

Section Five: Governance and Coordination

5.1 Describe the governance and decision-making processes in place between the consortium fiscal agent and its formal members.

SPCLC membership includes St. Paul Public Schools ABE, serving as fiscal agent, 12 community-based non-profits serving diverse constituencies, and the St. Paul Public Library. The membership operates under a comprehensive Operating Principles and Procedures document, developed over the past 15 years and updated annually by the membership. This serves as both the charter and the operating document for SPCLC, as well as the contract between the fiscal agent (SPPS) and the other member agencies. This is signed annually by the Chief Executive Officer of each organization.

This document lays out clear roles and expectations, including:

- A Governance Committee, which includes one voting member from each member agency, which will "direct and govern the work of SPCLC," and which meets bi-monthly.
- An elected Executive Committee, which meets in the intervening months between Governance Committee meetings, handling pressing issues and any confidential matters (such as specific personnel issues)
- A facilitator/coordinator, retained on a contract basis, to "coordinate and facilitate" (includes detailed job description) SPCLC activities
- Membership duties
- Compliance/Quality Assurance/Evaluation
- Financial structure, including fiscal agent duties and responsibilities, financial responsibilities and accountability expectations for member agencies, budgeting and fund allocation, and invoicing and reimbursement
- Mechanism for considering new member agencies, and for terminating agency members that do not meet membership expectations

SPCLC operates through a collaborative process, respecting the needs and voices of member agencies (many of whom represent specific refugee, immigrant, and other ethnic communities). Meeting agendas are developed by the facilitator with input from members, and detailed meeting notes are compiled and distributed to all members. All major consortium decisions are finalized by the full membership, with opportunities for constituent groups to weigh in through their Governance Committee representatives.

5.1.1 Describe the purpose, frequency, invited attendees and required attendees at consortium-wide meetings. A consortium-wide meeting involves members discussing consortium governance and operational procedures. For additional detail, please refer to Minnesota State Statute 124D.521(a.)

Governance Committee meetings, which include representatives of all member agencies, occur every other month. All members are expected to participate, as are SPCLC staff. The agendas for these meetings include governance issues, planning, relevant training, checking in on program and consortia progress in meeting NRS goals, and other similar activities. As needed, guests with relevant expertise are invited to attend meetings.

An elected Executive Committee meets in the months intervening between Governance Committee meetings, and is empowered to act for the entire consortium as needed. Traditionally, the Executive Committee deals with sensitive personnel and other confidential issues.

5.1.2 Describe how and when the annual consortium agreement gets developed and signed by your consortium and its members.

As noted above, the Operating Principles and Procedures are updated annually. Suggested changes are solicited from the membership in late spring. These are incorporated into a draft, which is reviewed and approved by the full membership at a Governance Committee meeting in May or June. A final copy is signed by the Chief Executive Officer of each member agency at the beginning of the fiscal year, and serves as the overall contract for member agencies with the fiscal agent.

5.2 Describe your consortium's marketing and outreach plans and/or strategies (please note that each question is first answered from consortia-wide perspective, followed by provider-specific information from each member agency as relevant):

SPCLC: Marketing and outreach occurs through two main venues:

1. The consortium as a whole develops and maintains a comprehensive marketing and outreach plan with numerous components. Relationships are developed and maintained with a wide range of partners, including: workforce centers and other DEED programs; the WIB; public housing; a wide range of community-based organizations, employers; FastTRAC partners; St. Paul Public Schools; state, county, and city departments; other consortia; legislators; the press; and others. Staff participate with these partners through regular meetings and electronic

communication. SPCLC completely upgraded its website, www.SPCLC.org, last year; the site is regularly updated with new material.

During the last program year, SPCLC began working with a professional marketing consultant to develop and implement a comprehensive three-year marketing plan. This plan, now being implemented, has three levels:

- a Agency-level, aimed at potential learners with the key message of *Transforming Lives Through Adult Learning*. This includes such items as templates of hand-outs, posters, etc. that can be adapted by each SPCLC member, carrying common themes and messaging, with targeted versions for GED/ELL; public service announcements (PSAs) developed for radio stations aimed at specific ethnic communities (ELL); and ABE-oriented banners at each agency location.
- b Consortium-level, also targeting potential learners with the same key message. This includes such components as a common flyer sent to families of St. Paul Public Schools students; flyers/posters distributed at workforce centers, libraries, etc.; and common PSA and interview placements in media outlets.
- c Campaign-level, targeting the general public/potential volunteers/potential learners. This may include a short-term visibility campaign using outdoor media (billboards, bus side posters, bus stop posters, city lamppost banners); community-wide radio; an ABE in St. Paul Facebook page/YouTube channel to showcase brief learner testimonials, stories, achievements, etc.; potentially a Twitter/texting strategy in which learners follow SPCLC; and possibly a corporate partnership with a company that has access to the target market and would offer small incentives to new sign-ups or “refer-a-friend,” and visibility.

SPCLC was recently selected through a competitive process to host a fulltime summer 2013 marketing intern through HECUA, whose duties will involve marketing outreach to potential learners and businesses along the eastern portion of the Central Corridor. This position will be integrated into the marketing plan described above.

- 2 Individual agency members each complete their own program-specific outreach. This is developed at the agency program level, incorporating strategies specific to the populations served by those agencies, the geographic areas in which they operate, and the complementary non-ABE programming provided. Components include websites and ABE marketing materials, connections with external referral sources, coordination with non-ABE internal programming (such as MFIP), outreach to public housing, and other agency-specific elements. Summaries of agency outreach and marketing follow.

CLUES: CLUES employs a number of outreach strategies to market its services to the community:

- ABE program flyers located at the front desk of both offices
- ABE flyers posted around both our immediate neighborhood and the communities our current students are from
- Tables and/or booths at various local fairs and gatherings
- Advertisements in various local newspapers and magazines
- Word-of-Mouth - Current students bringing in friends/family/co-workers

Guadalupe Alternative Programs: GAP utilizes the following outreach activities in order to market its services:

- Presentations to area churches serving immigrant and refugee communities;
- Participation in community events, often providing information at a table/booth;
- Providing information after Spanish story time at the St. Paul Public Library;
- Developing professional, collaborative contacts with other agencies serving the immigrant and refugee communities (e.g. Karen Organization of Minnesota);
- Advertising on craigslist, Workforce One, community newspapers and radio

Hmong American Partnership: At HAP we use a variety of different strategies to market our program and services depending on our target audience. For individuals who are able to read and write, marketing materials such as brochures, flyers and pamphlets are developed to educate and recruit these individuals to participate in our programs. These materials are usually dispersed to the community at community events, in person through home visits or through other programs at HAP. HAP also work closely with minority media outlets to market our program and services on air via radio, television and print. Older individuals within our community still value word-of-mouth reporting. Therefore, having strong personal relationships with culturally specific groups is important to our marketing and outreach efforts. Within our own organization, HAP Adult Basic Education works closely with HAP Employment Services and other organizations' referral programs to highlight our programs and offer them among the repertoire of choices available to clients in adult learning.

Hmong Cultural Center: People can find our ABE program at our website hmongcc.org. Hmong Cultural Center is marketed and outreached ABE program through a variety of sources such as through other community-based organizations, local and community newspapers and radios. We also found that information passed through friends or family members (mouth – mouth) is one of the most effective strategies in outreach. In addition, we also create and post ABE fliers

at community markets and/or at special community or educational events throughout the Twin Cities.

International Institute: Outreach depends on educational area:

a) NURSING ASSISTANT TRAINING

Word of mouth has always been our most successful marketing tool. We encourage our students and graduates to let their family members and friends know about upcoming sessions. Classes are advertised on the IIM website. Flyers are always available at the front desk. Other IIM program managers (Pre-NAR, EFW, CR, C&C) know when NAR registration will take place, and they will encourage those students they judge to be ready for the course. NAR staff members have made presentations to the Pre-CNA classes at the Hubbs Center, and have spoken at LEAP Academy and at Sarah's...an Oasis for Women. We have communicated with the other refugee VOLAGS, and will expand our efforts at advertising with the other members of the SPCLC prior to each NAR registration.

b) COLLEGE READINESS FOR MEDICAL CAREERS

- Presentations to Nursing Assistant Training classes, another component of the Institute's Medical Careers Pathway
- In-house referrals from programs, particularly from Medical Careers Advancement and the Communication & Computer Classes
- Online postings by the Minnesota Literacy Council and the Minnesota College Access Network
- Flyers posted with the cooperation of directors of nursing homes and other long-term care facilities that employ NAR program graduates
- Flyers are preceded by and followed up with phone calls to social workers, employment counselors, and instructors at ABE centers, community centers, workforce centers, Center for Victims of Torture, MFIP, LEAP, and voluntary agencies in the metro area.
- Word-of-mouth from former students is a major recruitment aid
- Flyers posted at reception area of the Institute, information on the Institute website, and bulletins on the Institute marquee

c) COMMUNICATION & COMPUTER CLASSES and ENGLISH FOR WORK CLASSES

- IIM's outdoor marquee
- Word of mouth
- E-mails to refugee VOLAGS and other social service centers
- Facebook
- Walk-ins
- In house flyers

- Conversations with test-takers during NAR testing
- IM's website

Jewish Community Center: Our main marketing strategy has been working with the Neighborhood House satellite in Sibley Plaza. This storefront is in our backyard and serves a diverse group of individuals that live in our neighborhood. We provide information to the Neighborhood House staff about our classes and have sent our staff to the storefront to answer questions and sign up individuals. This strategy has proven quite successful. We have also seen that students recommend us to their friends and family.

Lao Family: Services have been marketed by participating in local events, such as, the Dragon Boat Festival, Hmong Soccer Tournament, Hmong New Year, SPCLC, and the Karen New Year and passing out fliers and cards about our services.

Below is a list of all of the organizations and agencies from which we plan to recruit potential students. These potential students are most likely not aware that there are free English classes available to them and so we need to go out into these communities and deliver the message in person as much as we can. We want to build a stronger connection with the Hmong, Karen, and Hispanic communities since they are the most populated groups in our area. We plan to create multilingual fliers geared towards these students. Fliers would be as simple, specific, and intentional as possible and would be posted in the small businesses, community centers, and agencies around Lao Family English School that potential students would utilize. We plan to reach out to clinics, as well, to see if they can refer any potential students who are interested to learn English. Also, we have a class at Mount Airy Community Center, which we plan to recruit by door knocking and establishing connects by having face-to-face encounters. We also plan to expand our program to 320 University site by adding another class. Lastly, since Johnson High School is adjacent to us, we plan to engage with their ESL students to recruit their parents by word-of-mouth, pass fliers at teacher/parent conferences, and post fliers in their hallways (with permission from administration).

List of organizations/agencies/churches/businesses: First Baptist Church (Jackson & 9th in St. Paul), Minnesota Workforce Center (University & Fairview), Islamic Center Mosque (1360 University), Islamic Center Mosque (955 W. Minnehaha, St. Paul), Karen Organization of Minnesota (KOM), Lutheran Social Services, Think Small, Minnesota Council of Churches, Hired, Workforce Solutions, Ramsey Co. – WFS, Hmong International Flea Market, Hmong Village, Hmong Radio stations, Catholic Charities, Tibetan organization, Johnson High School ESL classes and teacher/parent conferences, Apartment complexes, laundromats, Philippine Center in Maplewood, Local ethnic stores.

Minnesota Literacy Council: Our Adult Program Director serves on the Hubbs Community Advisory Council, was chair of the 2012 ABE Summer Institute conference, and serves on the Summer Institute Committee of Literacy Action Network. Most of our staff are members of Literacy Action Network and half of our ABE staff attend Summer Institute each year (the other half go the following year). Our GED staff serve on the statewide GED PD advisory committee, and many of our other staff (training, volunteer outreach) serve on other statewide committees (STAR advisory, PD advisory, LAN Volunteer Issues Committee). Our Executive Director served for many years on the Governor's Workforce Development Council and is currently a member of the Legislative Committee of LAN and an ex-officio member of the LAN Board of Directors.

MORE: MORE staff members attend occasional relevant events and provide information and a brochure about MORE's programs to interested individuals. Our classes are generally full, so, thus far, we have not developed materials or engaged in activities for the specific purpose of marketing our services. We will participate in the consortium's marketing campaign with the expectation that most of the enquiries we receive will be referred to other consortium members until our physical space is expanded to accommodate additional learners.

Neighborhood House:

- Targeted relationship building to get referrals from organizations in the neighborhood
- Hang fliers in the Wellstone Center common areas
- Distribute fliers at the Wellstone Center front desk
- Distribute fliers to other agency program staff
- Recruitment at the East Side Family Center and Highland Family Center: We are considering starting monthly intakes at ESFC and Highland.
- Staff time devoted to recruitment: take two hours twice a month (each coordinator) to network with local business owners and community centers to develop relationships with them and to get our information out into the community (examples- local schools, Eritrean community center of Minnesota, etc. We set up meetings with them).
- Have tables at area schools during their conference nights
- Marketing geared towards refugee and immigrant groups in the twin cities
- Referral Rewards for current students
- Perfect Attendance Certificates
- Student Success Wall
- We look forward to hanging an exterior banner to promote classes as part of the SPCLC Marketing initiative.

St. Paul Public Schools: Over the past several years, Hubbs Center has re-organized its web site, making it easier to navigate with more timely and up-to-date content. We frequently rotate information in order to keep it 'fresh.' We have established a presence on Facebook and will likely add Twitter in the near future. We also currently utilize Constant Contact to send out a quarterly e-letter to legislators, city council members, project partners, and other community stakeholders. For the first time, Hubbs Center has undertaken formal marketing such as ads in community newspapers, radio ads on KFAI ethnic programming, and occasional commercials on Twin Cities Public Television (TPT). Furthermore, Hubbs Center has utilized its Advisory Council over the past year to develop messaging, materials, and marketing strategies for promoting the new East Side Learning Hub@Harding.

Since the Hubbs Center logo and marketing materials date from the 1990's, our staff will work with SPPS Community Education over the coming months to create a new look or 'brand image.' We hope to become more organized about distributing promotional materials to the local community in systematic and strategic ways. We also participate in larger SPCLC marketing efforts and our Assistant Supervisor participates on the SPCLC marketing committee.

Vietnamese Social Services: Most of our students are brought to us from our Karen Support Program but also through other VSS services and word of mouth by current or former students. Occasionally, we have information provided at events sponsored by the Vietnamese Community organization or at the Asian Pacific Islander Day at the state capitol.