

**Clark State Community College**  
**Board Strategic Conversation**  
**January 18, 2011**

**Participants:**

Board Members: Andy Bell, Heather Corbin, Jim Doyle, Faye Flack, Bill Mercurio, Peggy Noonan, Heather Tiefenthaler

Invited Guests: Lisa Patt-McDaniel, Strickland's Department of Development; Jim Leftwich, Dayton Development Coalition; John Landess - Turner Foundation; David Zak, Greater Springfield Chamber of Commerce; Mike Morris, Champaign County Economic Development; Phil Houston, Greene County Economic Development; Natalie Comer, Logan County CIC; Cathy Balas, AVETeC; Tom Franzen, City of Springfield; Kim Frazier, Ohio Skills Bank/OBR

Clark State Staff: Karen Rafinski, President; Marvin Nephew, Human Resources; Steve Goheen, Fire Training Coordinator; Jim Franks, Corporate and Public Services; Lisa Dunn, Program Manager; Tom Hicswa, Commercial Transportation Training; Ed Busher, Student Affairs and Enrollment Management; David Devier, Vice President of Academic and Student Affairs; Jeff Reed, Faculty Senate President; Mellanie Toles, Assistant to the President; Martha Crawmer, Dean of Arts and Sciences; Ben Sowards, Marketing Specialist/Staff Senator; Jennifer Dietsch, Director of Marketing; Kris Culp, Vice President of Advancement; Kathy Wilcox, Dean of Health and Human Services; Jane Cape - Dean of Business and Applied Technologies; Joe Jackson, Vice President for Business Affairs; Mel Marsh, Acorn Consulting/Facilitator

**State and Regional Economic Development Perspective**

State of Ohio Priorities (See the ODoD Strategic Plan sent in advance of the meeting)

Lisa Patt- McDaniel highlighted nine industries that are represented state wide that are priorities for Ohio:

1. Advanced energy and environmental technology (i.e. fuel cells, clean water, windmills, solar panels)
2. Aerospace and aviation (i.e. unmanned vehicles)
3. Agriculture and food processing
4. Bioscience and bio products (i.e. pharmaceuticals, biomedical tools)
5. Corporate and professional services (i.e. professional services, office management, IT services, research, engineering)
6. Distribution and logistics (Lisa noted that one can reach 60% of the US and Canadian population within one day from Ohio)
7. Instruments, controls and electronics (i.e. sensors)
8. Motor vehicles parts and manufacturing
9. Polymers and advanced materials

The state has also identified emerging industries:

1. Insurance and Financial services (i.e. Code Blue)
2. Manufacturing and Metalworking

Lisa noted the following implications for workforce development:

1. Manufacturing continues to be important. The state is looking at some kind of certification or two year degree to ensure individuals have the right skills
2. Engineering and math are important. Industries require basic engineering technician skills.

3. IT remains important. However, many companies only want to hire individuals with experience, which highlights the importance of internships and co-ops.
4. Professional office management and knowledge workers such as project managers.

A survey of employers also identified the following soft skills needed in staff:

- Communications
- Teamwork
- Entrepreneurial thinking

### Q&A

- + How was the list of priorities developed? The state developed the list of nine priorities by looking primarily at what existed, but also at what they expected to realize growth in the future. Fuel cells is an example of an area that they saw more as an opportunity rather than an existing strength.
- + Is the bioscience area focused on research or products? Both - it includes research and commercialized products.
- + What is on the horizon that is not included in this list? What Lisa sees fits into these nine areas. Lefty agreed and noted that emerging opportunities are possible at the intersection between these nine areas.

Dayton Development Coalition Priorities (See the DDC three year strategy document sent in advance of the meeting)

Jim Leftwich highlighted the importance of ensuring workforce development activities are focused on the right skills when he noted that a 2006 study in Montgomery County identified a \$370M economic impact from unfilled jobs. The skills mismatch between skills of job seekers and skills needed to fill the open jobs leads to unfilled jobs and continued high unemployment.

The Dayton Development Coalition has identified four priorities:

1. Aerospace Systems
2. Advanced materials and advanced manufacturing
3. Information Technology and Advanced Data Management
4. Human Sciences and Healthcare

Two areas of focus for 2011:

- The aerospace industry with an emphasis on remotely piloted/unmanned systems – this builds on the advanced materials, sensors, IT, and human sciences priorities highlighted for the state and our region.
- Water related industries; both water technology and water dependent industries – this builds on the intersection of advanced materials, sensors, and IT priorities for the state.

There is a potential for \$25B per year in the next five years, and we have every element in place to be successful in these areas. Lefty noted that all of our regional colleges and universities could have full time work just filling these pipelines in the next ten years. Clark State has expertise in some of these areas and could become a partner with AFIT in the future.

Ohio Board of Regents: Ohio Skills Bank (see Ohio Skills Bank handout sent in advance of the meeting)

Kim Frazier gave an overview of the Ohio Skills Bank (OSB) and their efforts in workforce development. OSB has identified core industries and driver industries in each region. Core

industries support the existing population. Examples include schools and utilities. Driver industries are those that drive the economy, attracting talent and generating growth.

OSB has data on indicators of presence in each region, potential for job growth, and average wage. They want to create talent development pipelines to get individuals with the right skill sets that can transfer between industries. (Kim shared an example from Silicon Valley, where the loss of many companies did not cause massive unemployment because skilled workers easily found employment in new industries.) OSB is also trying to pinpoint where training does not exist or where the supply of skilled workers is low. They are also focused on credit generating education that will lead to associate degree and transfer to a 4 year institution.

### **Local Service Area Economic Development Perspective**

#### Greater Springfield Chamber – David Zak

Four projects are:

1. Parks – Industrial Parks and the downtown park; creating places where business will go. The Chamber is working on PrimeOhio II, Lagonda industrial Park, NextEdge, and AirPark Ohio. Phase 1 of the National Roads Common park, expected to attract retail businesses, will be complete in 2011.
2. HITS 2.0 – they are continuing to focus on retention and expansion of existing businesses and are improving the award winning HITS program.
3. Cluster focus – a) business process cluster (front and back office), b) advanced manufacturing cluster, and c) defense cluster which will include unmanned aerial vehicles.
4. Research – intensify research efforts in various areas relevant to economic development (i.e. wage & benefit survey, success stories) and improve communication of this information gathered.

Recommendations for Clark State:

1. Keep your key accounts (the employers you serve through all of your programs) feeling like VIPs. Use the 80/20 rule to identify key accounts. Delight them.
2. Focus on grants. Increase effort and human resources dedicated to finding grant opportunities.
3. Strengthen relationships with your workforce development partners. Treat WorkPlus and JFS like VIP customers and focus on what will delight them.
4. Increase participation in and support for economic development efforts. You are doing great here already, but can still improve: more attractive marketing materials and efforts; increased participation in retention and expansion efforts, funding operations for local economic development organizations.

#### Champaign County Economic Development – Mike Morris

Mike noted that Champaign County is in the middle of nowhere but is the center of all. He believes that the assets and location of Champaign County are under-recognized by Montgomery and Franklin Counties.

Their biggest challenges are to help others understand the strengths the county has to offer and find ways to retain youth and talent. A 2009 population projection estimated that Champaign would experience a 20% growth of elderly and a corresponding 18% decline of young people through 2014. County leaders are aware of the need to make the community more attractive, especially to urban young people. (Mike told a story of the difficulty of making Champaign County attractive to young people living in Boston.)

The county has major corporations such as KTH, Rittal, and Honeywell Aerospace. The world headquarters of Bundy Corp, a manufacturer of baking pans and mixers is also in Champaign.

They have difficulty getting people with the right skills to stay in Champaign County.

Recommendations for Clark State:

1. More internships and coops because hiring companies want individuals with experience.
2. Focus on entrepreneurial thinking (UU has a program on entrepreneurship).
3. Invest in physical plant for Champaign County

#### Greene County Economic Development – Phil Houston

Phil noted the benefit of having the Greene Center in place.

Even though Greene County is weakest in our region for manufacturing jobs, he still has 200 unfilled manufacturing jobs. BRAC is keeping the county very busy, with 1100 positions moving to WPAFB, and so far 50% of the incumbents are moving here. Phil agreed with Mike that there is a culture shock for some of the people in moving to Ohio.

Greene County is an especially diverse county, mixing a very rural focus in the eastern part of the county with a high tech focus in the western part of the county from WPAFB and all of the defense contractors supporting the base. Retail is also a very important contributor to economic development.

Their biggest workforce challenge is matching the skills available to the jobs available. Some projects where Clark State can help include:

- Advanced Technical Intelligence Center – Clark State already partners with ATIC in training future intelligence workers.
- National Center for Medical Readiness – training for first responders all over the Midwest. There is the potential for several thousand a year to be trained

#### Logan County Economic Development – Natalie Comer

Natalie noted that she is in a different economic development region than Clark County. Logan shares the challenge of Champaign in that the bigger counties pay little attention, despite proximity to Montgomery and Franklin.

Their projects:

1. Brownfield assessment and redevelopment
2. Supporting small businesses, including opening an entrepreneurial center
3. Shop local campaign
4. Working with existing large industries on retraining dollars to help workers get new skills. For example, one of two Honda plants in Logan will expand with 160 new jobs.
5. Improved marketing in general

Recommendation for Clark State:

- Increase physical presence in Logan County

#### City of Springfield Economic Development – Tom Franzen

The City of Springfield is actively participating in Greater Springfield Moving Forward and is supporting the work of Clark County and the Dayton Development Coalition. The city commissioners are working on a plan for the future.

Priorities include:

- Professional office work/insurance/financial services (building on what we have)
- Manufacturing – military, aerospace, food, materials handling, plastics, composites, fiberglass, coatings
- Technology – NextEdge, LexisNexis, NASIC, AVETeC, Air National Guard
- Aerospace

Recommendations for Clark State:

- Safety train – fire, flight, air traffic control
- UAV – sensors, testing UAVs
- Data/IT – training people on how to handle and process data
- Health care – clinical and back office for hospital
- Distribution and logistics
- Advanced Manufacturing – have a smarter focus in this such as lean manufacturing, process control, process analysis
- Tom is not sure if Clark State should play a role, but wants to invite us: assist smaller companies in collaborating to compete more effectively

#### AVETeC – Cathy Balas

Cathy noted strong agreement with what others have discussed. Priorities include:

- Research and engineering
- Sensors and unmanned aerial vehicles
- Human factors and human sciences
- Intelligence
- IT/computer science/cyber security/high performance computing

Recommendations:

- Focus on ensuring students get credits that can be recognized
- Flexible skills that can be applied in multiple ways
- Internships – internships for credit, new ways for internships, help faculty ramp up skills and real world experiences, support for faculty/student collaboration through internships. Cathy shared an example of community college students successfully participating in research oriented internships. Think beyond the traditional technician focus.
- Degree completion is important.
- Seek state and federal grants such as National Science Foundation grants and SBIR (small business innovation research grants)

#### Turner Foundation – John Landess

Recommendations:

- Strengthen the relationship with WPAFB, understand how the base works, increase relationships in all parts of the base
- They are looking for commercial opportunities for the research, and we need to be there

There are two companies at the incubator in NextEdge that have funding through the DDC. We need to attract more.

## Discussion

- ◇ How should we connect with the Air National Guard base better? Air Traffic Control? Unmanned aerial vehicles? Emergency services? Something else?
  - Lefty said the future mission is so fluid at this time it is difficult to predict. The mission might be related to homeland responsiveness which would make the National Center for Medical Readiness a likely partner. Another possibility is related to UAV – next generation air traffic control, monitoring UAVs. This would build on AFRL competencies and would get into the human sciences area.
  - Tom said many retirements in the air traffic control workforce are expected in the near future so there is a need for new personnel. A community college in PA has a training program.
  - There is little information at this time on what the next generation ATC needs will be which is why we need to connect with the FAA. We could position ourselves well for this.
  - In general, Lefty said that a key success factor is to link closely with economic development specialists and with local employers (including federal government) to anticipate their needs – institutionalize a model to understand employer demands.
- ◇ What is meant by water technology?
  - Everything – purification, drinking water, waste water – all technical needs for water. The EPA will be an anchor for this because the EPA can create a market in a minute. There is an 11.5 M investment in water technology centered in Cincinnati. Yellow Springs Instrument is a key player and Central State has a water program. Clark State should consider connecting with YSI and CSU.
- ◇ We have strength in manufacturing at Clark State. What specific manufacturing skills are needed in our region?
  - Certified welders, machinists, computer controlled machines, soft metal welding.
- ◇ How can we increase our internships and coop opportunities? How can we marry our students with the businesses?
  - Could Clark State rethink classes to be able to offer internships for credit? Students would go to work and to lecture for credit. Make sure that the credits would be able to be transferred. Pick one industry to start and create an entire program and curriculum.
  - Need to have strong relationships with businesses to make this work and be sure that the program creates value for the business.
  - Whatever you do, be sure you do it better than everyone else.
  - There is a business model called “Inroads” that might be useful for this.
- ◇ Does OSB have information on skills needed and skill gaps that exist?
  - Kim will provide this to Karen to share with everyone.
- ◇ We have difficulty steering students to where the jobs are and where job growth is expected. What suggestions do you have to help us encourage students to get into programs with jobs at the end?
  - Coops and internships will help them see possibilities. Also, employers now understand the value of diverse skills, balancing creative with technical skills.
  - Provide internships at the high school level in order to get younger students thinking about different possibilities.
  - Perhaps expand GEAR UP to Clark State’s entire region.
- ◇ There is a disconnect between jobs available in manufacturing and the interest in Clark State’s manufacturing program.

- This might be a branding problem – perhaps look at the name and how you describe the program.
- Expose students to the opportunities through internships at interesting manufacturing companies.
- ◇ What is SBIR?
  - Small Business Innovation Research grant which requires funds be set aside to provide research opportunities for community college students.
  - Clark State should ensure it has articulation agreements with four year colleges to support students interested in engineering and research.
- ◇ Unique programs at Clark State include: real time reporting program that has received a grant to expand to a wider region; agriculture degree that is fully articulated with OSU that is focused on the nursery business.
  - The Ohio Dept of Agriculture is interested in aquaculture – seafood farming. This might be an opportunity for Clark State.
- ◇ A challenge facing all of us is the state of the K-12 system in our region.
  - It actually starts before kindergarten: our children are not kindergarten ready.
  - One challenge is the amount of spending on administration compared to teaching. Our organization, with so many districts, is hurting us.
  - Project Lead the Way offers career exploration at the high school level.

### **Implications for Clark State**

We split into small groups to address the questions, What does this mean for Clark State? What should Clark State consider to address the priorities described tonight?

#### Group 1

1. Look for low hanging fruit
  - a. Set a tangible goal to increase internships of all kinds by 20% (there are 634 today)
  - b. Rebrand the manufacturing program
  - c. Facilitate visits to the base and employers for Clark State and high school students

#### Group 2

1. Promote the engineering transfer programs and make it very attractive to come here first.
2. Partner with economic development professionals to market to states that are not as attractive to businesses.
3. Forge better relationships with local companies
  - a. Increase internships
  - b. Start to change branding
4. Explore SBIRs

#### Group 3

1. Must consider elements of a good program, especially when starting a program
  - a. Need for students – start early to market to HS and middle school students and their families
  - b. Effective branding
2. Expand our IT programs building on our current success
  - a. It might have “poster child” status, expand to other programs.
3. Expand internships – now that we have new career management director
  - a. Focus our efforts on relationships with businesses
4. Focus on transfer to 4 year colleges

- a. Improve and increase our articulation agreements, be the best in this area
5. Improve and expand our relationships with WPAFB
  - a. Continue to look for opportunities to understand what is available and needed there.

#### Group 4

1. Increase and grow partnerships with businesses
2. Expand coops and internships
3. Aquaculture
4. Expand partnerships with:
  - a. CSU for water program
  - b. FAA to next gen air traffic control
  - c. Homeland Security
  - d. Center for Medical Readiness
  - e. Build relationships by targeting a few
5. Focus on entrepreneurship for students
6. Need to hear from employers
7. Do we need county based advisory committees to put more focus on the unique needs of each county that we serve?
8. What is the impact of privatizing the ODoD?

#### Group 5

1. Rebrand the welding program
2. Establish partnerships with businesses, increase our visibility with businesses, provide opportunities for students to go to businesses
3. Collaborate with high schools to increase college readiness to limit need for remedial programs
4. Increase coops and internships – directed practice opportunities.
  - a. Group work, project work, involve faculty, work for pay or credit, develop this more fully
5. Look at grants to support this.

#### **Next Steps**

The board will continue discussions about what this means for Clark State.