

**HENRY FORD COLLEGE
OFFICE OF THE PRESIDENT**

BOARD REPORT

SUBJECT: Local Strategic Value Resolution

Historically, the state legislature has appropriated funds to community colleges intended to support the general operations of the college. Generally, the appropriation to each community college has been based on a formula. Since 2006, the funding formula has included certain performance measures. This practice continues for the current fiscal year.

For fiscal year 2017-2018, the legislature approved an overall increase in funding to community colleges of approximately 1% over the prior fiscal year. The legislation included a formula that allocates the increase to each community college according to categories of performance indicators. The formula allocates 50% of the increase proportionate to the college's appropriation for last fiscal year, 10% based on full-time equated students, 7.5% based on administrative costs, 17.5% based on degrees awarded with certain degrees counting for more, and 15% allocated for local strategic value.

Local strategic value addresses the value the college brings to business and industry in the region and the community the college serves. This measure has been further defined to include three specific sub-categories: economic development and business or industry partnerships; educational partnerships; and community services.

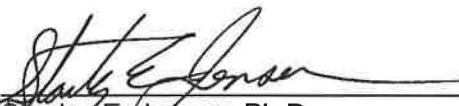
For each sub-category, the legislation lists five relevant best practices. For example, best practices within the sub-category of economic development and business or industry partnerships include active partnerships with local employers and customized on-site training for area companies. Best practices in the educational partnerships sub-category include active partnerships with regional high schools and programs to promote the successful transition to college for traditional age students and for reentering adult students. The community services sub-category includes best practices such as continuing education programs for personal enrichment and professional development as well as community theater, musical ensembles, art galleries, and radio stations.

In order to receive funding under the local strategic value category, community colleges must confirm they meet four of the five best practices listed for each sub-category. The wide range of educational programs and business and industry partnerships at Henry Ford College ensure that HFC readily meets the best practices criteria.

The legislation further requires that the Board of Trustees approve a resolution certifying that the college meets the requirements of local strategic value and submit the resolution to the state budget director by October 15. With the approval of the Board, the resolution for HFC would be submitted as directed by the legislation.



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Community Colleges Local Strategic Value Template

Please use this table as a method to succinctly detail what your community college is doing to meet the best practices in each category. Each category is worth one-third of the total amount available for your institution. Your institution must meet 4 out of 5 best practices in a category to receive funding associated with that category.

Best Practices by Category	Examples of Adherence
Category A: Economic Development and Business or Industry Partnerships (must meet 4 of 5)	
<p>(i) The community college has active partnerships with local employers including hospitals and health care providers.</p>	<p>HFC has many partnerships with local employers such as with a consortium of companies that include Inergy Automotive Systems, LLC; New Center Stamping; Proper Group International; EMAG LLC; FTE Automotive USA; Brose North America; ZF North America; Heller Machine Tools; Kostal North America; Detroit Inc.; Benteler; Van-Rob; Borg-Warner; ZF, K & S Services; KlingelInberg; and, the Michigan Economic Development Corporation in the Michigan Advanced Technical Training program. The ASSET program is a partnership with Ford Motor Company to train auto repair technicians for Ford dealerships. HFC is a HAAS Center which trains students on HAAS CNC equipment. Our CISCO Academy prepares students for industry networking certifications.</p> <p>Partnerships in the health care field include our consortium with Henry Ford Health Systems and Dearborn Public Schools for the HFC Early College in Health Careers which graduated its first class in May 2012. HFC has also partnered with Henry Ford Health Systems in a collaborative educational relationship in the Ophthalmic Technology program. HFC partners with Beaumont Health, Detroit Medical Center, Trinity Health, the University of Michigan and many other hospitals and clinics for nursing and health career clinical sites</p> <p>HFC maintains two The Advanced Manufacturing Early College and two Mechatronic dual enrollment programs in cooperation with Ford Motor Company and UAW Ford. The first is our second on-campus Henry Ford Earl College – Advanced Manufacturing in collaboration with Dearborn Public Schools and Ford Motor Company’s Next Generation Learning Initiative. The dual enrollment programs are a collaboration with the Downriver Career and Technology Consortium, Ford Motor Company’s Flat Rock Assembly Plant, Detroit Public Schools Community District, and UAW-Ford.</p>

Best Practices by Category	Examples of Adherence
	<p>HFC also maintains dual enrollment agreements with the Detroit Public Schools Community District in Community Leadership and the Downriver Career Technical Consortium in Emergency Medical Services.</p> <p>HFC has established partnerships through the Biotechnology Program that include internships in biotechnology laboratories that are required for students in our Biotechnology AAS Program. HFC has developed many partnerships with regional biotechnology employers, including Enzo Life Sciences, NSF International, and Wayne State University.</p>
<p>(ii) The community college provides customized on-site training for area companies, employees, or both.</p>	<p>The College has provided customized on-site training for many regional companies, including training programs at the Ford Michigan Assembly Plant and Severstal North America. Working with a consortium of colleges, HFC assisted with the development of the AMTEC training program for auto workers that will be offered nationally to auto companies. HFC continues to be a leader and best-practitioner regarding the design and implementation of new learning paradigms integrating competency-based learning into training and educational modules to enhance employee training programs for companies and colleges as was developed through a DOL grant.</p> <p>HFC has launched an Industrial Sewing program in collaboration with the Detroit Garment Group and Michigan Economic Development Corporation and three other community colleges. As part of this initiative, several employers, Lear Corporation, Magna, Shinola, and TDL have actively engaged in the development of the curriculum as well as provided training equipment and supplies to support classroom training. These companies have also made their facilities available for student visits to observe first-hand the work of the cut and sew industry.</p> <p>The Workforce and Professional Development Division has collaborated with SEMCA – Michigan Works (Highland Park Office) in conducting Advanced Manufacturing awareness workshops to assist small and medium size companies recruit new workers. These workshops are conducted for unemployed persons registered with Michigan Works, who are seeking employment in manufacturing. Participants are provided assistance in</p>

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	<p>completion of job applications and provided information on the needs for skilled workers. They are also given information on programs offered at the College that could enhance their employment opportunities. Over 300 persons have participated in these workshops during recent academic years. Each workshop focuses upon actual companies hiring workers at that time, and individuals are referred to the employer for consideration. Customized training has been provided for such companies as AK Steel, Diversified Chemical Technology, Henkel Chemical, Martinrea Hot Stamping, and CMS Energy (the parent company of Consumers Energy).</p> <p>The Workforce Professional Development Division in partnership with Ford Motor Company and UAW-Ford implemented the Industrial Readiness Certificate Program (IRCP). The Industrial Readiness Certificate Program is a non-credit, pass/fail course of Henry Ford College, under the authorization of the UAW/Ford National Program Center. The IRC program consists of three courses: Shop Arithmetic, Machine Tool Blueprint Reading, and Trade Related Preparation. A certificate of successful completion will be awarded only to those individuals who have demonstrated mastery of a minimum of 75% or above of the content of each course in the program. Mastery is defined as achieving a score of 75% or above on test, quizzes, examinations, and when it is appropriate, demonstrated usage of processes or procedures, and/or equipment/tools under the observation of College authorized personnel. Built off the IRC program, HFC created the Pre-apprenticeship Preparation Program for other UAW represented employees not employed by Ford Motor Company. HFC has provided IRCP for over 1,690 UAW represented employees at Ford Motor Company and 160 employees at Faurecia, a global leader in automotive with five locations in Metro Detroit.</p>
(iii) The community college supports entrepreneurship through a small business assistance center or other training or consulting activities targeted toward small businesses.	Workforce and Professional Development Division at HFC is supporting small businesses through training, program development, and professional development opportunities.
(iv) The community college supports technological advancement through industry partnerships, incubation activities, or operation	HFC operates an MTEC supporting the needs of the business community. HFC has had an M-TEC in place since 2002 which meets best practices in technological advancement.

Best Practices by Category	Examples of Adherence
of a Michigan technical education center or other advanced technology center.	
(v) The community college has active partnerships with local or regional workforce and economic development agencies.	<p>HFC has worked with workforce and economic development agencies through programs such as Pathways Out of Poverty with the Department of Labor and Southwest Solutions. The Detroit GreenWorks Solutions Program was a collaboration with United Way and WARM. The Earn and Learn Program was a partnership with ACCESS and the Detroit Workforce Board.</p> <p>HFC has active partnerships with SEMCA; DESC; Detroit Regional Chambers of Commerce; DEGC; SEMCOG; Detroit Jobs Alliance; Livonia Chamber of Commerce; and, the Dearborn Area Chambers of Commerce; In addition, HFC is a member of the Workforce Intelligence Network (WIN).</p> <p>In 2015, HFC wrote its first Michigan New Jobs Training Agreement with General Motors Romulus Powertrain. The Michigan New Jobs Training Program or MNJT is a training program whereby employers are allowed to set aside state payroll taxes per new hire to be diverted to community colleges to deliver training for these newly hired Michigan workers. This allows companies to expand and grow their workforce in Michigan, and develop the kinds of skills that will encourage employers to expand their operations in Michigan. The program promotes collaboration and partnerships between employers and community colleges. Each community college can receive up to \$500,000 annually through this payroll tax based economic development initiative. To date, HFC has written MNJT agreements with GM Romulus, GM Components Withholding in Grand Rapids, and DO Apparel. HFC has signed Intent to Enter Agreements with CVS Health, AK Steel and Armored Cars with an expected final agreement by September 30, 2017.</p> <p>The Skilled Trades Training Fund (STTF) is an economic and workforce development initiative funded by the State of Michigan. Competitive grants are awarded to employers to support training for both new and incumbent workers to enhance talent, productivity, and employment retention. The strategy behind this effort is to increase productivity, quality, and competitiveness of Michigan's businesses. The grants administered through the Michigan Work's Agencies, collaborates with employers in</p>

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	<p>their region, and also local educational providers, such as local community colleges to implement training plans to serve the companies. HFC has partnered with and delivered training under the STTF initiative program for Devon Facility, AK Steel, Martinrea, and Ford Motor Company.</p> <p>The College is in its fourth year in collaboration with the Detroit Scholarship Fund (DSF), putting in place retention and success initiatives that encourage completion among HFC students who are DSF recipients.</p> <p>HFC's Workforce and Professional Development Division conducts workshops throughout the year to assist employers develop grants from various public and private funding sources supporting workforce skill development. Fifteen companies have participated in this event during the past four months.</p> <p>HFC has partnered with UAW-Ford to provide test taking preparation workshops for over 700 unemployed persons in the Detroit area taking the Ford Motor Company employment test.</p> <p>In addition, HFC is one of the lead community colleges in the development of the MAT2 educational initiative; Industrial Sewing; and Transportation, Distribution and Logistics in partnership with MEDC, local workforce agencies, and businesses.</p>
Category B: Educational Partnerships (must meet 4 of 5)	
<p>(i) The community college has active partnerships with regional high schools, intermediate school districts, and career-tech centers to provide instruction through dual enrollment, direct credit, middle college, or academy programs.</p>	<p>HFC and Dearborn Public Schools partner in offering both a Collegiate Academy and an Early College focused on health careers. Programming at Trenton High School provides educational experiences in emergency medical technician, and is looking to add a focus on criminal justice.</p> <p>HFC has launched three additional early college/dual credit academies in cooperation with Ford Motor Company. The first is a collaboration with the Downriver Career and Technology Consortium and Ford Motor Company's Flat Rock Assembly Plant. The second is our on-campus Henry Ford Early College – Advanced Manufacturing in collaboration with Dearborn Public Schools and Ford Motor Company's Next Generation</p>

Best Practices by Category	Examples of Adherence
	<p>Learning initiative. Finally, we have launched an Early College with the Advanced Technology Academy.</p> <p>In addition, HFC has become the first Project Lead the Way Community College in the state of Michigan and is pursuing an Engineering Academy with Dearborn Public Schools. These programs are built on a strong dual enrollment relationship with our local school district.</p> <p>Further, HFC is a CISCO regional academy which coordinates CISCO networking instruction for area high schools.</p> <p>The Eshleman Library partners yearly with the Henry Ford Early College to provide library instruction and research assistance to students within the early college. Class visits for library research, one-on-one consultation sessions, and library guides (LibGuides) are services rendered that support the new incoming ninth grade and returning cohorts.</p>
<p>(ii) The community college hosts, sponsors, or participates in enrichment programs for area K-12 students, such as college days, summer or after-school programming, or science Olympiad.</p>	<p>The College works to provide enrichment programs for area K-12 students through a variety of programs including various academic and sports camps. The Political Issues Conference draws over 500 high school students and the Business Professionals Association competition brings nearly 800 high students to campus. The CISCO Olympics encourages high school students to compete in a day of networking games and exercises. The College Planetarium hosts hundreds of area K-12 students for seasonal shows.</p> <p>Since Summer 2014, HFC has conducted two summer camps dedicated to STEM and a unique DNA Camp. In Summer 2015, HFC expanded to 9 summer camps. In addition, our faculty have reached out to our community with participation Science Fair Research Projects and judging with the Dearborn Center for Math, Science, and Technology. HFC Science Faculty provide resources and guidance for local high school students engaging in independent research projects.</p> <p>Approximately 60 High school students participate in the college's Symphony Band each Winter semester.</p>

Best Practices by Category	Examples of Adherence
	<p>Science and Engineering faculty mentor students, oversee research projects and judge Science Fairs in Dearborn Public Schools. HFC faculty organize an annual Engineering Competition for students in area high schools. Winners are provided with scholarships to HFC. Mentors and judges are supplied by Ford Motor Company and HFC faculty.</p>
<p>(iii) The community college provides, supports, or participates in programming to promote successful transitions to college for traditional age students, including grant programs such as talent search, upward bound, or other activities to promote college readiness in area high schools and community centers.</p>	<p>The College promotes successful transition to college for traditional age students through many initiatives. As an Achieving the Dream college, HFC has developed a transition to college program that works directly with high school students and included special courses designed to prepare them for college.</p> <p>Faculty in the HFC Math program partnered with teachers from the various Dearborn high schools to develop an Introduction to College Math course targeted to address remedial math needs prior to high school graduation and to reduce the number of students placing into Developmental Math at the college level. Co-requisite math courses have been developed for all three Math pathways: STEM, Quantitative Reasoning and Statistics. This allows students to earn college credits while acquiring remedial skills. A one-week Summer Math Boot Camp helped underprepared students refresh math skills and retake math placement exams to attempt to test at higher levels.</p> <p>HFC offers the Accelerated Learning Program (ALP) to students who place below the level of college writing, allowing these students to take their college writing course a full semester early.</p> <p>The HFC Office of Secondary Partnerships works with area high schools to smooth the admission process to career and technical programs.</p> <p>HFC created two mentoring programs to assist at risk students and women pursuing STEM fields to succeed and complete college.</p> <p>Additionally, HFC has developed a series of workshops that are used to assist and prepare students for placement tests to sharpen their skills and properly place them in</p>

Best Practices by Category	Examples of Adherence
	<p>their chosen field of study. These workshops include placement test information given at New Student Orientation and one-on-one free tutoring assistance within the college's tutoring center. For students who are unable to place into college-level English classes, the Workforce and Professional Development Division offers low-cost, non-credit literacy training.</p> <p>HFC has launched a complete First Year Experience program for our at risk college students based on its successful Inside Track initiative.</p>
<p>(iv) The community college provides, supports, or participates in programming to promote successful transitions to college for new or reentering adult students, such as adult basic education, GED preparation, GED testing, or recruiting, advising, or orientation activities specific to adults.</p>	<p>In September 2015, the Workforce and Professional Development (WFPD) team began offering non-credit Developmental Reading (MTWD-ENG079) and Writing (MTWD-ENG088) courses to students whose scores on the COMPASS writing and reading test indicated additional skills needed for successful matriculation into English 081 and English 093. The purpose was/is to increase student academic scores in reading and writing to satisfy their English requirement. To date, HFC has provided literacy training to over 60 students.</p> <p>Through a Center for Working Families grant, adults returning to college were supported by programs such as those providing special assistance to improve the likelihood they will graduate and obtain a job. The program was a partnership with United Way and ACCESS in which these agencies referred prospective students to the College and provided important support services to improve retention.</p> <p>HFC M-TEC provides GED testing services. The Office for Workers In Transition provides transition support services for adults working with the workforce system. Additionally, HFC has developed a series of workshops and offers one-on-one assistance to new and existing non-traditional students to better prepare them for placement testing. These workshops include placement test information given at New Student Orientation and one-on-one free tutoring assistance within the college's tutoring center. For student who are unable to place into college-level English classes, the Workforce and Professional Development Division offers low-cost, non-credit literacy training.</p>

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	<p>The Office of Military and Veterans Services offers assistance to help veterans as well as active military and their families enroll and succeed at HFC.</p>
<p>(v) The community college has active partnerships with regional 4-year colleges and universities to promote successful transfer, such as articulation, 2+2, or reverse transfer agreements or operation of a university center.</p>	<p>Henry Ford College has 34 active articulations, and many more articulations that are currently being revised or created. Among these are nineteen 3+1 agreements that afford students the opportunity to complete three years towards a four-year degree at Henry Ford College and then the last of the four years at the respective transfer institution. Henry Ford college actively seeks partnerships with regional 4-year colleges and universities, and has articulations with Chamberlain University, Chancellor University, Eastern Michigan University, Ferris State University, Madonna University, Siena Heights University, University of Michigan – Ann Arbor, University of Michigan – Dearborn, and Wayne State University</p> <p>Successful transfer of HFC students to 4-year colleges and universities is supported by articulation agreements that guarantee our credits will transfer. Further, HFC has 3 + 1 programs in place in which a student completes three years toward a four year degree at HFC then transfers for the final year which improves graduation rates and reduces the cost of a college education for the student. At present, HFC has agreements with 5 universities, 3 of which occupy HFC's new University Center. Students who have achieved 90 credits can now complete their senior year in specific programs on the HFC campus through Sienna Heights, Madonna and Eastern University.</p> <p>Bridge 3 + 1 programs in place with Wayne State University and U of M–Dearborn smooth the way for transferring students and provide special support services to ease the transition.</p> <p>Chamberlain College of Nursing will award up to 82 proficiency credit hours for students transferring to the BSN completion program.</p> <p>Students in the HFC Honors Program have received numerous scholarships to 4-year colleges and universities including Connecticut College, U of M Ann Arbor, University of Wisconsin-Madison, and Harvard, to name a few. Recent articulations with Albion College and</p>

Best Practices by Category	Examples of Adherence
	<p>Wayne State University allow for our Honors Program graduates to receive scholarships and guaranteed acceptance into the Honors College at the transfer institution.</p> <p>HFC has partnered with the Michigan Center of Student Success and it's Credit When Its Due initiative and has successfully created two reverse transfer agreements with the state's universities. Additionally, HFC was selected to join the first cohort to pilot the Guided Pathways Initiative designed to increase student success and completion rates.</p> <p>HFC maintains a University Center with three partners: Sienna Heights University, Madonna University and Eastern Michigan University.</p>
Category C: Community Services (must meet 4 of 5)	
(i) The community college provides continuing education programming for leisure, wellness, personal enrichment, or professional development.	The College has a robust continuing education program in the Workforce and Professional Development Division which provides classes that are focused on workforce preparedness, business development, and professional development.
(ii) The community college operates or sponsors opportunities for community members to engage in activities that promote leisure, wellness, cultural or personal enrichment such as community sports teams, theater or musical ensembles, or artist guilds.	In addition to a wide range of community focused programs, the College offers opportunities for community members to engage in personal enrichment activities through participation in community theater, as well as community vocal and instrumental ensembles. The college also offers a variety of courses in the areas of ceramics, art, sports, fitness, dance, and wellness.
(iii) The community college operates public facilities to promote cultural, educational, or personal enrichment for community members, such as libraries, computer labs, performing arts centers, museums, art galleries, or television or radio stations.	<p>HFC facilities offer many enrichment opportunities which include the College library, visual arts shows in the Sisson Gallery, our cable television station, and our radio station, WHFR.</p> <p>The Dearborn Symphony and the Dearborn Summer Chorus rehearse at the college each year.</p> <p>HFC conducts public shows in our planetarium that draw from K-12 students as well as community members.</p>
(iv) The community college operates public facilities to promote leisure or wellness activities for community members, including gymnasiums,	The College supports the wellness of our community through our fitness, sports, and dance classes and through an open Fitness Center. HFC offers a hiking and biking

Best Practices by Category	Examples of Adherence
athletic fields, tennis courts, fitness centers, hiking or biking trails, or natural areas.	pathway at the western edge of the campus that extends from Dearborn to Northville.
(v) The community college promotes, sponsors, or hosts community service activities for students, staff, or community members.	<p>HFC hosts and supports a wide variety of community service activities for students, staff, and community members.</p> <p>Students participate in service learning that is integrated into their course work. Students, faculty, staff, and community members participate in volunteer activities that include Make a Difference Day, MLK Service Day, and other days of service, to name a few.</p> <p>Honors Program students and student athletes are required to participate in volunteer service and the Community Service Student Club is one of the most active on campus.</p> <p>FT Faculty, support staff and administrators now participate in community service as part of the latest bargaining agreements.</p> <p>The Health Sciences Division holds a flu clinic for faculty, staff, administrators and students. The Ophthalmic Program assists with eye exams at Focus Hope and the Respiratory Therapy Program participates in "Climb for Air" with the American Lung Association annually. The Student Nurse Associated has over 100 members and participates in many community service activities. HFC hosts the Michigan Ophthalmic Personnel Society (MOPS) meeting each year.</p>