Great Practices
*Great Practice Category (C^4 Partnership)*

**Name of Goodwill:** Goodwill Industries of Northern Arizona

**Name of Community College:** Coconino Community College

**Name of Great Program or Practice**

Goodwill Industries of Northern Arizona (GINA) and Coconino Community College’s Community & Corporate Learning Division (CCL) began their partnership three years ago, and since then, have developed five distinct service programs that contribute to good jobs and the development of human capital in the region. Programs include “1st Jobs Summer Youth,” “Goodwill One-Stop Work Readiness,” “Goodwill Safeway World Class Service,” “Adult Probation Life Skills & Work Readiness” – a portion of the Northern Arizona Education & Re-entry Program, and “Prior Learning Assessment Program.” These services are unified under the mission of providing skills needed to obtain and keep a good job. Together these programs provide a support system for a rural community that creates a resilient and prosperous foundation for good jobs, good homes, and good neighborhoods.

For more information:
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Goodwill Industries International • 15810 Indianola Drive • Rockville, MD 20855 • USA
Description

Research over the last 5 years in the state of Arizona has identified “soft skills” as a primary issue in labor development. For this reason Goodwill Industries of Northern Arizona (Flagstaff) and Coconino Community College Community and Corporate Learning developed a series of workshops which present foundational principles of work readiness in contextual formats to diverse audiences. Programming offered through the partnership includes:

- A First Jobs Summer Youth Employment Program for teens ages 14 to 18 in partnership with Coconino Community College to give teens work-readiness skills through practical experience and coursework.
- One-Stop Work Readiness which focuses on preparing un-employed, dislocated and disabled workers for the workforce through soft skills and career preparation training.
- Safeway World Class service: age 12-18
- Adult Probation Life Skills & Work Readiness: previously incarcerated individuals, Native Americans
- Prior Learning Assessment: Goodwill Employees

- desired outcomes
  - Completion of training
  - Job placement
- specific services provided, including
  - soft skills training, competencies and credentials

Course Goals for Work Readiness and Life Skills Certifications:

To provide the students with the necessary skills to prepare them for entry level employment, and learn about various career paths, including educational requirements. The course will discuss the need for academic planning and opportunities available in Northern Arizona.

Course Outcomes:

Student will:
1. Develop problem solving techniques
2. Identify and demonstrate image and interaction techniques inclusive of primary workplace readiness skills
3. Prepare a resume and personal portfolio
4. Describe and demonstrate educational requirements relating to one chosen career
5. Identify, describe, and demonstrate the differences between industry standard certification, community college certificate and degree programs, and university transfer programs.
6. Understand and demonstrate proper employment interviewing skills
7. Understand and demonstrate professionalism in the workplace

D. Course Content:

Will include:
1. Workplace Readiness:
   - Identification of a personal career path
   - Researching your chosen field
   - Goal setting for your future career
   - Writing your resume
   - Understanding various job descriptions
   - Completing the employment application
   - Preparing for an interview
   - Basic communication skills
   - Proper attire for the interview and your new job
   - Mock interview practice
   - Professionalism in the workplace
2. Life Skills/Perceptions
   a. Communicating in the workplace
   Basic conflict resolution techniques
   Understanding workplace ethics
   Managing your time
   Basic stress management
   Introduction to Critical Thinking

3. Fundamental Education Assessment (formal testing is an additional charge)
   a. Reading Comprehension
   b. Basic Math
   c. Resource Direction to Adult Basic Education/GED, Industry Certification, or College enrollment.

4. Conflict Resolution/ Stress Management
   Strengthening interpersonal relationships in the workforce.
   The different types of stress
   Developing better listening and communication skills
   Differences between listening and hearing
   Barriers to effective listening
   Non-verbal communication
   Asking questions
   How slang and jargon affecting listening

5. Resume Writing & Applications

6. Interviewing Techniques

7. Resource Development
   a. Social networking within the chosen field
   b. Job training search (if skills or certification is required by the field)
   c. Job search – on-line and in-person

   ○ hard skills training competencies and credentials

   **Course Goals for Prior Learning Assessment:**
   This course will provide practical skills to PLA students to prepare for the research, development, and submission of a PLA portfolio, to be assessed for the potential award of college credit.
   Instructional materials will include the following:
   EARN COLLEGE CREDIT FOR WHAT YOU KNOW, FOURTH EDITION, Janet Colvin 2006, Council for Adult & Experiential Learning (CAEL), ISBN#978-0-7575-2750-0.

C. Course Outcomes:
   Students will:
   Students will describe adult learning and the difference between experience and documented learning
   Students will create a chronological record of the process
   Students will create a personal life history document
   Students will complete an academic and personal goals essay
   Students will create a narrative of all learning within the portfolio
   Students will research and obtain all supporting documentation

D. Course Content:
   Introduction to adult learning styles and the Prior Learning process.
   Credit by examination and other testing options available to students
Learning theory, application, and portfolio development
Researching methods to document prior learning and comparing competencies
Building and writing the portfolio from draft to final copy
Developing a personal education plan and seeking academic advising
Completing your degree program

- referrals to benefits and resources
  St. Mary's Westside Food Bank Alliance-Flagstaff
  1801 W. Route 66
  Flagstaff, AZ. 86002
  928-774-1452

  Northern AZ Food Bank-Feed My People
  3805 E. Huntington Dr.
  928-526-2211

  AZ Dept. Of Economic Security
  397 S. Malpais Ln. Suite #9
  Flagstaff, Az.
  928-779-4557

  North Country Health Center
  2920 N Fourth Street
  Flagstaff, Az. 86004
  928-213-6100

  NACA- Native Americans for Community Action
  1500 E. Cedar Ave #26
  Flagstaff, Az. 86004
  928-773-1245

  Sunshine Rescue Mission
  124 S. San Francisco St.
  Flagstaff, Az. 86001
  928-774-3512

  Goodwill Industries of Northern Az –
  One-Stop Workforce Connection
  (Job placement)
  225 N. Steves Blvd
  Flagstaff, Az. 86004
  928-526-8157

  St. Vincent De Paul Society Thrift Store
  2113 N. East St.
  Flagstaff, AZ. 86004
  928-779-4353

  Community Services
  2625 N. King St.
  Flagstaff, Az. 86004
  928-679-7425

  Coconino County Health Department
2625 N. King St.
Flagstaff, Az. 86004
928-679-7272

The Guidance Center
2187 Vickey St.
Flagstaff, Az. 86004
928-527-1899

Salvation Army
507 N. Humphreys St.
Flagstaff, Az. 86001
928-774-1403

The Literacy Center
2223 E. 7th Ave. Ste. B
Flagstaff, Az. 86004
928-556-0313

AZ Department of Economic Security
Family Assistance (food stamps, disability, etc.)
397 S Malpais Ln Flagstaff, AZ 86001
(928) 779-0327

Social Security Office (social security card)
2715 S WOODLANDS VLG B
FLAGSTAFF, AZ 86001

INN Transitions INC.
2201 N. Vickey Street #B
Flagstaff, AZ 86004
www.inntransitions.org

- internal and external partnerships
  Coconino County Sheriff’s Office
  Literacy Volunteers of Coconino County

**Program Results** (this could be for the most recent year or for the life of the program)
During 2011-2013 720 participants have been assisted by this program. The program has achieved the following results:

<table>
<thead>
<tr>
<th>Output Performance Measures</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certificate of Completion</td>
<td>97%</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Outcome Performance Measures</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Placement</td>
<td></td>
</tr>
<tr>
<td>Outcome Performance Measures</td>
<td>Results</td>
</tr>
<tr>
<td>------------------------------</td>
<td>---------</td>
</tr>
<tr>
<td>Skills Attainment</td>
<td>720</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Impact Performance Measures</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decrease in unemployment</td>
<td></td>
</tr>
<tr>
<td>Decrease in recidivism rates</td>
<td></td>
</tr>
</tbody>
</table>

**Program Operations**

**Staff and Volunteer Requirements**

<table>
<thead>
<tr>
<th>Duties</th>
<th>Totals</th>
<th>Titles/Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program management staff</td>
<td>1, 3</td>
<td>CCC CCL Coordinator, GINA Team Leaders</td>
</tr>
<tr>
<td>Direct service staff</td>
<td>1</td>
<td>GINA VP Mission Advancement</td>
</tr>
<tr>
<td>Administrative support staff</td>
<td>2</td>
<td>CCC CCL Administrative Specialist</td>
</tr>
<tr>
<td>Other Staff</td>
<td>5</td>
<td>Instructors</td>
</tr>
</tbody>
</table>

**Space requirements**

- Number of offices or work spaces needed: 2 classrooms (CCC and Goodwill)
- Additional space needed for service delivery: 2 classrooms (CCC and Goodwill)

**Supply and equipment requirements**

- Staff supplies and equipment: Binders, handouts, pens, paper
- Participant supplies and equipment: Binders, handouts, pens, paper

**Funding and Leveraged Resources 2011-2013**

<table>
<thead>
<tr>
<th>Source of Funding</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goodwill provided</td>
<td>Direct: $15,051</td>
</tr>
<tr>
<td>Community College provided</td>
<td>In-kind: $12,000</td>
</tr>
<tr>
<td>Federal grant</td>
<td></td>
</tr>
<tr>
<td>State grant</td>
<td></td>
</tr>
<tr>
<td>Local government grant</td>
<td></td>
</tr>
<tr>
<td>Local or state contract</td>
<td></td>
</tr>
<tr>
<td>Source of Funding</td>
<td>Amount</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>--------</td>
</tr>
<tr>
<td>Private foundation</td>
<td></td>
</tr>
<tr>
<td>Private donor</td>
<td></td>
</tr>
<tr>
<td>Other funding source</td>
<td></td>
</tr>
<tr>
<td><strong>Total Budget for Program or Service</strong></td>
<td><strong>$27,051</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Leveraged Resources, if any</th>
<th>Use of Resource</th>
<th>Estimated Value of Resource</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td></td>
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<td></td>
</tr>
<tr>
<td><strong>Total Estimated Value of Leveraged Resources</strong></td>
<td><strong>$</strong></td>
<td></td>
</tr>
</tbody>
</table>
Goodwill Industries of Northern Arizona (Flagstaff) and Coconino Community College

Goodwill Industries of Northern Arizona (Flagstaff) and Coconino Community College’s Community and Corporate Learning Division conceived their partnership three years ago with ideas captured on a napkin. Today the partnership, known as the Careers Through Community Navigation Model, has evolved into five distinct service programs that contribute to good jobs and the development of human capital in the region.

<table>
<thead>
<tr>
<th>Coconino Community College</th>
<th>Flagstaff Goodwill</th>
</tr>
</thead>
<tbody>
<tr>
<td>College offers both credit-bearing and non-credit training programs that include certificates of completion.</td>
<td>Employment specialists offer team and individual assistance in job search and connections with community and Goodwill resources (i.e., vouchers, etc.)</td>
</tr>
<tr>
<td>Liaisons work with navigators and provide assistance, direction and support while working with college departments and financial services.</td>
<td>Goodwill offers services including wraparound, case management and job search assistance as well as funding to support the attainment of student employment and educational goals. It also provides general educational development (GED) test preparation, acquisition of the Fingerprint Clearance Card and other services.</td>
</tr>
<tr>
<td>College provides classrooms for Prior Learning Assessment, First Jobs and Goodwill U course delivery.</td>
<td>Goodwill funds instructor fees and minimal classroom and computer lab fees.</td>
</tr>
<tr>
<td>College connects students with available funds such as Pell Grants; Workforce Investment Act; Basic Food, Education and Training program; opportunity grants; and other resources.</td>
<td>Goodwill teaches free classes on topics including computer skills, English for speakers of other languages, financial literacy and orientation to Goodwill.</td>
</tr>
</tbody>
</table>
The five programs delivered through the Flagstaff Goodwill and Coconino Community College partnership include First Jobs Summer Youth Employment Program, Goodwill One-Stop Work Readiness, Goodwill Safeway World-Class Service, Adult Probation Life Skills and Work Readiness (an element of the Northern Arizona Education and Re-entry Program) and the Prior Learning Assessment program. These services are united under the mission of providing skills necessary to develop a plan and a pathway toward career and financial stability.

**First Jobs Summer Youth Employment Program**
The First Jobs Summer Youth Employment program provides youth with the necessary skills to prepare them for entry-level employment. The program focuses on the need for academic planning as well as opportunities available in the Northern Arizona region. The curriculum also includes financial literacy and budgeting, problem solving, and conflict resolution. Youth have the opportunity to interact with local businesses and receive valuable coaching/mentoring through round-robin interviews conducted by employers.

**Course Outcomes for Students**
- Develop problem solving skills.
- Identify and demonstrate image and interaction techniques inclusive of primary workplace readiness skills.
- Prepare a résumé and personal portfolio.
- Identify, describe and demonstrate the differences between industry standard certifications, community college certificate and degree programs, and university transfer programs.

**Goodwill Retail Training and Leadership Curriculum—GOODWILL U**
This credit-bearing course at Coconino Community College offers trained leaders the opportunity to grow and develop skills pertaining to leadership development, team building and communications, business and applied business skills, and management 101 through the community college BUS 298 course and Goodwill’s Leadership Development Program.

**Course Outcomes for Students**
Student will earn 3+ credit hours toward other degree tracks, including Associates of Applied Science (AAS) in business, Associates of Arts (AA) in business and Associates in Business (ABUS).

**Supermarket Bagging and Applied Skills (Safeway Training Center)**
Through the Safeway Training Center, students are prepared for entry-level positions in check-out, bagging of groceries, customer service, carts and parking lot attendance, and restroom cleanup. The curriculum was developed by the Goodwill, Safeway and the community college and provides students with classroom and hands-on skills training.
Course Outcomes for Students

- Develop problem-solving skills.
- Identify and demonstrate image and interaction techniques inclusive of primary workplace readiness skills.
- Articulate and demonstrate check-out success.
- Describe and demonstrate world-class customer service techniques.
- Identify, describe and demonstrate safety skills.
- Understand and demonstrate proper maintenance skills relating to this job.

Northern Arizona Education and Re-entry Program (NAERP)

The Northern Arizona Education and Re-entry Program is an educational program designed to create a support system for the incarcerated population in Coconino County. This program is a collaboration between the Coconino County Sheriff’s Office and Coconino Community College. Inmates receive training through a six-hour course that includes topics such as life perceptions, job skills and workplace readiness. The overall goal is to reduce recidivism among people coming out of prison, thus reducing the cost of incarceration to the public and increasing the chances of them becoming healthy, contributing members in our community. Program staff encourages participants to pursue higher education in either traditional two- or four-year degree programs or through technical and vocational training.

NAERP has started to branch out into the community. By offering an extended 12-hour course for adults on county and federal probation, people who have been incarcerated are able to attend these courses. Adult probation and detention officers are also able to attend these courses to get a better understanding of NAERP and its mission to provide a support system for the incarcerated population in Coconino County. By taking this course, adult probation officers and detention officers are able to become a meaningful part of that support system.

Course Outcomes for Students

- Continue educational endeavors and employment.
- Re-enter the workforce.

Prior Learning Assessment Summary

In partnership with Coconino Community College, the Goodwill’s program participants enroll in a non-credit workshop designed for Prior Learning Assessment portfolio research, preparation and evaluation to identify potential credit for prior learning. Student motivation drives the course, which meets throughout the semester. At the completion of the workshop, subject-matter experts selected by the respective college department or discipline evaluate the students’ performance. Each student may earn a maximum of 45 Coconino Community College credit hours by submitting a portfolio.
Course Outcomes for Students

- Describe adult learning and the difference between experience and documented learning.
- Create a chronological record of the prior learning assessment process.
- Create a personal life history document.
- Complete an academic and personal goals essay.
- Create a narrative of all learning within the portfolio.
- Research and obtain all supporting documentation.
Referral from agency or walk-in

Goodwill intake/application

Student accepted into career development class (work readiness)
or life skills work readiness (if criminal offense)

Enrolled in Coconino Community College—noncredit for workreadiness—certificate class—graduate

Individual employment plan set up with
eighborhood resource specialist

Refer to other Goodwill classes, certified apartment maintenance technician program, Safeway, manufacturing, Prior Learning, general educational development orientation class (credit and no-credit/credential classes—graduate based on length of class/course

Follow up on meetings and classes with participants

Quarters 1 and 2—pay tuition to Coconino Community College, instructor cost, fees for curriculum

Ongoing case management

Get the job

END
**GOODWILL INDUSTRIES OF NORTHERN ARIZONA AND COCONINO COMMUNITY COLLEGE**  
**CAREERS THROUGH COMMUNITY NAVIGATION MODEL**  

**Win–Win Proposition**

The success of Goodwill of Northern Arizona’s approach to community college partnerships rests in the collaboration and coming together of each partner and bringing in critical community partners and stakeholders. It is the WIN–WIN nature of these partnerships that drives ongoing collaboration. The ability of stakeholders to articulate this value to internal and external audiences has been essential for replication and expansion purposes.

<table>
<thead>
<tr>
<th>VALUE TO GOODWILL INDUSTRIES®</th>
<th>VALUE TO COCONINO COMMUNITY COLLEGE SYSTEM</th>
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</thead>
<tbody>
<tr>
<td><strong>MISSION ADVANCEMENT:</strong> The collaboration enables Goodwill of Northern Arizona to offer training-related opportunities—both credit and non-credit bearing—at the community college level, serving nontraditional students.</td>
<td><strong>MISSION ADVANCEMENT:</strong> The partnership aligns with Coconino Community College’s (CCC) mission to enrich lives by embracing diversity and transforming the future through quality education. Students achieve greater independence and discover the power of their choices. The collaboration helps the college to address issues of student access, readiness and retention.</td>
</tr>
<tr>
<td>EXPANDED OUTREACH: The Careers Through Community Navigation Model guides participants in enrolling in community college courses, trainings, national certification programs and professional/technical college programs, all at the Goodwill. The collaboration creates lifelong learning potential and promotes success within the community college setting.</td>
<td>EXPANDED OUTREACH: CCC recruits and helps to enroll and support nontraditional students who might not otherwise enroll in college programs, including youth and adults with low incomes and low skills.</td>
</tr>
<tr>
<td>SPACE: The colleges provide classroom facilities and work areas for First Jobs, Certificate for Apartment Maintenance Technician (CAMT) national certification, Prior Learning Assessment and BUS 298 Leadership and Business Development, and one-on-one student counseling and mentoring. Goodwill offers space and classroom training for work readiness, First Jobs, Safeway Customer Service Training and general educational development (GED) orientation/prep class.</td>
<td>EDUCATIONAL: CCC provides its learners with affordable tuition rates and more than 70 certificates and degrees; most classes transfer to four-year universities within the state through articulation agreements. One of the more innovative programs initiated by the College is the CCC2NAU program, which helps students transition from Coconino Community College to Northern Arizona University (NAU). It is a practical way to smooth the student’s path toward a bachelor’s degree with tailored advisement, institutional collaboration, and seamless transition from CCC to NAU.</td>
</tr>
</tbody>
</table>
- **COST SAVINGS:** The college provides the training programs, space, curricula and equipment. A portion of the employment specialist and neighborhood resource specialist role is considered adjunct faculty/instructors for the community college. The Goodwill provides funding to cover the cost of student tuition (e.g., employment and training, opportunity grants, Workforce Investment Act, Goodwill scholarships, foundational scholarships).

- **CREDENTIALS:** Upon completion of courses, students are awarded college credits for BUS 298, Prior Learning Assessment, and a national certificate for CAMT.

- **COST SAVINGS:** Additionally, CCC offers contract training, continuing education and lifelong learning courses through its community and corporate learning division, which serves the northern Arizona business community and contributes to the region's economic vitality.

- **COST SAVINGS:** The community and corporate learning division is self-funded and covers the cost of the program coordinator, course development and course materials. CCC also shares the cost of student training, using a variety of braided funding sources.

- **EXPANDED STUDENT SERVICES:** Students have access to a range of additional services and programs provided by CCC, including college advising, financial assistance, career assistance, English as a Second Language, computer skills, adult educational development test preparation and referrals to additional student resources.

- **EXPANDED STUDENT SERVICES:** A significant benefit to students is career pathway flexibility. CCC does not operate sector-based programs, enabling it to connect students to a variety of career paths that fit their skills/interest/goals.
Goodwill Industries of Northern Arizona (Flagstaff) and Coconino Community College

Costs

Start-up Costs
Initial start-up costs include staff time for program and curriculum development, including time for relationship building within the community college system and nonprofit arena. Both the Goodwill and its community college partners use existing classroom space and technology infrastructure to facilitate Prior Learning Assessment, First Jobs Youth Employment, the National Apartment Association Collaboration and other program offerings.

Annual Operating Costs—Goodwill of Northern Arizona
About $43,000 per year
- College cost support (tuition, fees, books, etc.) (about $25,000)
- Case management support (transportation, health care, utilities, etc.) (about $5,000) plus a portion of case manager’s salary (about $12,000)
- Portion of employment specialists, neighborhood resource specialist and team leader and vice president’s time (about $5,500)
- Rent of workspace at Coconino Community College’s Community and Corporate Learning Site (includes equipment, supplies, printing, front desk assistance, etc.) (about $12,000 in-kind)

Annual Operating Costs—College
About $150,000 per year
The college integrates participants into its existing programs. Therefore, the program cost varies across programs, making it difficult to estimate. The cost to provide programs (faculty, facilities, etc.) is covered by student fees, Workforce Investment Act scholarships and grants. A conservative estimate of twice the current tuition/fee amount per participant would cover faculty; training facilities and equipment; student and course assessment; and tutoring, disability services, advising, etc.
FUNDING

Funding Division

- Goodwill of Industries of Northern Arizona pays for the employment specialist, neighborhood resource specialist, case management and a portion of school costs for the first year (gaps in coverage for tuition, fees, books, required materials and transportation).

- College pays for training facilities, faculty and various student services staff. Their accreditation status lends academic integrity to non-credit programs. However, the non-credit-bearing nature of those programs does not allow students to access federal financial aid to pay for tuition/fees/books costs, whereas students in credit-bearing classes have access to financial aid.

- The goal is for students to focus on their participation in the program and less on the cost of enrollment in college. Students’ income levels determine whether or not they pay a minimal portion of cost (e.g., transportation) in their second year and beyond.

The portion of tuition, fees and books covered by the Goodwill and the college has evolved over time due to increased participation and the experience of coordinators in leveraging funds for students.
Funding Sources—Goodwill of Northern Arizona

Goodwill Industries of Northern Arizona funds the majority of its mission services with revenue from its retail operations. The focus for grant writing shifts from year to year, often focusing on start-up costs for new programs or costs to improve and expand existing programs. Although not noted in the graphs, private donations support the Goodwill's mission services and offset the store revenue percentage.

Grant funders of the program have included:

- JPMorgan Chase Foundation;
- Arizona Community Foundation;
- Flagstaff Community Foundation;
- Bank of America and
- Burlington Northern Santa Fe Railroad.

Memorandums of understanding and contracts supporting the program have included:

- Catholic Charities, Empower U and Supportive Services for Veterans and their Families;
- Arizona Veterans Resource Center;
- Department of Economic Security (State of Arizona);
- Workforce Investment Act;
- Coconino County Career Center and
- Northern Arizona Council of Governments (NACOG).

In addition, Goodwill Industries of Northern Arizona holds an annual Fashion Show Fundraiser as part of its individual fundraising efforts. In 2014, this event benefitted the Careers Through Community Collaboration Model and netted approximately $16,000.
## Logic Model

**Resources Contributed**

<table>
<thead>
<tr>
<th>COST AREAS</th>
<th>SOURCES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment specialists</td>
<td>Store revenue</td>
</tr>
<tr>
<td>Facilities and supplies for community college classes</td>
<td>Grants and contracts (foundation, corporate, government)</td>
</tr>
<tr>
<td>Financial assistance with tuition, fees, books</td>
<td>Private donations</td>
</tr>
<tr>
<td>Case management services</td>
<td>Outreach and other administrative costs</td>
</tr>
<tr>
<td>Partnerships, collaboration with community agencies</td>
<td>Partnerships, collaboration with community agencies</td>
</tr>
</tbody>
</table>

**Joint Strategy**

- Refer/recruit people for programs and classes
- Offer and enroll people in basic skills classes, if needed
- Offer and enroll people in professional/technical training programs tied to good labor market prospects
- Help students succeed in programs
- Help students navigate college, secure funding and advocate for themselves
- Support students in finding employment upon completing training
- Seek funds to support efforts

**What We Do Collaboratively**

- Adults and youth facing barriers to economic opportunity (people with low incomes, nontraditional students; first-generation college students or high school graduates; people with limited or no work history, conviction history, disabilities or chemical dependency)

**Together We Serve**

- For adults and youth with low incomes or lower skills and other members of the community facing barriers to economic opportunity, the program aims to increase:
  - Knowledge of professional/technical community college programs
  - Knowledge of how to enroll in and navigate community college
  - Work readiness and college readiness needed to be successful in programs
  - Enrollment in professional/technical programs

**Immediate/Short-Term Results**

- Progress along certificate and degree paths
- Professional/technical credential attainment (certificates and degrees)

**Long-Term Objectives**

- Employment in middle-skill/middle-wage jobs
- Income and self-sufficiency
- Ability to help family and friends navigate college and encourage enrollment

**Ultimate Goals**
<table>
<thead>
<tr>
<th>RESOURCES CONTRIBUTED</th>
<th>JOINT STRATEGY</th>
<th>SHARED OUTCOMES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COST AREAS</strong></td>
<td>WHAT WE DO COLLABORATIVELY</td>
<td>TOGETHER WE SERVE</td>
</tr>
<tr>
<td>COLLEGE</td>
<td>Faculty • Training facilities and equipment (basic skills, professional/tech) • Advisors • Financial aid • Tutoring • Disability services • Adult basic studies</td>
<td>State full-time student equivalent (FTSE) dollars, Pell, Perkins (credit programs only) • Limited state grants, i.e., IBest, State Energy Sector Partnership grant (Senior Employment Community Service Project) • Worker retraining • Tuition and fees • Federal funds, WIA • Grants</td>
</tr>
<tr>
<td>EXTERNAL FACTORS</td>
<td>Community-based organizations</td>
<td>Grants, donations</td>
</tr>
</tbody>
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# Goodwill Industries of Northern Arizona and Coconino Community College

## Careers Through Community Navigation Model: Staffing Model

<table>
<thead>
<tr>
<th>Institution</th>
<th>Staff Title</th>
<th>Role in Partnership</th>
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<tbody>
<tr>
<td>Goodwill</td>
<td>Vice President of Mission</td>
<td>Collaborates with community agencies, builds relationships with college, provides general leadership,</td>
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<tr>
<td>Goodwill</td>
<td>Team leader</td>
<td>Builds and maintains college relationships, develops new partnerships; Employment specialist supervision: Supervises programs, participates in regional meetings of organizations/colleges focused on partnerships and access/completion agenda</td>
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<td>Goodwill</td>
<td>Employment specialist</td>
<td>Conducts outreach and intakes, teaches community college classes throughout various programs, assists with curriculum development as needed; provides individual customer support, coordinates with resource specialist for student support services, maintains college relationships (including day to day), manages vouchers to colleges and check requests for Goodwill; responsible for data entry of participant info and outcomes; participates in regional meetings along with other colleges and community partners, provides job search/interview basics, provides job placement assistance upon program completion; conducted by Goodwill and/or college staff</td>
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<tr>
<td>Goodwill</td>
<td>Neighborhood resource specialist</td>
<td>Assesses participant non-college needs (housing, health, vision, benefits, etc.) and provides assistance directly, leveraged from other agencies, or via referral; provides data entry of needs/services</td>
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<tr>
<td>Goodwill</td>
<td>Instructor</td>
<td>Instructs Goodwill classes including work readiness, Safeway customer service, general educational development (GED) test preparation, computer skills, First Jobs Summer Youth Classes, etc.</td>
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Each college partner offers the following types of support. *Note that exact titles and division of duties will vary from college to college.*

<p>| College                     | Executive director                | Supports Goodwill–college partnership, college buy-in, provides strategic/program-level leadership for the college district workforce development initiatives in consultation with academic affairs through corporate and contract training, provides administrative leadership to the college district's personal enrichment program and corporate partners |
| College                     | Dean, career and technical education (credit courses) | Supports Goodwill–college partnership and workforce staff; facilitates meetings to ensure staff understanding of the Career Pathways program |</p>
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<tr>
<td>College</td>
<td>Workforce staff—coordinator positions for worker retraining, employment and training, opportunity grants, veterans and women's programs</td>
<td>Under the general guidance of the executive director, manage the community and corporate education programs, providing corporate college courses and non-credit course offerings throughout the college district; work as a team to develop workforce development training and curriculum, as well as other customized, contracted training activities and curriculum; clarify requirements/policies and possible alternatives, etc.; work with partners on joint grant proposals</td>
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<tr>
<td>College</td>
<td>Dean of student services</td>
<td>Supports Goodwill–college partnership and student services staff (disability services, tutoring, tours, TRIO, etc.); facilitates meetings to ensure staff understand Career Pathways program/college role</td>
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<tr>
<td>College</td>
<td>Financial aid director</td>
<td>Supports Goodwill–college partnership and financial aid staff</td>
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<tr>
<td>College</td>
<td>Disability services staff</td>
<td>Work to support students who need accommodations</td>
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<tr>
<td>College</td>
<td>Tutoring center staff</td>
<td>Connect students to tutoring if they need it</td>
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<tr>
<td>College</td>
<td>Program director for Adult Basic Education (ABE), English as a Second Language (ESL), GED</td>
<td>Support Goodwill–college partnership and basic studies faculty staff; communicate with faculty so they know about the Career Pathways program and college role; work with partners to provide program info to students and encourage student participation in the programs</td>
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<tr>
<td>College</td>
<td>Career center staff (One-stop-affiliated)</td>
<td>Assist participants with their job searches and internships (if one is required)</td>
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<tr>
<td>College</td>
<td>Cashier</td>
<td>Accepts Goodwill-issued checks from participants (once approved by student services)</td>
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<tr>
<td>College</td>
<td>Marketing coordinator</td>
<td>Works with program coordinators to schedule and lead customized campus tours</td>
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<tr>
<td><strong>Other community-based organizations</strong></td>
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<tr>
<td>Community-based Organizations</td>
<td>Case manager (or similar)</td>
<td>Refers potential participants to college; works with college to arrange for presentations at staff meetings</td>
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</table>
Summary
Under the general guidance of the Executive Director of Community and Corporate Learning, manages the Community and Corporate Education programs, providing corporate College courses and non-credit course offerings throughout the CCC district. Works as a team to develop workforce development training and curriculum, Work Keys implementation, as well as other customized, contracted training activities and curriculum. This is a full-time, 12 month, benefit eligible position.

Essential Duties and Responsibilities
- Provides technical/logistical advice and problem solving assistance to businesses, students, faculty and staff in target and extension communities.
- Allocates the necessary human and fiscal resources to the Community and Corporate Learning programs. This includes assisting in the development and monitoring of budgetary expenditures for Community and Corporate Learning activities, researching, developing, and implementing non-credit courses, workshops, and seminars for participants throughout the College District.
- Supervises, mentors, and trains, instructors for non-credit activities, and other part-time, hourly employees. This includes recruiting, making hiring and termination recommendations, conducting performance evaluations and carrying out disciplinary actions when necessary.
- Coordinates Prior Learning Assessment activities including but not limited to scheduling PLA workshops, advising PLA students throughout the PLA process, acting as a liaison with between CCL and other academic personnel involved with PLA, instructing in PLA workshops, staying in contact with representatives from the Council for Adult & Experiential Learning to maintain PLA best practices.
- Teaches corporate learning courses as needed and develops a list of qualified instructors for both community and corporate learning programs.
- Serves as a liaison between the Community and Corporate Learning Division and various internal and external groups to exchange information, maintains agreements, identifies training needs, develops curriculum, and schedules courses at the direction of the Executive Director. Participates in academic assessment activities involving CCL courses and programs. Includes interacting with the various CCC divisions throughout the Coconino Community College District.
• Prepares reports, such as budget, enrollment, progress, and/or other special reports for College administration or partnering agencies/organizations.
• Represents Community and Corporate Learning and the College as a public speaker and voting/non-voting participant in community groups and with private sector partners/co-sponsors primarily in the greater Flagstaff area, as assigned by the Executive Director.
• Performs various support duties such as registering students, typing, filing, data entry, etc.
• Performs other duties as assigned.

Knowledge, Skills and Abilities
Knowledge of noncredit/personal enrichment programs/services. Skill in public/interpersonal relations. Skill in computer applications, including word processing and database. Ability to work effectively in a team environment.

Minimum Qualifications
Bachelor’s Degree in relevant discipline(s) such as education, business, and three years of directly related experience, or any equivalent combination of education, training, and/or experience as approved by the Human Resources Department.

Preferred
Master’s degree in education, management or a relevant discipline. Experience in a community college/community education setting and previous experience managing programs and services.

Physical Demands
The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this Job, the employee is regularly required to talk or hear. The employee is frequently required to sit; use hands to finger, handle, or feel and reach with hands and arms. The employee is occasionally required to stand and walk. The employee must occasionally lift and/or move up to 25 pounds. Specific vision abilities required by this job include close vision, distance vision and ability to adjust focus.

Work Environment
The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

The noise level in the work environment is usually moderate.

NOTE: This job description is not intended to be all-inclusive. Employee may perform other related duties to meet the ongoing needs of the organization.
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June 18, 2014

Dear C4 Colleagues,

Goodwill Industries International (GII) and the American Association of Community Colleges (AACC) welcome you to the Community College Career Collaboration (C4) Partnership Learn and Lead Lab hosted by Goodwill Industries of Northern Arizona (Flagstaff) and Coconino Community College.

We are very excited to share with you the Careers Through Community Navigation Model. This is the ninth promising practice model that is being showcased under two grant awards from the Lumina Foundation. You can review the others in the C4 Clearinghouse. They are Shared Asset Model (Winston-Salem, NC); Co-enrollment Revenue-Sharing Model (Northern, VA & Huntington, WV); Revenue Sharing - Alternative Career School Model (San Antonio, TX); Career Pathways Navigation Model (Seattle, WA); Distance Learning Theater and REACH Center Models (Tacoma, WA); and the Blended Learning Model (Wichita, KS).

The Careers Through Community Navigation Model is a partnership between Goodwill Industries of Northern Arizona (Flagstaff) and Coconino Community College’s Community and Corporate Learning Division. This partnership has a seven-pronged strategy that contributes to good jobs and the development of human capital in the region. The seven programs address youth employment, work readiness and adult learner support, prior learning assessments, leadership training for Goodwill employees, job training with a local grocery store chain, adult reentry success through life skills and work readiness training, and an apartment maintenance technician certificate training program.

Today and tomorrow, you will learn about the benefits and operations of the Careers Through Community Navigation Model and have opportunities to explore and discuss adapting it in your partnerships. We encourage you to ask questions, follow-up with the contacts you make while participating in the Learn and Lead Lab, and share the successes you and your partners are achieving. When you return home, visit the C4 Clearinghouse for the electronic version of the toolkit. It fully outlines the processes and content of this model.

Thank you for your commitment to the career success of the people you serve. We hope this Learn and Lead Lab will advance your work and lead to more successful transitions to earned credentials and family sustaining careers.

Best regards,

Jennifer Davis, GII Senior Director, Mission Systems

Mary Moorhouse, AACC C4 Program Manager
Purpose

This session will explore potential solutions and resources among partners engaged in increasing access, credentials and completions for those they serve. The Joint Action Planning Activity tool can assist partners in aligning their program management, resource deployment and assign accountabilities.

Program Activities, Schedule and Accountabilities (Repeat Every Session)

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<th>Major Activities/Action Steps</th>
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<th>Institutional Lead</th>
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