

Alissa Muñoz

March 17, 2024

Community Colleges of Spokane

RE: Vice President of Workforce Development

Dear Screening Committee,

Please accept this letter for the Vice President of Workforce Development with the Community Colleges of Spokane (CCS). Over the past five years, I have worked for the Community Colleges of Spokane Corporate & Continuing Education Division in multiple leadership positions.

These leadership roles have allowed me to serve diverse populations in meeting their goals of short-term training and continued education. I have an excellent working knowledge of developing and managing programs that relate to area workforce demand, program evaluation and improvement, and developing and maintaining strategic partners across the region and state.

Additionally, I have a background and passion for helping others on their personal and professional journeys through developing and managing programs to promote economic prosperity. Understanding the unique challenges and opportunities of this newly created role at CCS, I have provided examples of how I would address these initiatives:

- **Developing, in collaboration with college leadership, a comprehensive workforce development strategy and implementing that strategy through clear and concise annual workplans established cooperatively with the chancellor and college presidents.**
 - In my tenure at CCS, I have developed two Strategic Plans for the Corporate & Continuing Education Division in alignment with CCS mission, vision, and goals. These plans included a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis of past years' program evaluation/reviews, establishing key performance indicators, and developing opportunities for the future.
 - Further, I have participated in multiple committees and work related to the CCS 2021-25 Strategic Plan. This work has included participation on Safe Work/Learning Environment Project team, LEAN Recruitment, and CCS Rebranding Project. All of these have allowed me the opportunity to understand CCS's strategic planning processes, expectations, and collaboration of key stakeholders.
 - Additionally, in my work at the Greater Spokane Valley Chamber of Commerce, I helped develop and execute the Chamber's new strategic plan in collaboration with local government, business, and community member participation, called the 'Big 5'. This plan was developed based on community feedback through surveys and forums to address concerns and opportunities within the community and created five goals for the Chamber to focus on. This experience allowed me to work on strategic planning in a large community with diverse stakeholders, making me well equipped to handle strategic planning and annual workplans and putting them into action on both small and large scales.
 - In the Vice President role, I would collaborate with both college and district leadership and ensure expectations are in alignment with the plan and provide actionable steps to identify

workforce development strategies and opportunities for each college program and subject matter areas. Additionally, in consultation with area government and business on workforce needs, I would ensure the annual workplan includes new opportunities and remains flexible to address any emerging trends or in-demand fields where new workforce programs are needed.

- **Facilitating development of workforce development programs, certifications, and apprenticeships consistent with strategic goals and facilitate the on-going assessment of how those programs are meeting the strategy.**
 - Throughout my career, I have created, developed, and managed a wide variety of programs, certifications, classes, and consultative services for the community, diverse businesses, and community organizations. Ongoing assessment of programs is established at the beginning stages of development and evaluated throughout the course through formal course evaluations, community feedback, employer feedback, and data driven assessments of workforce demand and need. Below is a list of career highlights related to workforce development programs:
 - In collaboration with other divisions within each college, I have established excellent working relationships with Spokane Community College (SCC)/Spokane Falls Community College (SFCC) Leadership, Deans, Chairs, and Faculty to address workforce programs and classes based on community and employer feedback. This has included applying for two in-demand workforce state allocations in Cybersecurity and Commercial Truck Driving. CCS received both allocations for non-credit pathways to address short-term workforce training.
 - To address the need for Home Care Aide workers in Washington State, we received a statewide contract with SEIU 775 to offer Home Care Aide training at varying campus locations throughout rural and urban counties in Washington State. In the past four years we have served over 5660 students in 16 counties.
 - Over the past five years, I have developed customized trainings working with approximately 35 non-duplicated small-to-large scale businesses and community organizations in CCS' six county region to address workforce needs relating to on-the-job training, upskilling, and needed skill development for employees. This has resulted in over 184 unique trainings since August 2018.
 - Awarded eight Job Skills Program (JSP) grants to support business and industry in advancement/upskilling, recruitment, and retention for area businesses in Spokane, Stevens, and Whitman counties.
 - From Summer 2018 thru Spring 2023, offered approximately 2700 workforce related classes and served 4033 duplicated students in workforce trainings.
 - Keeping up on industry workforce trends by providing micro credentialing and stackable credentials for workforce skills to employees and community members. In the past year, we have provided micro credentials to previous Spokane Camp Hope residents for workforce related trainings to reenter the workforce. Additionally, we are launching two new programs with micro credentialing for area manufacturers for upskilling employees into leadership positions and working with machining faculty on developing stackable micro credentials for machining/CNC machining.
 - Attending statewide and national group meetings to keep apprised of workforce trends and needed workforce programs. Workforce related groups/memberships include:
 - Continuing Education Council where I have held multiple leadership positions; Vice President, President, and Past-President. The Continuing Education Council (CEC) of Washington is the professional council that represents the continuing education mission across the community and technical college system. CEC reports through the Instruction Commission (IC) on policy development, system-wide trends, best practices, and hot topics concerning continuing education.

- Workforce Education Council - The Workforce Education Council (WEC) is a council of the Instruction Commission (IC) and the Washington Association of Community and Technical Colleges (WACTC). In collaboration with representatives of the State Board for Community and Technical Colleges, organized labor, and the Association of Washington Business — WEC explores and develops initiatives to improve access to workforce training, boost local economic development, and expand services for dislocated workers in the state.
 - National Association of Workforce Development Professionals - A professional association representing individual workforce development and human resources practitioners, who connect jobseekers, educators, and companies to advance the American economy. NAWDP provides professional development, resources, and certification credibility to individuals seeking to thrive in the workforce development industry as thought leaders and innovators.
- **Developing and implementing a set of responsive processes and guidelines that ensure efficient and timely college consideration and delivery of workforce development program opportunities.**
 - Development of responsive processes and guidelines will be rooted in district collaboration and identified in the annual work plan agreed upon between each college President and Chancellor. These processes will be transparent, and implementation will include buy-in from workforce instructional deans and faculty while addressing maximum benefit to each department, students, and community. The strategic approach would include the following elements:
 - Conducting a thorough needs assessment and priorities of workforce related programs across the district. The process would include engaging workforce councils, industry partners, employers, instructional deans, and faculty to gather insights on current practices and areas for improvement and opportunities.
 - After the needs assessment, I would collaborate with stakeholders across the district to map existing processes in response to workforce needs in the community and how we will address areas of inefficiencies and eliminate any process that cause delays in providing responsive workforce education.
 - From this insight, I would develop comprehensive, adaptable, and flexible guidelines that would address prioritizing workforce development program opportunities.
 - Utilizing data will be important to ensure workforce deans and faculty understand the local need for responsive education for emerging workforce needs in the community.
 - From there, I would develop resources and training to ensure college staff are equipped with the necessary knowledge and skills to navigate through the new guidelines.
 - Lastly, I would monitor the process and collect feedback from staff responding to workforce needs. Based on feedback we will correct and change any areas that need improvement to ensure an efficient process and timely delivery to meet community workforce needs.
- **Establishing and nurturing relationships with industry partners, employers, and professional organizations focused on identifying workforce needs and building confidence in our ability to meet those needs, building internship, co-op programs, and job placement opportunities for our students, and collaborating with local and regional workforce development councils to determine how CCS can best support workforce initiatives.**
 - Establishing and nurturing relationships to provide responsive resources and programs in the greater Spokane area aligns perfectly with my professional passion and expertise. Additionally, my involvement with local and regional workforce development councils, chambers, and business groups/councils has afforded me valuable insights into the broader workforce landscape and emerging trends locally and nationally. Below are several examples of my

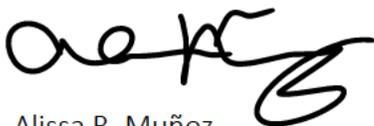
collaborative work with industry partners, employers, and professional organizations:

- Previous work at the Greater Spokane Valley Chamber of Commerce addressing business concerns and needs for employee recruitment, retention, training, and workforce development. This work was accomplished through industry connection, business development, networking, government advocacy, and one-on-one support.
 - Involvement in the Washington State Workforce Plan: Talent and Prosperity for All (TAP) which is a four-year strategy for a strong and successful workforce development system.
 - Provided responsive educational opportunities in alignment with the Spokane Workforce Development council. Over the past five years, I have developed eight workforce programs which led to in-demand careers and job placement for Spokane area incumbent workers and Next Generation Zone young adult participants.
 - A vast understanding of integrating education and work opportunities while working with community business partners and local job placement services.
 - Acted as a forward-facing position for workforce development, program planning, and collaboration for the Greater Spokane Valley Chamber of Commerce and Community Colleges of Spokane. Attended various community meetings as it relates to workforce needs, program development, and responsive educational opportunities.
 - Graduate of Leadership Spokane class of 2023. This opportunity provided me with a 10-month program to understand the community needs of the Spokane area while networking with 57 other leaders from various business, government, and community organizations.
 - A deep commitment to driving collaboration between education, industry, and workforce development councils to ensure students are armed with the skills and experiences necessary to succeed in the workforce.
- **Developing consultation resources and support infrastructure for instructional deans to access in developing and delivering workforce development programs.**
 - Throughout my career, I have consistently demonstrated a dedication to fostering effective collaboration and providing strategic guidance to support the growth and success of projects and programs that meet specific organization goals. My experience includes providing consultative guidance and resources to area businesses and organizations in developing much needed programs, training, and resources to help with employee growth, retention, or advocacy.
 - Further, I have developed training and resources to help guide individuals on new processes, policies, and procedures to improve the performance of the work team and organization.
 - I have spearheaded many projects throughout my career that included consultation resources and creating infrastructure for new programs to include:
 - Successful inclusion and collaboration of CCS stakeholders to include Presidents, Vice Presidents, Deans, and Faculty as it relates to developing workforce related programs in areas such as healthcare, business/management, and trades.
 - CampusCE to ctcLink integration project. A statewide project with local software integration locally. This has also included onboarding another college program utilizing the software which included sharing resources and providing consultation and training.
 - Participation in multiple LEAN projects with CCS and developing resources in consultation with multiple stakeholders.
 - Creating new member resources as it relates to community initiatives and programs. This has included marketing, advocacy, and area business resources and sharing them broadly through one-on-one meetings, group settings, and through multiple online platforms.
 - Developed and delivered training on financial literacy for K-12 and businesses throughout the Inland Northwest, Northern Idaho, and Western Montana.

- With this experience, my approach to developing consultation resources and support infrastructure for instructional deans would prioritize collaboration, customization, and continuous learning. By providing professional development to instructional deans and equipping them with the resources and support they need, we can enhance the quality and impact of workforce development programs. My approach would include the following:
 - Create consultation resources tailored to fit different workforce program areas. These resources will include best practices, case studies of successful programs nationally, templates, and toolkits covering various aspects of workforce development program design, implementation, and evaluation.
 - Provide workshops and training sessions to enhance understanding of the need for workforce development program planning, assessment, and stakeholder engagement.
 - Create a community of support for workforce Deans to discuss best practices and provide mentorship. The community of support would also include instructional support services personnel to ensure programs are in alignment with college policies and procedures when developing new programs, classes, certificates, etc.
 - Utilize data to inform the need for workforce programs and to assess current workforce related programming to improve outcomes for students entering the workforce.

You will find the combination of my experience, passion for serving the community, and commitment to addressing workforce needs makes me an excellent candidate for the Vice President of Workforce Development role. These qualities will contribute to the dedicated, trusted, and distinguished profile of the Community Colleges of Spokane. Please contact me for a personal interview to further discuss how I can contribute to CCS's mission of providing all students an excellent education that transforms their lives and expands their opportunities. You can reach me at [REDACTED]

With gratitude,



Alissa R. Muñoz

Alissa Muñoz

Skills

- Workforce Development
- Career Development
- Partnership Development
- Strategic Planning
- Team Leadership, Training and Development
- Organizational Development
- Proposal/Contract Writing/Grant Writing
- Program Management/Development
- Labor relations
- Cross-functional Leadership
- Fiscal Management
- Sales
- Political Acumen
- Public Speaking
- Peoplesoft/ctcLink

Education And Training

10/2023

Master of Science:

Organizational Leadership

Eastern Washington University

Cheney, WA

06/2023

Leadership Spokane

Spokane, WA

Community Based Regional

Leadership Program

05/2010

Bachelor of Arts:

Communication Disorders,

Communication Studies

Eastern Washington University

Cheney, WA

Executive Summary

Talented and well-respected Executive Leader in the education and non-profit sector experienced in workforce development, partnership development, leading staff, proposal and grant writing, program development, and fiscal management to achieve results. Applies skills in leadership, mentoring, and training to motivate teams in achieving organizational mission and goals. Passionately serves the community to help people achieve their personal and professional dreams.

Professional Experience

Community Colleges of Spokane – Interim Executive Director, Corporate & Continuing Education

Spokane, WA

09/2022 - Current

- Promote and maintain responsive community relations including collaboration with workforce and economic development organizations, business/industry representatives, and across the K-20 education spectrum.
- Integrate employer demand and workforce resources to develop and align short-term training programs and industry-recognized certificates.
- Oversee and manage over 2-million-dollar budget. Budget includes local contract dollars, grants, self-support local funds, and state allocation funding.
- Provide district-wide leadership and campus-level coordination with administrators, deans, faculty, and staff.
- Serve existing customer base and develop new relationships with business/industry which include an array of delivery designs to serve local, regional, and state populations.
- Work strategically and collaboratively with city, county, state, and federal agencies as well as non-profits, foundations, and community-based organizations to establish partnerships, leverage resources, and apply for funding through grant and contract writing.
- Market, negotiate, and administer training contracts, state allocations, and grants for credit, non-credit, and other CCS services with the community, business, and industry.
- Management of fiscal reporting in alignment with federal and state regulations. Establish and monitor financial controls, develop annual budget, and maintain sound financial positioning through revenue generation.
- Promote and implement diversity, equity, and inclusion practices in program creation and delivery.
- Establish and meet planned growth goals such as: increase net profitability; develop courses/program to meet needs of business, industry, and the community; align program needs with area workforce and community priorities.

Professional Memberships

Continuing Education Council

State Board for Community and Technical Colleges

Executive Board Positions held

Vice President, 2021

President, 2022

Past President, 2023

Workforce Education Council

State Board for Community and Technical Colleges

Leadership Spokane Alumni Network

Leadership Spokane

Worker Retraining Advisory Committee

Community Colleges of Spokane

District Grants Committee

Community Colleges of Spokane

COVID Response Committee

Community Colleges of Spokane

National Association of Workforce Development Professionals

Strategic Planning Committees

- **HR Lean Onboarding**
- **Safety & Security**

Community Colleges of Spokane

Workforce Development Fund Review Committee

State Board for Community and Technical Colleges

Credential Transparency Advisory Committee Member

Washington Workforce Training & Education Coordinating Board

- Provide leadership and oversight of over 60 diverse faculty, staff, and volunteers. Thorough understanding of working in a union environment under faculty and classified contracts.

Community Colleges of Spokane - Director of Operations, Corporate & Continuing Education

Spokane, WA

08/2018 - 09/2022

- Led campus-level coordination in the development, implementation, and reporting of continuing education offerings, workforce initiatives, and corporate trainings.
- Promoted and implemented diversity, equity, and inclusion practices in program creation and delivery.
- Managed and maintained workforce and continuing education enrollments through program development and expansion of strategic partnerships.
- Management of fiscal reporting in alignment with federal and state regulations.
- Directed district-wide grants/contracts in advancement of corporate training, workforce development, and continuing education objectives.
- Supported the development of planned growth goals through the creation of courses and programs to meet business/industry demand.
- Developed, managed, and improved upon a complex and multi-layered workforce continuing education delivery structure.
- Led marketing, publication, and distribution of corporate training, workforce development, and continuing education communications through various platforms.
- Set goals and expectations for direct reports using performance review process, holding staff accountable.
- Contributed to organizational strategic direction to improve products and services being mindful of diversity, equity, and inclusion.
- Enhanced customer service and satisfaction through policy and procedural changes.

Greater Spokane Valley Chamber of Commerce -Interim President/ Vice President of Member Services

Liberty Lake, WA

06/2015 - 08/2018

- Led community wide efforts in workforce development, networking, partnerships, advocacy, events, and sponsorships.
- Directed day-to-day operations of Chamber including fiscal management of organization budget and spending.
- Communicated regularly with executive team members to deliver pertinent details related to progress, status, and direction for projects.
- Exceeded sales growth goals through memberships, events, and sponsorships.
- Led and managed Communications, Advocacy, Business Development, Events/Marketing, and Office Management teams.
- Communicated effectively with Executive Leadership, Board Members, and City Governments.
- Represented the Chamber professionally at Chamber events, community events, and council meetings.

- Recruited and maintained partnerships of diverse small, medium, and large businesses in the Greater Spokane Region.
- Identified and established KPIs to improve team efficiencies and sales strategies.
- Identified problems and implemented solutions to better streamline operations.
- Determined performance goals and offered tactics for achieving milestones.

Horizon Credit Union - Relationship Development Representative

Spokane Valley, WA

10/2012 - 06/2015

- Provided financial literacy to K-12 students, school staff, and business professionals focusing on diverse populations in the Greater Spokane, Moses Lake, Sandpoint, ID, and Missoula, MT markets.
- Developed successful relationships with community business and school partners.
- Improved financial literacy programs to enhance student/adult learning outcomes to better their lives and financial goals.
- Delivered Presentations to varying group sizes from 2 - 1,100 people.
- Managed a sales territory spanning from Central-Eastern Washington, Northern Idaho, and Western Montana.
- Utilized interpersonal communication to promote programs, sponsorships, and services.
- Exceeded Financial Wellness and Business Partner goals.
- Developed Community Business Partner Program and marketing materials.
- Prepared reports and tracking of business partner growth and monthly strategy.
- Identified emerging business opportunities and conducted initial outreach calls to establish contact with potential clients.