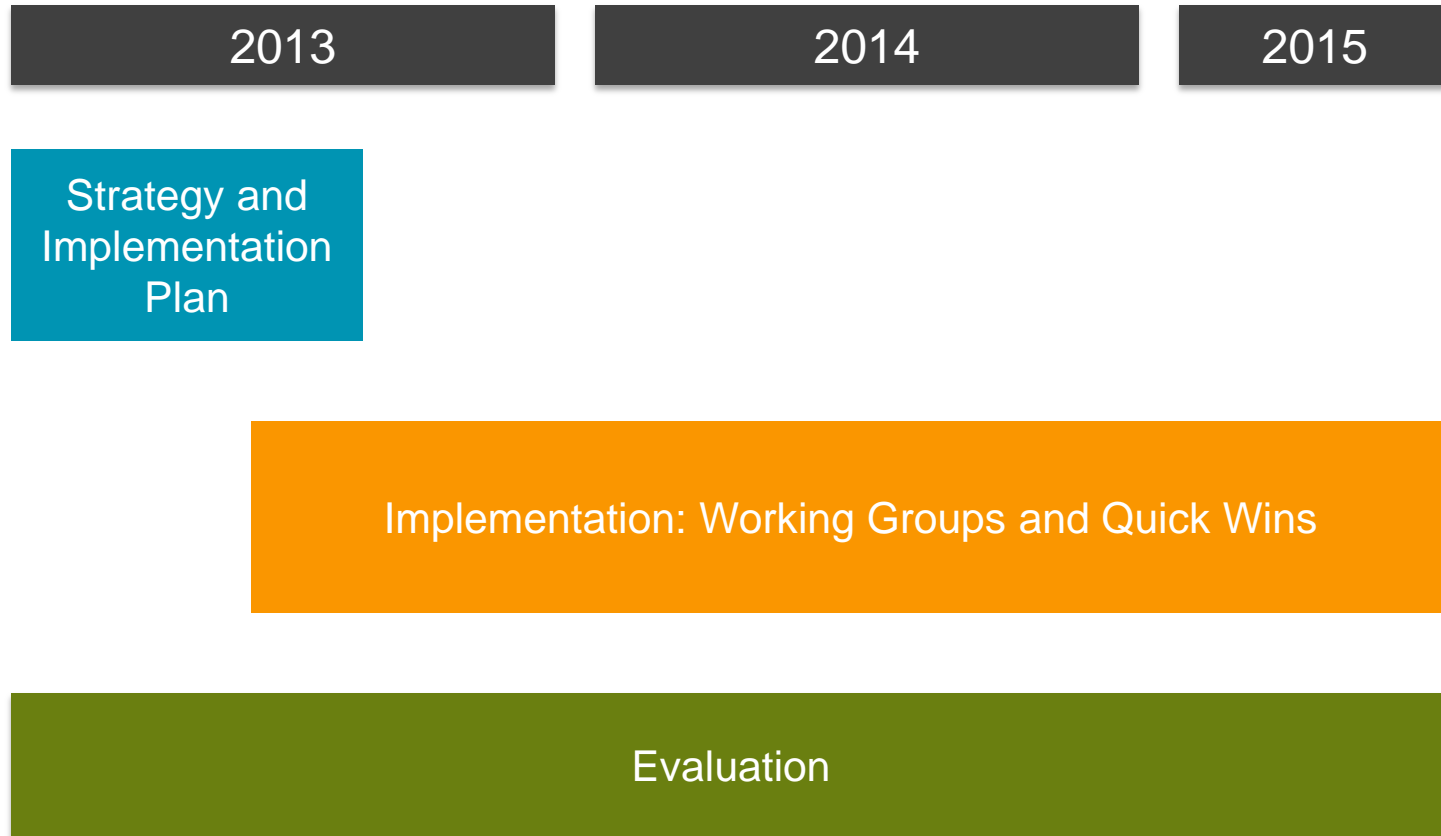


## Steering Committee

<b>Adult Schools</b>	Bob Harper	Campbell Adult and Community Education
	Kara Rosenberg	Palo Alto Adult School
	Lionel DeMaine	Sequoia Adult School District
<b>Businesses</b>	Sima Yazdani	Cisco Systems, Inc
	Francine Serafin-Dickson	San Mateo County Hospital Consortium
<b>Community Organizations</b>	Alison Webber	BSP
	Maria Elena Riddle	Center for Employment Training
	Stephen Hicken	Catholic Charities of Santa Clara County
<b>Community Colleges</b>	Anniqua Rana	Canada College
	Henry Yong	Evergreen Valley College
	Jenny Castello	Canada College
	Laurel Jones	Mission College
	Rachel Perez	Gavilan College
	Regina Stanback Stroud	Skyline College
<b>Foundations</b>	Leslie Dorosin	Grove Foundation
	Manny Santamaria	Silicon Valley Community Foundation
<b>Elected Officials</b>	Alicia Aguirre	Mayor, Redwood City
<b>Support Services</b>	Denise Boland	Santa Clara County Social Services
<b>Labor</b>	Rayna Lehman	San Mateo Central Labor Council
	Steve Preminger	Union Community Resources
<b>Students</b>	Ricardo Flores	Canada College
	Billy Lui	College of San Mateo
<b>Workforce Investment</b>	Chris Donnelly	Worf2future WIB
	Dave Holland	San Mateo WIB
	Kris Stadelman	NOVA WIB



## Key Phases through Grant End, August 2015



## Collective Impact Is a Method to Address Complex Problems

Collective Impact is the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem.





## Collective Impact Is Unique Relative to Other Forms of Collaboration as it Involves Five Key Differentiating Elements

### Common Agenda

- **Common understanding** of the problem
- **Shared vision** for change

### Shared Measurement

- **Collecting data** and **measuring results**
- Focus on **performance management**
- **Shared accountability**

### Mutually Reinforcing Activities

- **Differentiated approaches**
- Willingness to **adapt individual activities**
- **Coordination** through joint plan of action

### Continuous Communication

- **Consistent** and **open communication**
- Focus on **building trust**

### Backbone Support

- **Staff** dedicated to the effort
- Resources and skills to **convene** and **coordinate** participating organizations



## Services Are Provided by a Variety of Organizations, Whose Efforts Are Very Often Not Aligned



*This is an example of “isolated impact”*



## SV Allies Partners Have Described Some of These “System Level” Gaps and Potential Solutions

### Illustrative System Gaps

- **No unifying data system** across adult schools, post-secondary, and workforce
- **Lack of career pathways** from education institution to a desired job
- **Lack of region-wide collaboration** between adult schools and community colleges, such as: alignment of courses, alignment of school calendars, and cross-listing of courses
- **No “one stop shop”** for information about adult education and career training opportunities

### Illustrative System Solutions

- Create **regional data systems**
- Map **career pathways** for students that links relevant services
- **Align courses** between adult schools and post-secondary institutions
- Create of **regional advocacy agenda**
- **Bridge non-credit to credit** courses
- Improve partnership with **private industry**



# SV ALLIES Will Enable the Providers of these Services to Meet the Needs of Adult Immigrants by Fostering Systemic Alignment and Excellence



## **We are early in the process of defining system change strategies – Next steps include**

- Conduct an asset mapping
  - What are the strengths and weakness of each sector
  - What are the best roles each can play
- Confirm emerging core principles for system improvements
  - “No wrong door” – every organization can assess and cross-refer
  - All partners play a role reflecting their core strengths
  - Empower clients to navigate the system
  - Align processes and systems
- Identify change strategies – areas of focus
  - Assessment and referral
  - Data systems, outcomes and metrics
  - Promising practices – integrated, accelerated, and technology strategies
  - Pathways
  - Ongoing collaborative processes

