

# CHINATOWN COMMUNITY EDUCATIONAL PARTNERSHIP

## 5-YEAR STRATEGIC PLAN, 2005-2009

### UPDATE & REVISION, 2-15-06

## I NARRATIVE

### Introduction

The Chinatown Educational Community Partnership (CCEP) is a collaboration of adult education providers, teachers, and various community organizations which meets monthly to address the adult education needs of the community. This report provides information on CCEP's progress concerning its Strategic Plan as well as a newly-revised Strategic Plan for the next four years.

### Assets Leveraged

During Year 1 of its 5-Year Strategic Plan, CCEP was able to make progress on most of the Plan's goals, objectives and key action steps by leveraging the support of the following assets:

1. Massachusetts Coalition for Adult Education (MCAE)
  - utilized their advocacy expertise
2. City of Boston Economic Development Industrial Corporation (EDIC)/Jobs and Community Services Department (JCS)
  - collaborated on citywide education and training efforts
3. Adult Literacy Initiative (ALI)
  - participated in citywide adult education coalition
4. Adult Literacy Resource Institute (ALRI)
  - provided relevant staff development training
5. CCEP member organizations
  - Asian American Civic Association (AACA)
  - Boston Chinatown Neighborhood Center (BCNC)
  - Chinese Progressive Association
  - American Chinese Christian Educational and Social Services (ACCESS)
  - Harvard Phillips Brooks House Association
  - Boston Chinese Evangelical Church
  - Bunker Hill Community College
6. Boston Career Centers (Career Link, JOBNET, The Work Place)
  - provided workforce development information, jobs, & job training opportunities
7. AACA Job Training programs – PACE (Partnership for Automotive Career Education automotive technician training program), Office Skills Training program & Facilities Maintenance Training program—all of which are available to community members
  - La Alianza Hispana and Urban League of Eastern Massachusetts collaborated with PACE as community CBO partners
  - Sullivan Tire, Bridgestone Firestone, & Village Automotive Group and the Massachusetts State Automotive Dealers Association collaborated with PACE as employer partners
  - Benjamin Franklin Institute of Technology and Boston Public Schools Department of Adult Education collaborated with PACE as training provider partners
8. Silicon Goblin Technologies
  - Company principal Steve Lindberg helped CCEP move its web site content to Silicon Goblin server
  - Provided technical support to consultant Mary Bennett to develop the environment she needed on the new server for dynamic web pages that she scripted and that we are using now

9. TERI College Access Center (formerly Higher Education Information Center) Satellite Office at AACA
  - Collaborated with CCEP members to provide higher education information (Financial aid and college application process)
10. Boston Adult Literacy Fund (BALF)
  - Provided regular announcements to the media on adult education and literacy issues
11. Boston Symphony Orchestra (provided free tickets to concerts, open to deeper collaboration following presentation to the Partnership by Zakiya Thomas)
12. Museum of Fine Arts (Partnership members accessed free museum tours customized for ESOL students)

### **Challenges**

Some challenges that the Coalition faced in pursuing their objectives were:

- The community served is more linguistic than geographic; large numbers of students live in growing Asian population centers of Quincy/Braintree to the south, Malden/Medford/Somerville to the north & virtually every neighborhood of Boston;
- Large geographic area makes it difficult to engage employers which is why the Partnership decided on a different, more realistic Goal III regarding connections to the workforce development system in its revised Strategic Plan (see revised plan below);
- Limited time, staff and resources to address broader issues due to the members' other responsibilities; to explore workforce development opportunities in greater depth; to expand advocacy efforts; and to target expanded CCEP representation;
- Continued need for intermediate transitional ESOL classes in late afternoon & early evening (currently available only in the morning at AACA).

## **II PROGRESS**

During the last fiscal year, the CCEP made significant progress toward its goals and objectives for Year 1 of its 5-Year Strategic Plan as outlined in detail below. They successfully:

- Expanded a working community partnership web site ([www.ccepbboston.net](http://www.ccepbboston.net)) to include an online provider directory of available educational/training classes (click on "Services," then click on "Search all CCEP classes");
- Performed two significant upgrades to web site (created a search function of available classes at all levels and made it possible for each partnership member to continuously update its class offerings online from their own sites);
- Received valuable technical assistance from database designer Mary Bennett;
- Initiated and expanded workforce development system connections with two of the three major Career Centers in Boston—The Work Place and JOBNET;
- With AACA as lead agency, established successful collaborations for job-training programs in automotive mechanics, office skills, and facilities maintenance (open to all community members);
- Organized first CCEP teacher sharing meeting on best practices involving staff at partnership agencies;
- Participated in the Adult Literacy Initiative (ALI) and MCAE.

Listed below are the goals, objectives, and key action steps from the 5-Year Strategic Plan submitted last year with itemized progress made on each objective.

**GOAL I      Improve coordination of educational services in Chinatown and ensure, as much as possible, that classes are available at times when adult learners want them.**

**Objective    To share information about the availability of ESOL/ABE training services and make the information accessible to students, teachers, and other community stakeholders.**

<b>KEY ACTION STEPS</b>		
<b>Year 1</b>	<b>Years 2 &amp; 3</b>	<b>Years 4 &amp; 5</b>
1. Inventory current ESOL/ABE/ Training classes 2. Identify gaps in services 3. Place inventory results on web site 4. Maintain constant publicity for community on web site	1. Reassess level of need for classes at different times of the week by surveying agency intake personnel & community members who cannot access services	1. Adjust class schedules to serve more adult learners at different times of the week 2. Measure level of participation at different days/times to confirm success

**In FY 2005, the CCEP:**

- Expanded Partnership web site to list all classes offered by Partnership agencies;
- Received technical assistance from database designer Mary Bennett to expand the “services” section with a search function for all available English classes and job training programs in Chinatown as well as the availability for each Partner agency to update its class information;
- Delivered presentation on web site search function at Network 2005 conference;
- Began to identify gaps in services and submitted proposals to MA DOE and The Hyams Foundation to request funding for intermediate ESOL classes in the late afternoon and evening to fill a well-documented gap in services;
- Silicon Goblin Technologies provided technical assistance on the web site (as mentioned above).

**GOAL II      To share & implement best practices among all Chinatown ESOL/ABE/Training providers.**

**Objective    To improve and expand teaching methods and expose our students to effective ways to learn and use English.**

<b>KEY ACTION STEPS</b>		
<b>Year 1</b>	<b>Years 2 &amp; 3</b>	<b>Years 4 &amp; 5</b>
1. Conduct brainstorming session of possible teaching practices of greatest need 2. E-mail results to community ESOL/ABE providers 3. Tabulate surveys & report results to the Partnership 4. Set up a meeting schedule	1. Set up quarterly meeting times to share information 2. Deliver best practices trainings by involving staff at all community educational providers	1. Assess effectiveness of best practice training sessions 2. Fine tune training sessions 3. Evaluate connections between various levels of classes between agencies 4. Develop providers’ library resources

**In FY 2005, the CCEP:**

- Surveyed all Partnership members to assess teachers’ needs and interests and shared results;
- Held first teacher sharing session in December concerning basic curriculum overview of various levels of English classes and training programs offered by Partnership members;

- Established a quarterly sharing meeting schedule with next meeting scheduled for March and June, 2006.

**GOAL III To involve more employers in the Chinatown Community Educational Partnership.**

**Objective To recruit two or more employer partners and raise their awareness of why it is in their best interests to support the ESOL/ABE needs of their workers.**

KEY ACTION STEPS		
Year 1	Years 2 & 3	Years 4 & 5
1. Set up short meetings/presentations between leaders of Partnership & employers 2. Re-establish relationship with China Pearl Restaurant 3. Invite employers to open houses at community educational providers	1. Recruit more employer partners using network theory 2. Identify and engage 1 local business leader to be a visible advocate for ESOL/ABE 3. Recruit Union leaders to join Partnership.	1. Evaluate and fine tune relations with employers 2. Speak with other businesses which employ adult learners

**In FY 2005, the CCEP:**

- Recruited Deborah Garrett of The Work Place to provide a comprehensive presentation at a Partnership meeting on career center resources available to CBO clients;
- Recruited Beverly Mills of JOBNET to do a presentation at AACA and other partnership members’ sites in 2006 on career exploration, online job searches, and career center resources available to CCEP members’ clients and students;
- Member BCNC began an ongoing collaboration with Ellen Mason from The Work Place. Mason provided career center orientations for BCNC teaching staff and for low and high intermediate ESOL classes at BCNC;
- With AACA as the lead agency, collaborated with Boston Public Schools Department of Adult Education, Benjamin Franklin Institute of Technology, Sullivan Tire, Bridgestone Firestone, Village Automotive Group, Mass. State Automobile Dealers Association, Urban League of Eastern Massachusetts & La Alianza to launch PACE automotive technician training program;
- Member AACA continued to provide Facilities Maintenance and Office Skills Training programs;
- Member AACA re-established “English for Employment” class for dislocated Chinese workers from Boston-area companies, focusing on improving basic English in preparation for a return to the workforce or entrance into a skills training program.

### III REVISED 5-YEAR STRATEGIC PLAN, 2006-2009

#### GOAL I Improve coordination of educational services in Chinatown

**Objective To improve accessibility to information about the ESOL/ABE/Training services**

KNOWN ASSETS/PARTNERS		IDENTIFIED NEEDS	
1. Partnership member agencies 2. Six CCEP educational and training partners 3. CCEP web site 4. Silicon Goblin Technologies		1. More ESOL classes at appropriate times 2. More adequate space for ESOL classes 3. More intermediate-level ESOL transition to college/job training classes in the late afternoons, evening or weekends	
KEY ACTION STEPS			
Year 2	Year 3	Years 4 & 5	
1. Reassess level of need for classes at different times of week 2. Collaborate with Silicon Goblin Technologies to update web site	1. Adjust schedules to serve more students 2. Measure participation at different days/times to confirm success 3. Collaborate with Silicon Goblin Technologies to update web site	1. Adjust schedules to serve more students 2. Measure participation at different days/times to confirm success 3. Collaborate with Silicon Goblin Technologies to update web site	
PROJECTED OUTCOMES			
Year 2	Year 3	Years 4 & 5	
<ul style="list-style-type: none"> <li>Accurate assessment of gaps when classes should be offered</li> <li>Web site with up-to-date info</li> </ul>	<ul style="list-style-type: none"> <li>Improved class schedule to maximize educational/training services</li> <li>Web site with up-to-date info</li> </ul>	<ul style="list-style-type: none"> <li>Improved class schedule to maximize educational/training services</li> <li>Web site with up-to-date info</li> </ul>	

#### GOAL II Share & implement best practices among Chinatown ESOL/ABE/Training providers.

**Objective To improve and expand teaching methods and activities (inside and outside of the classroom) to expose our students to effective ways to learn and use English and to make stronger curriculum connections between levels of English classes offered by the Partnership.**

KNOWN ASSETS/PARTNERS		IDENTIFIED NEEDS	
1. Six CCEP educational partners 2. DOE ABE/ESOL curriculum frameworks 3. Adult education providers' resource libraries		1. Lack of awareness of available teaching methods and approaches 2. Improved understanding of how other agencies in the Partnership approach bilingualism in the classroom 3. Lack of awareness of available teaching materials in the libraries of CCEP members	
KEY ACTION STEPS			
Year 2	Year 3	Years 4 & 5	
1. Establish a meeting schedule to share information 2. Provide a minimum of 1 best practice exchange session for all community educational providers	1. Provide a minimum of 1 best practice exchange session for community educational providers 2. Assess effectiveness of best practice exchange sessions 3. Fine tune best practice exchange sessions	1. Provide a minimum of 1 best practice exchange sessions 2. Fine tune best practice exchange sessions 3. Evaluate linkages between various levels of classes between agencies 4. Develop greater providers' sharing of library resources	

PROJECTED OUTCOMES		
Year 2	Year 3	Years 4 & 5
<ul style="list-style-type: none"> <li>• Effective sharing schedule to maximize CCEP attendance</li> <li>• Minimum of 1 best practice exchange session</li> </ul>	<ul style="list-style-type: none"> <li>• Effective sharing schedule to maximize CCEP members' attendance</li> <li>• Minimum of 1 best practice exchange session</li> </ul>	<ul style="list-style-type: none"> <li>• Effective schedule sharing schedule</li> <li>• Minimum of 1 best practice exchange session</li> <li>• Establish more sharing of Partners' library resources.</li> <li>• Put list of available library resources on CCEP web site</li> </ul>

**GOAL III Improve access to Boston's workforce development system**

**Objective To expand linkages between CCEP and Boston's workforce development system**

KNOWN ASSETS/PARTNERS	IDENTIFIED NEEDS	
<ol style="list-style-type: none"> <li>1. Partnership members</li> <li>2. Boston Career Centers</li> <li>3. Chinatown Businesses &amp; Main Street organizations</li> <li>4. Existing relationships with employers</li> </ol>	<ul style="list-style-type: none"> <li>• Lack of awareness among some employers that an educated work force makes good business sense</li> <li>• Bring Career Center staff/resources to community</li> <li>• Improve relationships with job training programs</li> <li>• Improve relationships with employers</li> <li>• More computer-savvy volunteers to assist students with using technology to do job searches, online job applications, etc.</li> </ul>	
KEY ACTION STEPS		
Year 2	Year 3	Years 4 & 5
<ol style="list-style-type: none"> <li>1. Integrate workforce development materials into curricula</li> <li>2. Establish visits between CCEP &amp; Career Centers</li> <li>3. Ensure that CCEP is represented on workforce development organizations</li> <li>4. Share employment &amp; job-training opportunities among CCEP</li> <li>5. Connect CCEP to job developers at Partnership agencies</li> </ol>	<ol style="list-style-type: none"> <li>1. Integrate latest workforce development materials into curricula</li> <li>2. Provide visits between CCEP and Career Centers</li> <li>3. Ensure that CCEP is represented on workforce organizations</li> <li>4. Share employment &amp; job-training opportunities among CCEP members on Partnership's web site</li> <li>5. Connect CCEP to job developers at Partnership agencies</li> </ol>	<ol style="list-style-type: none"> <li>1. Integrate latest workforce development materials into curricula</li> <li>2. Provide visits between CCEP &amp; Career Centers</li> <li>3. Ensure that CCEP is represented on workforce organizations</li> <li>4. Share employment &amp; job training opportunities on Partnership's web site</li> <li>5. Connect CCEP to job developers at Partnership agencies</li> </ol>
PROJECTED OUTCOMES		
Year 2	Year 3	Years 4 & 5
<ul style="list-style-type: none"> <li>• Incorporate career exploration/job readiness materials into curricula</li> <li>• Minimum of 1 CCEP visit to Career Center</li> <li>• Minimum of 1 Career Center visit to CCEP</li> </ul>	<ul style="list-style-type: none"> <li>• Incorporate career exploration/ job readiness materials into curricula</li> <li>• Minimum of 1 CCEP visit to Career Center</li> <li>• Minimum of 1 Career Center visit to CCEP</li> </ul>	<ul style="list-style-type: none"> <li>• Incorporate career exploration/ job readiness materials into curricula</li> <li>• Minimum of 1 CCEP visit to Career Center</li> <li>• Minimum of 1 Career Center visit to CCEP</li> </ul>

<ul style="list-style-type: none"><li>• Full representation on workforce development organizations</li><li>• More/better jobs for adult learners</li></ul>	<ul style="list-style-type: none"><li>• Full representation on workforce development organizations</li><li>• More/better jobs for adult learners</li></ul>	<ul style="list-style-type: none"><li>• Full representation on workforce development organizations</li><li>• More/better jobs for adult learners.</li></ul>
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#### **IV CCEP MEMBERSHIP**

The following organizations were members of CCEP in FY 2005:

- Asian American Civic Association (AACA)
- Boston Chinatown Neighborhood Center (BCNC)
- Chinese Progressive Association
- American Chinese Christian Educational Social Services (ACCESS)
- Harvard Phillips Brooks House Association
- Boston Chinese Evangelical Church
- Bunker Hill Community College

#### **V CCEP MEETING SCHEDULE**

The Chinatown Community Educational Partnership meets on Wednesdays from 2:30 – 4:00 pm at varying locations in Chinatown. The FY 2006 meeting schedule is as follows:

- Jan. 25
- Feb. 22
- Mar. 22
- April 26
- May 24
- June 28
- July 26
- Aug. No meeting
- Sept. 27
- Oct. 18
- Nov. 29
- Dec. No meeting