



## Office of Community College Research and Leadership



### Strategies for Transformative Change

OFFICE OF COMMUNITY COLLEGE RESEARCH AND LEADERSHIP

#### Transformative Change Initiative Overview

The Transformative Change Initiative (TCI) is dedicated to assisting community colleges to scale-up innovations that improve student outcomes and program, organizational, and system performance.

#### Transformative Change Definition

TCI defines transformative change as follows: Raising the individual, organizational, and system performance of community colleges to unprecedented levels without sacrificing their historic commitment to access and equity.

#### PARTNERSHIP TRIFECTA: EDUCATION, WORKFORCE, AND INDUSTRY

##### About the Florida TRADE Consortium

The Florida TRADE Consortium represents 12 state and community colleges that came together under TAACCCT Round 2 to improve upon Florida's training and education system in advanced manufacturing. This mission is accomplished through improved alignment of partnerships and resources. By offering access to accelerated training, the Consortium seeks to address the growing critical skilled workforce shortage faced by the state's manufacturing industry and related industry clusters. Florida TRADE was developed using several evidence-based models and is designed to provide short-term training that results in stackable or latticed industry-specific credentials that articulate statewide to related associate degree programs that lead to entry- and mid-level jobs in advanced manufacturing.

##### Partnership Trifecta for Change

A strength of Florida TRADE is its ability to drive change through the partnership trifecta of education, workforce, and industry. Throughout the states of program design and implementation, the Consortium sought broad engagement of key stakeholders, including college presidents, academic deans, and corporate college directors; state and local workforce board representatives; and small and large manufacturers and industry associations. The input from these groups provide a broad range of perspectives to determine the best approach to achieve success in the proposed programs of study. By coming together and collaborating, the key players are seeking transformative change in education and workforce systems.

##### Major Theme: Building Trust with Shared Foundational Principles

###### Principles

Many stakeholders involved in the project noted the commitment to workforce development as the driver for the partners to work together. And, the trust that was built from the shared foundational principles enabled the Consortium to achieve results. The Consortium leadership cites Stephen M. R. Covey, "How the Best Leaders Build Trust, "When trust is low, in a company or in a relationship, it places a hidden "tax" on every transaction; every communication, every interaction, every strategy, every decision is taxed, bringing speed down and sending costs up. My experience is that significant distrust doubles the cost of doing business and triples the time it takes to get things done."<sup>1</sup>

Florida TRADE has adopted the belief that principle-centered action is necessary for true success. From program inception to implementation and sustainability planning, the Consortium has shared three foundational principles:

- **Transparency:** Florida TRADE is branded as a team, a single identity no one institution or partner is highlighted above another. All team members are empowered to share their opinion and leadership opportunities exist at multiple levels. Each individual is tasked with being open and honest about motives and decision-making.
- **Communication:** The Consortium operates using clear and

consistent communication. In establishing processes, consortium members consider various perspectives, including those of students, instructor, workforce personnel and industry representatives. For example, input from each of these groups was incorporated when developing the participant application form. And, a clear communication path is followed between program manager, recruiter, and industry representative to see that the participant moves seamlessly through the placement process.

- **Flexibility:** As a Consortium representing 12 regions, it is important that members remain flexible in decision-making, planning, and implementation. The one-size-fits-all approach does not work. Florida TRADE has set parameters for the overall program, yet maintains flexibility for regions to work within those parameters to meet performance objectives. Reflecting this principle, not all colleges offer the same training courses. The selection of courses is dependent on a region's in-demand targeted occupations, which may also fluctuate from year to year.



<sup>1</sup> Covey, S. (2009). *How the Best Leaders Build Trust*. Retrieved from <http://www.leadershipjournal.com/CoveyOnTrust.html>

[OCCL.ILLINOIS.EDU/PROJECTS/TRANSFORMATIVE\\_CHANGE/](http://occrll.illinois.edu/projects/transformative_change/)

## [Partnership Trifecta: Education, Workforce, and Industry](#)

A new brief has been added to TCI's *Strategies for Transformative Change* series. This series provides summaries of the scaling strategies employed by TAACCCT consortia and includes any available evidence of success. The newest brief, [Partnership Trifecta: Education, Workforce, and Industry](#), focuses on the Florida TRADE Consortium.

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[Read about how Florida TRADE is driving change through the partnership trifecta of education, workforce, and industry.](#)

[Read other briefs in this series.](#)

*The Transformative Change Initiative (TCI) is led by the Office of Community College Research and Leadership and The Collaboratory with support from the Bill & Melinda Gates Foundation, Lumina Foundation, and the Joyce Foundation.*



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