DACUM Research Chart for Center of Excellence Directors

DACUM Panel

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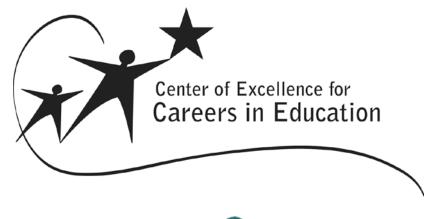Skagit Valley College

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Duties ← ———————————————— **Tasks** ———

A **Develop COE Work Plan**	A-1 Review current year's projects	A-2 Gather internal stakeholder input	A-3 Gather external stakeholder input	A-4 Develop work plan projects	A-5 Review staff capacity
B **Implement COE Work Plan**	B-1 Review projects with staff	B-2 Establish financial accounts	B-3 Identify external resources	B-4 Procure center supplies & equipment	B-5 Identify project venues
C **Manage Financial Responsibilities**	C-1 Establish budget priorities	C-2 Estimate COE revenue/ expenses	C-3 Negotiate resource sharing (leverage)	C-4 Pursue external funding	C-5 Participate in grant/RFP proposals
D **Manage Stakeholder Relations**	D-1 Respond to state board requests	D-2 Respond to stakeholder requests	D-3 Participate in networking & outreach events	D-4 Facilitate connections between industry & programs	D-5 Participate in WEC subcommittees
E **Support Educational Development**	E-1 Identify career/ educational pathways	E-2 Correlate career/ educational pathways	E-3 Conduct job skills analyses	E-4 Research emerging trends	E-5 Complete articulation & transfer agreements
	E-13 Assist in curriculum development	E-14 Provide assistance for PLA initiatives	E-15 Facilitate creation of new skill standards	E-16 Maintain existing skill standards	E-17 Coordinate K-12 outreach
F **Support Government/NGO Policies/Initiatives**	F-1 Respond to new policies & regulations	F-2 Respond to state board initiatives & policies	F-3 Respond to government/ NGO requests	F-4 Participate in legislative outreach	F-5 Participate in government/ NGO outreach
G **Support Industry Development`**	G-1 Attend industry-specific events	G-2 Sponsor industry-related activities	G-3 Convene industry-related activities	G-4 Provide industry-specific data	G-5 Identify industry trends
H **Manage COE Projects**	H-1 Convene project partners	H-2 Complete external/ internal project reviews	H-3 Develop project timelines	H-4 Assign project tasks (e.g., staff & partners)	H-5 Administer project contracts
I **Supervise Center Staff**	I-1 Develop COE job descriptions	I-2 Provide staff trainings	I-3 Assign work plan tasks	I-4 Track employee time	I-5 Support employee growth & development
J **Participate in COE Organizational Framework**	J-1 Participate in COE quarterly meetings	J-2 Mentor new COE directors	J-3 Participate in COE subcommittee activities	J-4 Support COE strategic plan	J-5 Pursue professional development opportunities

Note: Not all tasks relate to each COE.

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A-6 Determine budget capacity	A-7 Create COE measurable outcomes	A-8 Perform initial cost benefit analysis	A-9 Identify core vs. performance objectives	A-10 Identify project partnerships	A-11 Draft work plan	A-12 Negotiate work plan details	A-13 Obtain approval of final work plan
B-6 Coordinate project calendars (e.g., personal, professional, staff)	B-7 Schedule advisory board meetings	B-8 Manage travel process	B-9 Consult with COE stakeholders	B-10 Generate quarterly reports	B-11 Modify work plan based on feedback	B-12 Generate annual report	
C-6 Manage grant funding	C-7 Initiate COE contracts (e.g., CSC, PSC, IA, MOU)	C-8 Manage COE budgets	C-9 Generate financial reports				
D-6 Provide stakeholder specific presentations	D-7 Facilitate stakeholder related meetings & events	D-8 Publish COE newsletter	D-9 Maintain COE website (e.g., social media)	D-10 Develop information material (e.g., brochures, program guides)	D-11 Manage COE advisory boards	D-12 Support home campus activities	
E-6 Provide curriculum & program reviews	E-7 Share educational best practices	E-8 Share industry specific curriculum	E-9 Facilitate common curriculum development	E-10 Coordinate training opportunities (e.g., faculty, staff, student, industry)	E-11 Support credentialing/ certification processes	E-12 Allocate project funding	
E-18 Assist with program- specific marketing activities							
F-6 Participate on government/NGO boards & commissions	F-7 Facilitate industry specific regulatory compliances (e.g., Clery, US Customs, Coast Guard)						
G-6 Conduct industry research	G-7 Develop industry presenter database	G-8 Serve on industry-related boards	G-9 Facilitate connections among COE industries				
H-6 Obtain project supplies & equipment	H-7 Coordinate project logistics	H-8 Review project budgets	H-9 Complete project assessment	H-10 Report project outcomes			
I-6 Conduct performance review(s)	I-7 Conduct annual self evaluation						
J-6 Host COE meetings & retreats	J-7 Collaborate with COE directors						

General Knowledge and Skills

Critical thinking skills
Multi-tasking skills
Budget management
Communication skills
Organization hierarchy knowledge
General office software
Commitment to diversity
Writing skills
Systematic knowledge (CTC)
Leadership
Industry knowledge/language
Customer service skills
Negotiation skills
Conflict management skills
Supervision skills
Mentoring skills
Entrepreneurial skills
Contract management

Time management skills
Facilitation skills
Assessment skills
Project management skills
Technical writing skills
Basic web development
Procurement processes
Accountability
Networking skills
Social networking skills
Decision making skills
Awareness of underserved and
  nontraditional populations
College processes
Team building skills
Public speaking skills
Presentation skills

Worker Behaviors

Patient
Adaptable
Flexible
Resourceful
Self starter
Punctual
Sense of humor
Persistent
Determined
Analytical
Creative
Good listener
Trustworthy
Observant
Impartial
Collaborative
Communicator

Self disciplined
Credible
Confident
Diplomatic
Tenacity
Empathetic
Proactive
Responsive
Tactful
Responsible
Approachable
Articulate
Collaborative
Analytical

Tools, Equipment, Supplies and Materials

Computer – desktop and/or laptop
Phone – mobile and landline
Flash drives
Printers – color and black/white
Office furniture
Internet access – office/mobile
Protective clothing
Vehicle
Drivers license/insurance
Bluetooth
Passport
Storage space
Fax

Software
General office supplies
Shredder
Camera
Office space
Emergency supply kit
External hard drive
Library collection/reference
  materials
Confident
Exhibit supplies
Projector – adapters and cords

Future Trends and Concerns

Reduced funding
New technology
Succession planning
Administrative turnover
Increasing awareness
Work/life balance
Industry changes
Professional development training
Autonomy/accountability balance
COE. inequities
Program changes
Catastrophic event
Legislative unfunded mandates
Balance campus/system relations

Job burnout
Staff turnover
Efficiencies
Mission creep
Sustainability

Acronyms

COE   Center of Excellence
CSC   Client Service Contract
CTC   Community and Technical Colleges
IA   Interagency Agreement
K-12   Kindergarten through twelfth grade
MOU   Memorandum of Understanding
NGO   Non-Government Organization
PSC   Personal Service Contract
PLA   Prior Learning Assessment
RFP   Request for Proposal
ROI   Return on Investment
WEC   Workforce Education Council