**Workforce Education Implementation Evaluation
Community College Interview Protocol**

A. Introduction

Hi my name is _____ and my colleague is _____. We are here to talk with you about the collaborations and relationships that support technician education in this region. The questions we will be asking are about different aspects of your work and your organization's relationship supporting technician education based on your own personal experiences; so there are no right or wrong answers. After our conversation, this information will be used in an analysis of these types of relationships supporting technician education in other locations around the country. We will not use names to identify respondents in any of our reporting. With your permission, we would like to digitally record this conversation. Please let us know if you would prefer us to turn the recording off at anytime, if you feel uncomfortable.

Before we start, could you please review and sign this consent form. After they review consent form: *Do you have any questions before we get started?*

1. Tell me about your role and responsibilities at your institution.
   o How do industry players fit into your work here?
   o Why are these relationships with industry important?

2. How did the relationship with industry (or a specific company) begin?

A. Industry and Community College/ATE Center Relationship Formation

3. In general, what has been the history of industry collaboration here?

   o Who are the key players in industry collaboration?
   o Which departments/units have led the way in these relationships?
   o How has collaboration affected credit and non-credit programs?
   o How is it connected to regional economic development?

   (To the respondent : *The following questions will focus on your institution's relationship with [industry/specific companies] and your connections with the ATE Center, if relevant.*)

4. How did the overall local economic environment or even specific pre-existing relationships influence the college or *(Center's Name)* relationship with industry?

5. As your work with industry has evolved, how have the goals of the college or *(Center's Name)* changed?

- o   What did your institution need from the industry relationship College/Center to reach its goals?
- o   How did your College/Center and industry set expectations for the relationship?
- o   How much did the college/Center believe that these relationships would be reciprocally helpful**?**
- o   How much did the industry or business believe they would be helpful?
  - ▪   What is the evidence of that belief from the industry or business? What did they do or contribute?
  - ▪   Are there other opportunities that were lost for the college/Center, due to time, effort and assets devoted to these relationships?
- o   How prominent was improving instruction and materials in the work with industry?

B. Operation/Implementation Factors

6. Who are the key "champions" or leaders in this relationship at your institution and with *(Specific industry name)*?
    - •   What actions do they take, as "champions?"

7. What is the vision these leaders are communicating?
    - •   Is the vision consistent with the goals of (*specific industry name*)?
    - •   How do the leaders motivate and empower others to achieve this vision?
    - •   Who are the supporting players and networks?

8.   Part of "give and take" is risk. To what extent are the members contributing their resources and sharing risk in the relationship?

    (Possible Risks include: unequal sharing of financial costs, non-delivery of products/services, time wasted, non-inclusion in key decision)
    - •   As you go along, how do you and (*specific industry name*) know the relationship is still working?

    - •   How do you and (*specific industry name*) reflect on existing practices to determine approaches for ongoing improvement?

    - •   How do you and (*specific industry name*) check that expectations of instruction - programs, materials, or curriculum - are met?

    - •   How do you and (*specific industry name*)evaluate the effectiveness of the relationship and individual members' performance?
    - •   Why is the risk worth it?

9.   Do you understand, in deep way, what industry people want and need from

your institution?

- In your view, what is the ideal model for teaching and learning related to technician training? What are your core assumptions about how technicians learn and are best prepared?
- What has your institution done to deliver this model? How has this changed from what was done previously to train technicians?
- What is the type, quality, and frequency of communication that takes place with industry? How have you resolved miscommunication or misunderstandings?

10. How are decisions made, day-to-day, in this relationship with industry?
- Is there a recent example that illustrates this decision-making?

11. What challenges does the college/Center have in implementing instructional activities that support technician education in support of industry goals?

- What factors have helped in addressing those challenges when implementing training, materials development, and instructional activities in support of technician education?

C. Value of the Relationships

11. Are these relationships valuable? What strategic needs are being met (or not) due to these relationships?
- What would make them more valuable?
- What indicators or measures are there of their value?
- How consistent are these indicators with your institution's benchmarks for success?

12. What has been produced as a result of this work between you and (specific companies)? (Probe for the following)

- Instructional products/materials.
- Professional development
- New Policies
- New relationships with other organizations
- Processes that improve operations
- New approaches to instruction
- New types of students (i.e. Non-traditional)

13. Who has benefitted from these relationships? What have the outcomes been for students, instructors, and administrators? How do you know?
(Probe for both short-term and long-term outcomes listed below)

Possible short-term outcomes include:

- Relationship building
- Dissemination of materials
- Level of Integration
- Leadership skill development
- Enrollment numbers
- Credentialed graduates
- Job or internship placements

Long-term outcomes could include:

- Sustainable efforts supporting technician education
- Institutional cultural change (e.g. faculty values, instructional practices)
- Collaborative activities occurring between different departments

D. Conclusion

14. What are you most proud of?
    - Is there anything else you would like to share that would help us understand your institution's/the Center's relationship with (specific companies' names)?

Thank you.