ARKANSAS DEPARTMENT OF HIGHER EDUCATION

Act 1131 of 2015
Regional Workforce Planning Grant

APPLICATION COVER SHEET

DUE SEPTEMBER 1, 2015

To:	Arkansas Department of Higher Education
Requesting Institution:	National Park College
Title of Project:	Innovative Technologies Center of Excellence
Project Partners:	1. AirTech Supply 2. Berry Plastics 3. AR Career Training Institute 4. West Central AR Workforce Development Board 5. Greater Hot Springs Chamber of Commerce 6. Hot Springs School District 7. University of AR at Little Rock 8. CHI St. Vincent-Hot Springs 9. 10.
Requested Budget:	$100,000
Date Submitted:	9/1/2015
Applicant Contact:	Kelli Albrecht
Applicant's Information:	101 College Drive Hot Springs, AR 71913
	501-760-4349 (office) 501-620-0954 (cell)
	kalbrecht@np.edu

Authorized Signatures for Project Partners

If the institution has more than 10 partners, you may attach an additional page for signatures.

Signed Letters of Support are included in this application under Appendix A.

National Park College Lead Institution	Kelli Albrecht Authorized Official		
AirTech Supply Partner	Mark Sorrell Authorized Official	Berry Plastics Partner	Laura Brody Authorized Official
AR Career Training Institute Partner	Jonathan Bibb Authorized Official	West Central AR Workforce Development Board Partner	Mervin Gerlach Authorized Official
Greater Hot Springs Chamber of Commerce Partner	Jim Fram Authorized Official	CHI St. Vincent-Hot Springs Partner	Bryan Williams Authorized Official
Hot Springs School District Partner	Mike Hernandez, EdD Authorized Official	University of Arkansas at Little Rock Partner	Zulma Toro, PhD Authorized Official
Partner	Authorized Official	Partner	Authorized Official

Act 1131 of 2015
Regional Workforce Planning Grant Application

*Please complete each section of this application and submit to the Arkansas Department of Higher Education by **September 1, 2015**. Applications should be emailed to ADHE.Workforce.Grant@adhe.edu. Please note that applications will not be accepted without a completed Intent Form, due August 1, 2015.*

SECTION 1 – PROGRAM NEED — 30 Points

Proposals will include an overview of the labor needs, as determined by the Local Workforce Development Board, and specifically identify the skills gap employers face in the selected region and will continue to face in the future. Entities seeking grant funds must outline the proposed program and/or equipment needed and how creation of the program and/or acquisition of equipment will address those labor needs.

Keep the following rubric in mind when completing this section:

	Exemplary	Superior	Adequate	Needs Improvement
Program Need (30 Pts)	Significantly addresses a top 3 workforce need in the region (26–30 Pts)	Addresses in a more limited way a top 3 workforce need in the region (21–25 Pts)	Addresses in a limited way a less critical workforce need in the region (16–20 Pts)	Identified labor need is too narrow or not in a critical area (0–15 Pts)

Please enter your answer in the box provided below. Feel free to include any necessary charts, graphs or tables.

Overview

National Park College launched an initiative to establish an Innovative Technologies Center of Excellence in its 2015-2012 Strategic Plan. Dr. John Hogan, President of the College, identified this initiative as a central element of economic development for the College's service area and for the West Central Arkansas region.

The Greater Hot Springs Region of West Central Arkansas is a unique environment. While many consider this region primarily engaged in hospitality and tourism, there is a booming economy full of advanced manufacturing and aerospace companies. Business and industry require employees equipped with 21st century technology skills. The Center will support the core needs of business and industry in the West Central Arkansas region and provide essential training solutions that meet the needs of the local workforce by the West Central Arkansas Workforce Development Board.

National Park College is therefore applying for a Regional Workforce Grant to develop its Innovative Technologies Center of Excellence.

Program Areas

The Center would provide the region with highly skilled workers in four broad advanced technology areas:

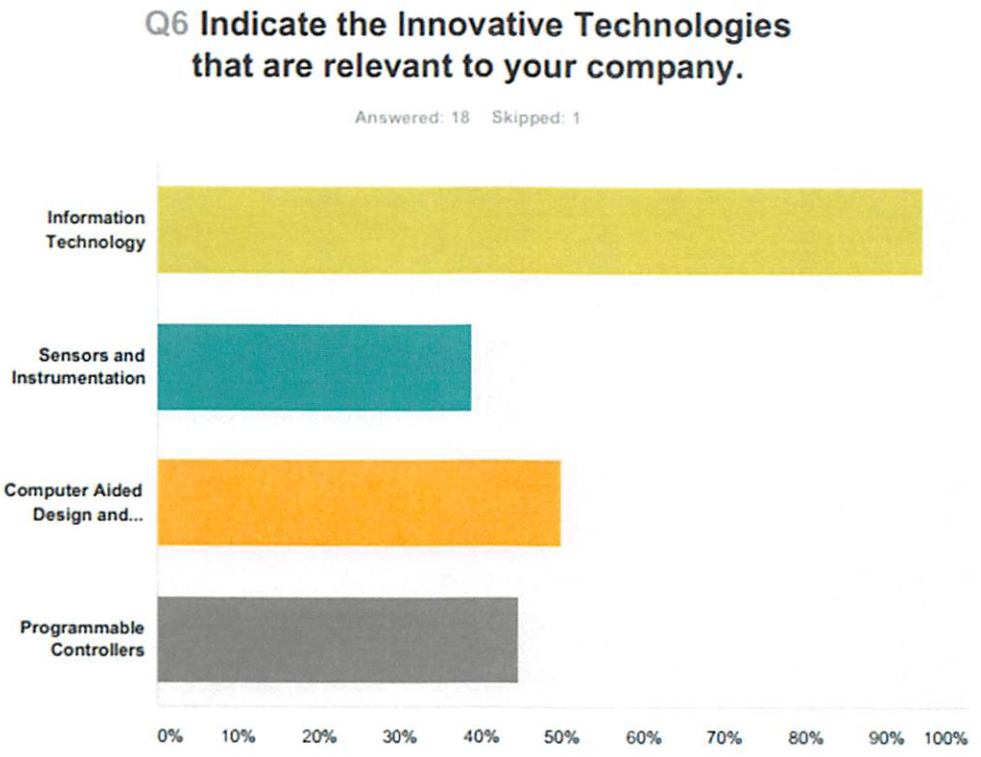
1) Information Technology/Coding
2) Sensors and Instrumentation
3) Computer Aided Design and Computer Aided Manufacturing
4) Programmable Controllers

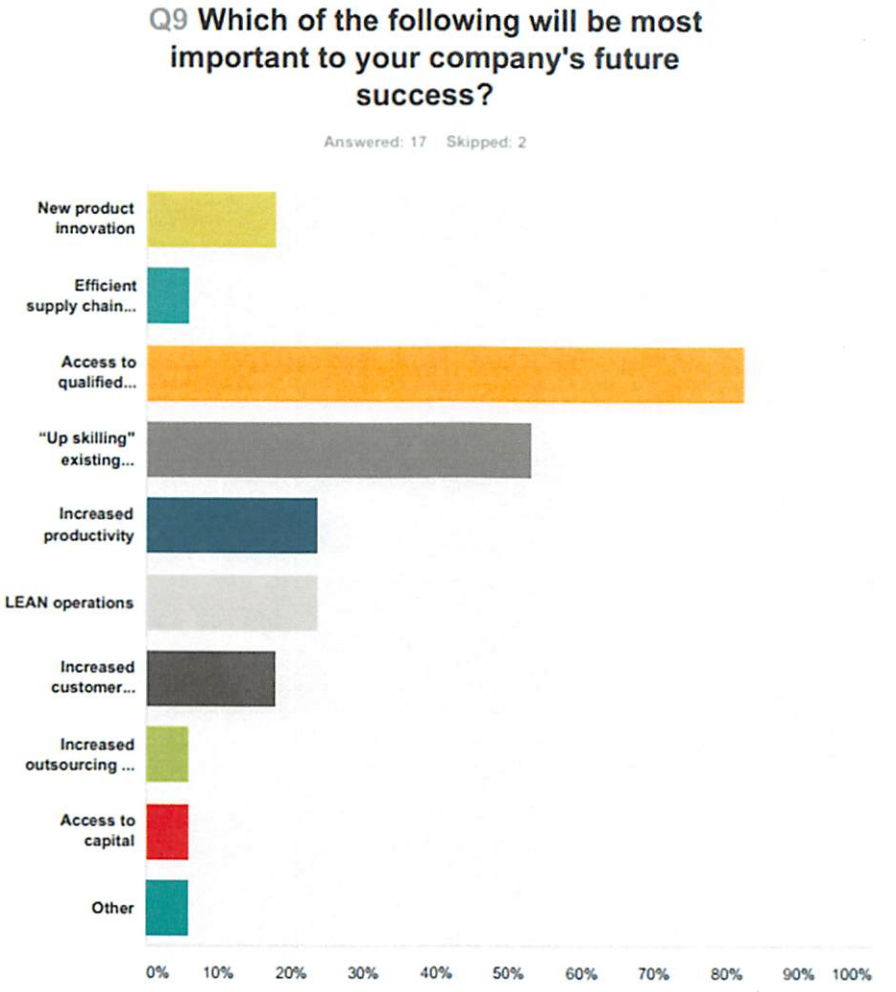
Further information on each of the broad advanced technology areas will be detailed in section two of this proposal.

Need

National Park College recently administered a survey to area business and industry to gain additional information regarding the demand for workers in each of these broad advanced technology areas.

The two graphs provided below emphasize the need for workers with the skills sets outlined in the Innovative Technologies Center proposal. Access to workers with these abilities is critical to the long term economic success of the region. The complete survey data is provided in Appendix B.





Goals

The goal of the Center is to align workforce development and academic programs with regional economic development strategies to meet the needs of local and regional employers. These efforts assist in developing a skilled workforce required for growth and business expansion. The training will include incumbent worker training, apprenticeship programs, and customized training in addition to the traditional postsecondary technical certificates and associate degrees.

The Center will provide access to innovative technologies that are being utilized now and emerging technologies that are on the horizon. Some of the Center's goals that were identified early in the exploratory process include:

1. Providing a clearly defined path for students to complete an education plan from K-12 to employment, working in partnership with K-12 schools and employers

2. Enhancing partnerships with employers to provide additional opportunities for students such as internships, apprenticeships and employment

3. Serving as a resource for employers to research and share best practices and provide consultative services through subject matter experts and students

4. Offering both standardized and customized training to incumbent and future workers

5. Providing incumbent workers with the technical knowledge needed to advance into expert level and supervisory level positions within their organizations

6. Creating pathways for students to transfer their education at four year partner institutions

Partnerships
A variety of unique collaborations with business and industry partners, educators from K-12 to college, and regional economic developers have been formed to assist in the development and deployment of the Innovative Technologies Center, all of whom can envision how an Innovative Technologies Center of Excellence can benefit students, companies, entrepreneurs, and the community.

The Hot Springs Metro Partnership and National Park College have collaboratively established various industry sector partnerships to strengthen engagement among companies, educators, economic developers, and the community. These partnerships elevate the importance of workforce development and create a forum for employers to provide input and receive a timely response.

The Aerospace Alliance is a long standing partnership and fully engages all facets of the aerospace industry in the region. This group has been instrumental in developing non-credit and credit instruction for existing and future aerospace workers. Industry partners work hand-in-hand with the college to provide instructors, recruit students, develop curriculum, and hire graduates. This collaboration has ensured that there is a significant pipeline of potential entry-level employees for the industry. However, with the aging workforce, companies are finding that there is now a greater need for advanced skills and supervisors.

The Advanced Manufacturing sector partnership, established two years ago, was instrumental in the development and implementation of the new Industrial Technology programming at National Park College. While this programming fulfilled the need for entry level workers, there is still a significant need for employees with advanced skills in a variety of areas.

Efforts are currently underway to establish the Information Technology sector partnership. This partnership would include a wide range of companies since Information Technology is embedded in all types of business and industry. National Park College has committed resources to establishing relationships with companies that are interested in participating in this newest sector partnership.

SECTION 2 – PROGRAM PLAN

25 Points

Program plans must be designed to meet the goals and core requirements of the Regional Workforce Grants program. At a minimum, the plan must include a summary of expected outcomes, a description of career pathways that will be created or enhanced, a description of any anticipated equipment needs and a proposed governance and accountability structure for the program.

Keep the following rubric in mind when completing this section:

	Exemplary	Superior	Adequate	Needs Improvement
Program Plan (25 Pts)	Plan addresses all goals and core requirements and identifies significant outcomes (22–25 Pts)	Plan addresses most goals and requirements and identifies outcomes (18–21 Pts)	Plan addresses many goals and requirements and identifies few outcomes (14–17 Pts)	Plan lacks significant requirements or lacks apparent outcomes (0–13 Pts)

Please enter your answer in the box provided below. Feel free to include any necessary charts, graphs or tables.

Expected Outcomes

A diverse population will be served by the Innovative Technologies Center of Excellence (i.e., students, workforce, and community members). The expected outcomes at this time range from specific to broad. A visual representation of the broad scope of this project is included in Appendix C. Some outcomes are focused on the academic course of study while others are focused on serving the workforce and the community.

Academic Outcomes

- Expand Technical Certificates in Aerospace and Industrial Technologies into Associates of Applied Science degrees
- Develop a Mobile Applications program at National Park Technical Center in which high school completers receive college credit in the form of a Certificate of Proficiency that applies toward an Associates in Applied Science in Computer Information Systems
- Provide Certificates of Proficiency for students completing National Park Technical Center's existing programs in Pre-Engineering, Carpentry, and Machine Tooling that transfer into postsecondary Technical Certificates and Associates degrees in Engineering, Industrial Technology, Aerospace Fabrication, Welding, and Computer Information Systems
- Create new credit coursework in Sensors and Instrumentation to prepare graduates for advanced manufacturing career fields
- Develop new credit coursework in Computer Aided Design, Computer Aided Manufacturing, and Programmable Controllers that can be stand-alone courses or courses embedded in other degree plans such as Aerospace and Industrial Technology
- Grow postsecondary partnerships to assist NPC graduates with seamless transfer to four-year partners, especially in STEM related areas such as Engineering and Computer Science
- Provide a multidiscipline, tactile environment for students through the creation of a shared Innovative Technologies Center

Workforce Outcomes

- Develop advanced manufacturing non-credit certifications in relevant programs, such as CATIA (3DEXPERIENCE certification), Autodesk, Master CAM, and NIMS CNC
- Create a shared Innovative Technologies Center with the flexibility to rapidly meet the training needs of local industry and business partners
- Establish clear prior learning assessment procedures allowing interested workforce certification completers to apply their learning toward "for-credit" certificates and degrees

Community Outcomes

- Provide a highly skilled workforce in areas related to advanced manufacturing, aerospace, and information technology/coding
- Encourage opportunities for start-up entrepreneurs to interact and share knowledge with students and faculty in a shared Innovative Technologies Center
- Partner with the Workforce Development Board and the Hot Springs Metro Partnership to anticipate and respond to the evolving needs of local business and industry partners

Apprenticeships

National Park College has a long standing partnership with the National Apprenticeship Training Foundation to offer high school seniors apprenticeship opportunities in Aerospace. These students complete a six month program at NPC while working in a local aerospace company. Students may receive concurrent credit for this course. Students may also receive credit toward high school graduation. Additionally, the course can be assessed for prior learning credit that is awarded when a student applies for the Aerospace Technical Certificate Program.

National Park College will explore additional programs that could benefit from a similar model. Several school districts have expressed a desire to expand apprenticeship programs for students interested in Advanced Manufacturing and Information Technology careers. Upon graduating from high school, these students would have not only their high school diploma, but college credit and an industry recognized credential that makes them more marketable in the workplace.

Career Pathways

The following are examples of career pathways that will be enhanced or created by the Innovative Technologies Center of Excellence.

Enhanced Pathways

Aerospace – An Associate Degree program will be created to complement the current non-credit program and the Technical Certificate. Advanced level coursework will be developed and offered as credit or non-credit.

Industrial Technology – An Associate Degree program will be created to complement the current non-credit coursework and the Technical Certificate. Options will be explored to add an apprenticeship program to serve high school students and post-secondary students. Advanced level coursework will be developed that meets specific advanced manufacturing needs.

Information Technology – Current course offerings will be enhanced to provide better alignment to four year colleges. Specialty coursework will be developed to benefit local business and industry.

Computer Information Systems – Current course offerings will be enhanced to provide better alignment to four year colleges. Specialty coursework and industry certifications will be developed to benefit local business and industry.

Sensors and Instrumentation – Sensor and instrumentation technologies will be integrated in the Engineering, Aerospace, and Industrial Technology curriculum. Sensors and Instrumentation coursework is needed to prepare graduates for Advanced Manufacturing careers. Several industry partners currently need workers who understand the high tech visualization equipment used for quality control.

Created Pathways

The Innovative Technologies Center of Excellence will create many opportunities for students to enter advanced positions in Engineering, Aerospace, Industrial Technology, and Information Technology. Some of those possibilities include:

- Advanced certifications in Sensors and Instrumentation
- Specialty certifications in Computer Numerical Control (CNC) Programming
- Certifications in Computer Aided Design (CAD) and Computer Aided Manufacturing (CAM)
- Coordinated Metrology Society (CMS) Certification

Computer Aided Design and Computer Aided Manufacturing – Computer Aided Design and Manufacturing coursework will provide skills to increase a worker's ability to advance in the areas of CNC Programming, Tooling Design, and Manufacturing Engineering.

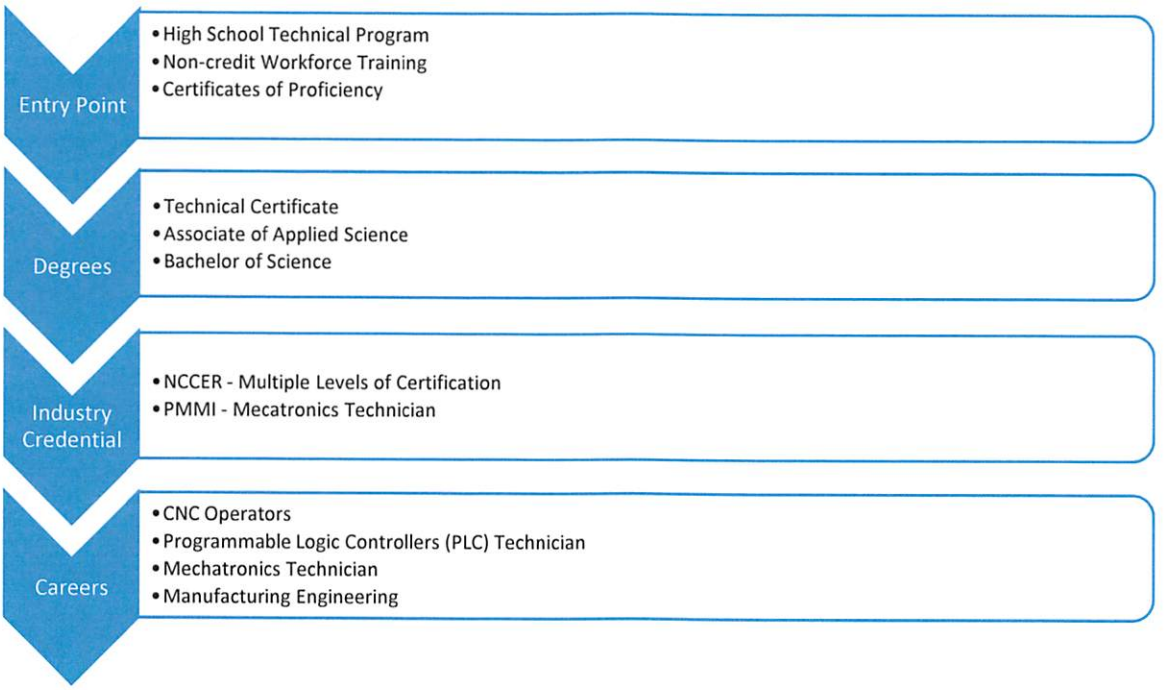
Programmable Controllers – Advanced coursework in Programmable Controllers will allow maintenance technicians upward mobility into roles such as Automation Specialists, Mechatronics Technicians, and Manufacturing Engineers.

Mobile Applications – The National Park Technical Center will add the Mobile Applications program to provide pathways from the high school program. This will afford students an opportunity to gain college credit hours while in high school and seamlessly transfer into NPC's Computer Information Systems program. The Mobile Applications program will meet the new graduation requirements under Act 187 by providing concurrent credit to high school students who complete the two-year program.

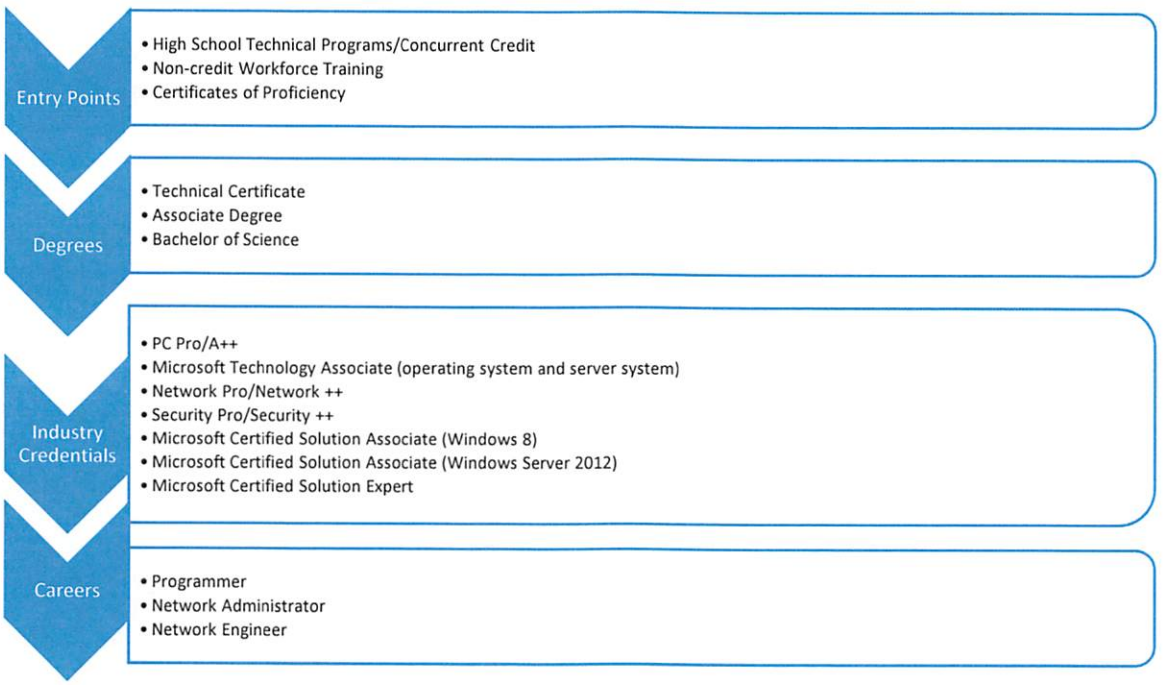
The Center will provide greater linkage from National Park Technical Center Pre-Engineering, Mobile Applications, Carpentry, and Machine Tooling programs into Technical Certificates and Associate Degrees in Engineering, Industrial Technology, Aerospace, Welding, Information Technology, and future emerging technology programs.

The following graphics represent some of the proposed educational and career pathways that will be available with the implementation of an Innovative Technologies Center of Excellence:

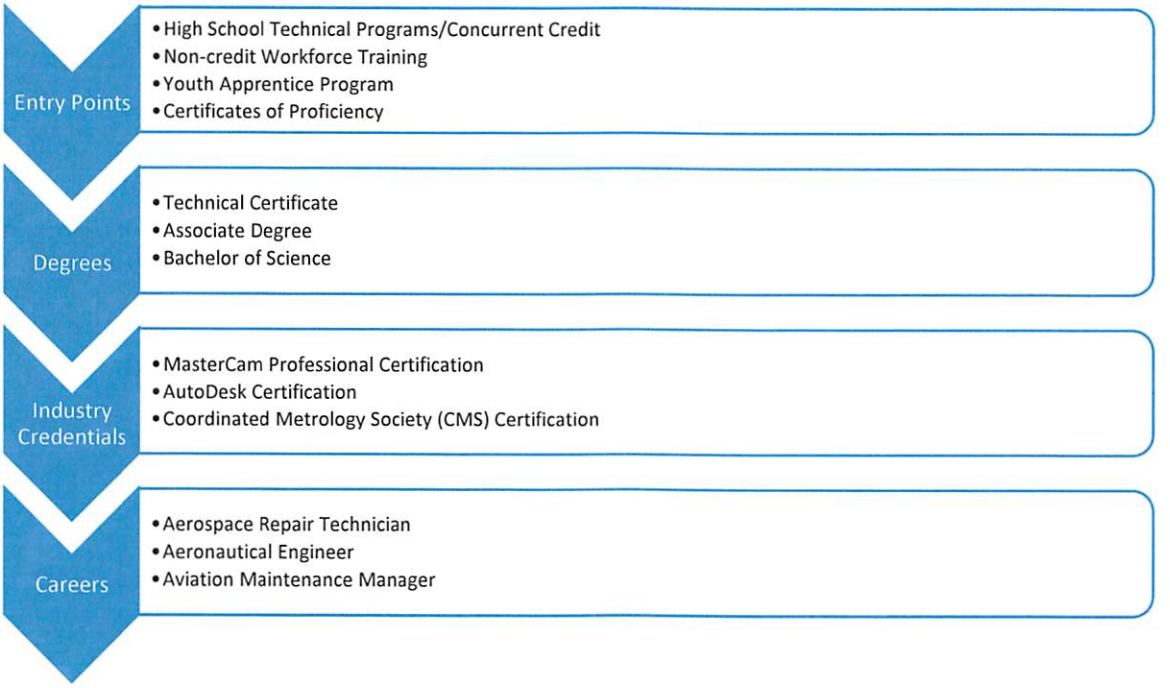
Advanced Manufacturing/Industrial Technology



Information Technology/Coding/Computer Information Systems



Aerospace



Equipment Needs

3D Modeling and Maker Lab

- Graphic workstations
- CATIA, Inventor, Unity 3D Software packages
- 3D scanners and/or Coordinate measuring machine (CMM) such as Faro Arm
- MasterCAM, VeriSurf Software packages
- 3D printers, CNC learning centers (mill, lathe)

Sensing and Controls Lab

- Various Controllers - PLCs (ControlLogix, CompactLogix), Arduino and Raspberry pi open source Controllers
- Miscellaneous devices to be controlled – Meclab Mechatronics learning center, relays, motors (AC, DC, stepper), VSDs, servos, solenoids (various), etc.
- Various sensors and instruments, both industrial and prototyping for vision, temperature, pressure, touch, proximity, IR, UV, magnetic, accelerometers, image, motion detection, etc.
- Various electronics prototyping lab equipment and supplies – Oscilloscopes, meters, breadboards, power supplies, etc.

Coding and Networking Lab

- Large HP Servers with ample memory and disk space to support virtual machines running simultaneously, with Windows Server 2012
- Client computers (Desktops with 500GB disk and 8GB memory), with Windows 10
- Android Pads, for Android Apps Development Training
- IPads and MacBooks for IOS Apps Development Training

- Arduino Starter Kits, for Programmable Logic Board Training
- Assorted Network equipment (Switches, Routers, Cabling, etc.) to interconnect classrooms to servers

Proposed governance and accountability structure for the program

- National Park College has a fully-integrated, college-wide decision making model that includes Academic Affairs, Fiscal Affairs, Accreditation, and Quality Improvement
- Oversight for this initiative is provided by National Park College's President, Vice President of Academic Affairs, and Director of Community & Corporate Training
- Program management will be facilitated through the Community & Corporate Training Division of National Park College
- Fiscal oversight will be managed through the Grant Coordinator working in conjunction with the Director of Community & Corporate Training, the Vice President of Finance and Administration, the Controller, and additional business office staff

SECTION 3 – STRENGTH OF PARTNERSHIP — 25 Points

Proposals are required to address how the program plan incorporates each of the mandatory partners, as identified above, and other regional partners who can contribute significantly, in a unique and meaningful role. Describe the anticipated role for each member of the alliance. **Include with the proposal a commitment letter from each partner and the Local Workforce Development Board.**

Keep the following rubric in mind when completing this section:

	Exemplary	Superior	Adequate	Needs Improvement
Strength of Partnership (25 Pts)	Plan includes broad representation and each partner has a defined role with identified critical contributions (22–25 Pts)	Plan includes broad representation but partner roles are not clearly defined (18–21 Pts)	Plan lacks one or two important partners or not all partners are critical to success of the plan (14–17 Pts)	Partner participation is too narrow or some partners do not contribute meaningfully (0–13 Pts)

Please enter your answer in the box provided below. Feel free to include any necessary charts, graphs or tables.

National Park College's Innovation Technologies Center of Excellence is a project driven by the needs of our regional business and industry partners. The College has established strong ties with business and industry. The Hot Springs Metro Partnership and National Park College have worked in tandem to establish active advisory councils in industry sectors such as aerospace and manufacturing. Meetings are held each quarter, providing companies an opportunity to express immediate concerns as well as engage in long-term sector partnerships and planning.

The industry sector partnership for Information Technology/Coding is currently being formed. National Park College is establishing a listing of businesses in the region that hire information technology employees. By meeting with many of these companies, the College was able to identify a skills gap that exists in the region. Additional data is being collected to ensure that current Information Technology/Computer Information Systems programs meet the needs of business and that future programs will assist in closing the skills gap. Summary data from a recent survey showed a significant need for IT employees both now and in the future (See Appendix B).

For this grant, the College received a letter of support from Hot Springs School District, but it is important to note that the College also maintains a high school technical program on campus that serves nearly 700 students from all of the Garland County school districts. The National Park Training Center (NPTC) prepares students with a number of skills that lead to college credit in areas such as pre-Engineering and Machine Tool Technology. In addition, NPTC is seeking to add a program of study in Mobile Applications by Fall 2016. These areas of study create a pipeline of students from the high school into the postsecondary courses of study. For example, students completing the projected Mobile Applications course of study would receive a Certificate of Proficiency and earn credit toward their Associate of Applied Science in Computer Information Systems. These students, both secondary and postsecondary, would benefit from the technology and training possibilities located in an Innovative Technologies Center of Excellence.

According to the United States Census Bureau's Quick Facts on Garland County, Arkansas (http://quickfacts.census.gov/qfd/states/05/05051.html), 20.7% of the local population lives in poverty compared to the state rate of 19.2%. With one-fifth of the local population in poverty, an Innovative Technologies Center of Excellence that is open to students, the community, and local business and industry partners could stimulate new entrepreneurial opportunities as well as attract new industry to the region thereby creating opportunities for employment and further investment in the region.

National Park College provides several resources for students in need through its Student Affairs operations. For example, the College participates in both the TRiOs Student Support Services and Career Pathways programs, which provide support for first generation and impoverished students. The College also provides counseling referral services through an onsite licensed Social Worker. NPC also serves the needs of veterans through an active Veterans Affairs office, which provides a private lounge where veterans can socialize and study. In addition to these services, the National Park Adult Education Center, with three locations, has witnessed significant growth and is currently serving nearly 500 students, all of whom are hoping to improve their situation and find employment that will help them provide for their families.

Because of our success in serving the population of Hot Springs, Garland County, and surrounding counties, the College has earned a reputation for dependable service. As a result, numerous business and industry partners, the local chamber, and the school districts support the College's plan to implement an Innovative Technologies Center of Excellence.

Appendix A provides support letters partners that support the efforts to create the Innovative Technologies Center of Excellence. A list and brief description of supporters follows:

West Central Arkansas Workforce Development Board – WCA Workforce Development Board continues to develop programs and services that benefit residents of the region. Some of these programs enhance National Park College's ability to quickly identify emerging needs of employers. Meanwhile, this data will provide students with a better understanding of the workforce needs in the region and the training opportunities that are available to them in the area.

AirTech Supply – AirTech represents the aerospace industry sector partnership. Air Tech continues to assist the College in identifying core needs for training and development of existing and future workers in all four areas within the Innovative Technologies Center. Specific needs within the aerospace industry include highly skilled workers with experience in Computer Aided Design/Computer Aided Manufacturing and Programmable Controllers. This industry sector has an immediate need for Aircraft Technicians, CNC Operators, and Engineers.

Berry Plastics – Berry Plastics represents the advanced manufacturing industry sector partnership. Berry Plastics continues to assist the College in identifying core needs for training and development of existing and future workers in all four areas within the Innovative Technologies Center. Specific needs within the advanced manufacturing sector include training programs in Sensors, Instrumentation and Programmable Controllers. This industry sector has an immediate need for Engineers, Maintenance Technicians, and Production Technicians.

CHI St. Vincent-Hot Springs – CHI St. Vincent represents the healthcare industry sector partnership. CHI St. Vincent continues to assist the College in identifying core needs for training and development of existing and future workers to enhance skills in Information Technology/Coding and in Sensors and

Instrumentation. As an industry sector that is rapidly changing, healthcare providers require employees to maintain their high-tech systems and equipment which will require a pipeline of technically savvy workers with skills in programming and networking as well as sensors and instrumentation.

Greater Hot Springs Chamber of Commerce (Hot Springs Metro Partnership) – National Park College has a strong partnership with the Chamber and understands that creating programs that align with business and industry can impact the region's economic development efforts. While the two entities have shared a strong relationship for many years, we are seeking to enhance our efforts through the creation of the Innovative Technologies Center of Excellence. The Chamber has committed to establishing a space at its downtown location to house an Innovation Center and is in talks with the Arkansas Innovation Hub to help facilitate this endeavor.

Hot Springs School District – While National Park College intends to partner with all of the school districts within the region, Hot Springs School District is taking a leadership role in defining the alignment between K-12 and college. NPC intends to build upon its strong partnerships, enhance concurrent credit enrollment, and provide additional opportunities for students to complete their required coding coursework through the college while receiving college credit. These efforts are in addition to National Park Technical Center's plan to establish a new program in Mobile Applications that will further enhance the offerings related to Information Technology and Coding in the West Central Arkansas region.

University of Arkansas at Little Rock – National Park College is currently working on a Memorandum of Understanding to create seamless pathways into the programs that align with our Information Technology and Computer Information Systems degrees. Additionally, UALR and NPC are identifying other areas of cross-programming in emerging analytics and gaming programs.

Arkansas Career Training Institute (ACTI) – ACTI and NPC currently partner in many different academic fields. ACTI students attend classes on the NPC campus. With the development of the Innovative Technologies Center of Excellence, additional program sharing partnerships would be possible and allow students to take specific classes at either campus. This effort will help decrease the amount of redundant programming, maximize space usage, and provide a broader array of course and program offerings to all students.

SECTION 4 – BUDGET PLAN

20 Points

Proposals will include a detailed financial plan assigning cost estimates to all proposed planning activities and a completed budget template. Efficiency in planning grant expenditures is expected.

Keep the following rubric in mind when completing this section:

	Exemplary	Superior	Adequate	Needs Improvement
Budget Plan (20 Pts)	All requested resources are essential and clearly support the goals of the plan. (18–20 Pts)	Most requested resources are important and clearly support the goals of the plan (15–17 Pts)	Plan includes some questionable resource requests (11–14 Pts)	Budget includes requests deemed unnecessary (0–10 Pts)

Section 4.1 – Budget Plan Detail

Please provide your detailed financial plan in the box below.

Planning Grant Budget	
Partner Participant Support Costs	
Director Salary + Fringe	$27,000
Project Coordinator Salary + Fringe	$35,000
National Park College team travel to existing Innovative Technologies centers at other Colleges	$12,000
Total Participant Support Costs	$74,000
Other Direct Costs	
Materials and Supplies are needed to establish office for work team and host two events on campus that support grant objectives	$15,000
Publication Costs/Documentation/Dissemination Publication of materials for events, additional documentation needed for grant initiatives, and marketing costs associated with promoting new programs under the grant	$3,000
Consultant Services include cost of adjunct faculty and staff needed to develop course curriculum for additional programs established through the Innovative Technologies Center	$8,000
Total Other Direct Costs	$26,000
Total Direct Costs	$100,000

Salaries

During the planning phase the Director of Community & Corporate Training will be significantly involved in the creation of the implementation plan. Therefore, the planning grant includes 13% of the Director's salary and fringe. Scope of work will include gathering additional information for implementation, enhancing partnerships with alliance partners, and also securing additional partners. National Park College also plans to host two events during the planning phase that will increase awareness of the initiative. These events will be coordinated by the Director.

The Project Coordinator will be involved in curriculum development and alignment. The Coordinator will work with College divisions to determine best approach to integrated learning. It is anticipated that many programs will be able to utilize the Innovative Technologies Center for a variety of activities. The Coordinator will also be in charge of determining the types of equipment needed and identifying suppliers for the Innovative Technologies Center. Additionally, the Coordinator will work with regional K-12 partners to align curriculum and identify additional opportunities for partnership and concurrent credit. Due to these efforts, the planning grant includes 50% of the Coordinator's current salary.

The President, the Vice President of Academic Affairs, and various faculty and staff members will also be extremely involved in this project. Their efforts will include building community support, identifying additional funding streams, gaining approval for new programming, financial accountability, and student recruitment and support services.

Travel

The Director, the Project Coordinator, and other faculty and staff will travel to Innovation Centers that are currently in operation. Precise travel plans will be determined during the planning phase, but could include: The Center for Innovation and Business at Pittsburg State University in Pittsburg, Kansas; The Center for Excellence and Innovation at Minnesota State University in Mankato, Minnesota; and The School of Emerging Technologies at Towson University in Towson, Maryland.

National Park College has already committed travel funding for four representatives to attend a conference at Xavier University in Cincinnati, Ohio. This conference, "Developing a Center for Innovation on Campus," includes topics such as: Establishing a Strategic Vision for Your Center, Scanning the Economic Market to Identify Center Partners, Connecting Your Center to the Student Experience, Integrating Faculty into the Mission of Your Center, Connecting Institutional Expectations and Partnership Agreements, Keys to Marketing Your Center, and much more. Also included is a Tour of Xavier University's Center for Innovation.

Materials and Supplies

National Park College will establish an office to begin working on plans for the implementation grant. This will include office furniture, a telephone, computer equipment including a printer, and other miscellaneous items. The majority of funding in this category will be spent to host a variety of events to promote support for the Innovative Technologies Center.

The fall 2015 event will include business and industry from the region. In this session National Park College will request additional information from employers on current and future needs for skilled workers as well as request feedback on equipment that could be included in the Innovative Technologies Center. Additionally, information about the grant and the vision for the Innovative Technologies Center will be shared. This event will provide critical information to the implementation grant writing team and help refine the vision of the Center.

The spring 2016 event will include community college and university professionals in the areas of emerging technologies, information technology, and advanced technologies in manufacturing and healthcare. There will be an education track for staff professionals and for faculty professionals. This event will be in coordination with Arkansas

Community Colleges and the Arkansas Research and Education Optical Network. The goal for this event is to highlight the need for innovative technologies to be imbedded across multiple disciplines and also the need for staff IT professionals to understand those emerging technologies.

Publication Costs/Documentation/Dissemination

There will be a variety of costs associated with marketing the fall and spring events including publicity for these events and publication of marketing materials. National Park College will also have costs associated with promoting the Center and associated new and enhanced programs that will be impacted by grant initiatives.

Consultant Services

Consultant Services include costs associated with faculty and staff that will be working on developing and deploying all facets of the Innovative Technologies Center. Additionally, faculty will receive stipends to assist in the development of new curriculum. Subject matter experts may be retained to facilitate learning for emerging technologies during curriculum development and also when deploying these technologies.

Section 4.2 – Budget Plan Template

Please complete the budget template below. Totals will calculate automatically based on your input.

A. Partner Participant Support Costs	
1. Personnel/Stipend	62000
2. Travel	12000
3. Other (Explain Below)	0
Briefly Explain Other Costs	
TOTAL PARTNER PARTICIPANT COSTS	74000
B. Other Direct Costs	
1. Materials and Supplies	15000
2. Publication Costs/Documentation/Dissemination	3000
3. Consultant Services	8000
4. Other (Explain Below)	0
Briefly Explain Other Costs	
TOTAL OTHER DIRECT COSTS	26000
C. TOTAL DIRECT COSTS	100000

SUBMIT BY SEPTEMBER 1, 2015

Email to ADHE.Workforce.Grant@adhe.edu

Applications that are received without an Intent Form (Due August 1) will not be accepted.

PLANNING GRANT SCORING RUBRIC

Critical Elements	Exemplary	Superior	Adequate	Needs Improvement	Value
Program Need	Significantly addresses a top 3 workforce need in the region (26–30)	Addresses in a more limited way a top 3 workforce need in the region (21–25)	Addresses in a limited way a less critical workforce need in the region (16–20)	Identified labor need is too narrow or not in a critical area (0–15)	30 Pts
Program Plan	Plan addresses all goals and core requirements and identifies significant outcomes (22–25)	Plan addresses most goals and requirements and identifies outcomes (18–21)	Plan addresses many goals and requirements and identifies few outcomes (14–17)	Plan lacks significant requirements or lacks apparent outcomes (0–13)	25 Pts
Strength of Partnership	Plan includes broad representation and each partner has a defined role with identified critical contributions (22–25)	Plan includes broad representation but partner roles are not clearly defined (18–21)	Plan lacks one or two important partners or not all partners are critical to success of the plan (14–17)	Partner participation is too narrow or some partners do not contribute meaningfully (0–13)	25 Pts
Budget Plan	All requested resources are essential and clearly support the goals of the plan. (18–20)	Most requested resources are important and clearly support the goals of the plan (15–17)	Plan includes some questionable resource requests (11–14)	Budget includes requests deemed unnecessary (0–10)	20 Pts
				Total Points Possible	**100 Pts**

Appendix A

Letters of Support

Dr. Brett Powell:

AirTech Supply, Inc. supports National Park College's application for a Regional Workforce Grant to develop its Center of Excellence in Innovative Technologies.

The center would provide the region with highly skilled workers in four broad advanced technology areas:

1) Information Technology/Coding
2) Sensors and Instrumentation
3) Computer Aided Design and Computer Aided Manufacturing
4) Programmable Controllers

Business and industry require employees equipped with 21st century technology skills. This Center of Excellence in Innovative Technologies will support core needs of business and industry in the West Central Arkansas region. For these reasons, I support this plan as it is both timely and relevant to the regional workforce needs.

Sincerely,

Mark Sorrell
Director of Quality & Supply Chain
msorrell@airtechsupply.com

Greg Hess
Director of Operations
greghess@airtechsupply.com

Airtech Supply, Inc.
3058 Highway 290
Hot Springs, AR. 71913
501-525-7707

BERRY
PLASTICS

106 Delta Place
Hot Springs, AR 71913
TEL (501) 760-3000

August 27, 2015

Dr. Brett Powell:

Berry Plastics supports National Park College's application for a Regional Workforce Grant to develop its Center of Excellence in Innovative Technologies.

The center would provide the region with highly skilled workers in four broad advanced technology areas:

1) Information Technology/Coding
2) Sensors and Instrumentation
3) Computer Aided Design and Computer Aided Manufacturing
4) Programmable Controllers

Our manufacturing industry requires employees equipped with 21st century technology skills. I am routinely forced to recruit outside the State of Arkansas to attract qualified talent to fill technical positions. This Center of Excellence in Innovative Technologies will support core needs of manufacturing in the West Central Arkansas region. We desperately need to implement this training center as soon as possible. We need the skilled workers now.

Sincerely,

Laura Brody

Laura Brody
Human Resources Manager

STATE OF ARKANSAS

Asa Hutchinson
Governor

Department of Career Education
Arkansas Rehabilitation Services
D. Alan McClain, *Commissioner*

Charisse Childers, Ph.D.
Director

August 27, 2015

Dr. Brett Powell:

The Arkansas Career Training Institute supports National Park College's application for a Regional Workforce Grant to develop its Center of Excellence in Innovative Technologies.

The center would provide the region with highly skilled workers in four broad advanced technology areas:

1) Information Technology/Coding
2) Sensors and Instrumentation
3) Computer Aided Design and Computer Aided Manufacturing
4) Programmable Controllers

Our research has shown these areas to be in high demand and consistent with Governor Hutchinson's agenda to better prepare Arkansans, while cultivating effective economic development for the state.

As you know, business and industry requires employees equipped with 21st century technology skills. This Center of Excellence in Innovative Technologies will support core needs of business and industry in the West Central Arkansas region. For these reasons, I support this plan as it is both timely and relevant to the local workforce needs.

Sincerely,

Jonathan Bibb
Administrator
Arkansas Career Training Institute

West Central Arkansas
Workforce Development Board
Marvin Gerlach, Chairperson

Letter of Support

Dr. Brett Powell:

The West Central Arkansas Workforce Development Board supports National Park College's application for a Regional Workforce Grant to develop its Center of Excellence in Innovative Technologies.

The center would provide the region with highly skilled workers in four broad advanced technology areas:

1) Information Technology/Coding
2) Sensors and Instrumentation
3) Computer Aided Design and Computer Aided Manufacturing
4) Programmable Controllers

Business and industry require employees equipped with 21st century technology skills. This Center of Excellence in Innovative Technologies will support core needs of business and industry in the West Central Arkansas region. For these reasons, I support this plan as it is both timely and relevant to the local workforce needs.

Sincerely,

Marvin Gerlach
Chairman
West Central Arkansas Workforce Development Board

P.O. Box 6409, Hot Springs, AR 71902 -- Phone: (501) 525-7577 -- Fax: (501) 525-7677

HOT SPRINGS NATIONAL PARK ARKANSAS
CHAMBER
Greater Hot Springs Chamber of Commerce
Growing Hot Springs

August 26, 2015

To Whom It May Concern:

The Greater Hot Springs Chamber of Commerce and the Hot Springs Metro Partnership supports the National Park College's application for a Regional Workforce Grant to develop a Center of Excellence in Innovative Technologies.

The proposed Center would provide the region with highly skilled workers in four broad advanced technology areas:

1. Information Technology
2. Sensors and Instrumentation
3. Computer Aided Design and Computer Aided Manufacturing
4. Programmable Controllers

Businesses require employees equipped with 21st century technology skills and this Center of Excellence will support the core needs for this type of training.

Thank you in advance for your consideration.

Sincerely,

Jim Fram, CEcD, CCE, FM
President & CEO
Greater Hot Springs Chamber of Commerce
Hot Springs Metro Partnership

HSSD
HOT SPRINGS SCHOOL DISTRICT

August 21, 2015

Dr. Brett Powell:

Hot Springs School District supports National Park College's application for a Regional Workforce Grant to develop its Center of Excellence in Innovative Technologies.

The center would provide the region with highly skilled workers in four broad advanced technology areas:

1) Information Technology/Coding
2) Sensors and Instrumentation
3) Computer Aided Design and Computer Aided Manufacturing
4) Programmable Controllers

Business and industry require employees equipped with 21st century technology skills. This Center of Excellence in Innovative Technologies will support core needs of business and industry in the West Central Arkansas region. For these reasons, I support this plan as it is both timely and relevant to the local workforce needs.

Sincerely,

Mike Hernandez, Ed.D.
Superintendent
Hot Springs School District

400 Linwood Street · Hot Springs, Arkansas 71913 · phone 501-624-3372 · fax 501-620-7829

CHI St. Vincent
Imagine better health.SM

300 Werner Street
Hot Springs, AR 71913

P 501.622.1000
F 501.622.1199
CHIStVincent.com

August 26, 2015

Dr. Brett Powell:

CHI St Vincent Hot Springs supports National Park College's application for a Regional Workforce Grant to develop its Center of Excellence in Innovative Technologies.

The center would provide the region with highly skilled workers in four broad advanced technology areas:

1) Information Technology/Coding
2) Sensors and Instrumentation
3) Computer Aided Design and Computer Aided Manufacturing
4) Programmable Controllers

Business and industry require employees equipped with 21st century technology skills. This Center of Excellence in Innovative Technologies will support core needs of the local industry. For these reasons, I support this plan of action as it is both timely and relevant to the local workforce needs in Hot Springs, Garland County, and the surrounding areas.

Sincerely,

Bryan Williams, MSN, MBA, RN, NE-BC
VP Patient Care Services, CHI St Vincent Hot Springs

EXECUTIVE VICE CHANCELLOR
AND PROVOST

August 26, 2015

Brett Powell, EdD
Director
Arkansas Department of Higher Education
423 Main Street, Suite 400
Little Rock, AR 72201

Dear Dr. Powell:

University of Arkansas at Little Rock supports National Park College's application for a Regional Workforce Grant to develop its Center of Excellence in Innovative Technologies.

The center would provide the region with highly skilled workers in four broad advanced technology areas:

1) Information Technology/Coding
2) Sensors and Instrumentation
3) Computer Aided Design and Computer Aided Manufacturing
4) Programmable Controllers

Business and industry require employees equipped with 21st century technology skills. This Center of Excellence in Innovative Technologies will support core needs of the local industry. For these reasons, I support this plan of action as it is both timely and relevant to the local workforce needs in Hot Springs, Garland County, and the surrounding areas.

Sincerely,

Zulma Toro, PhD
Executive Vice Chancellor and Provost

ZRT/sac

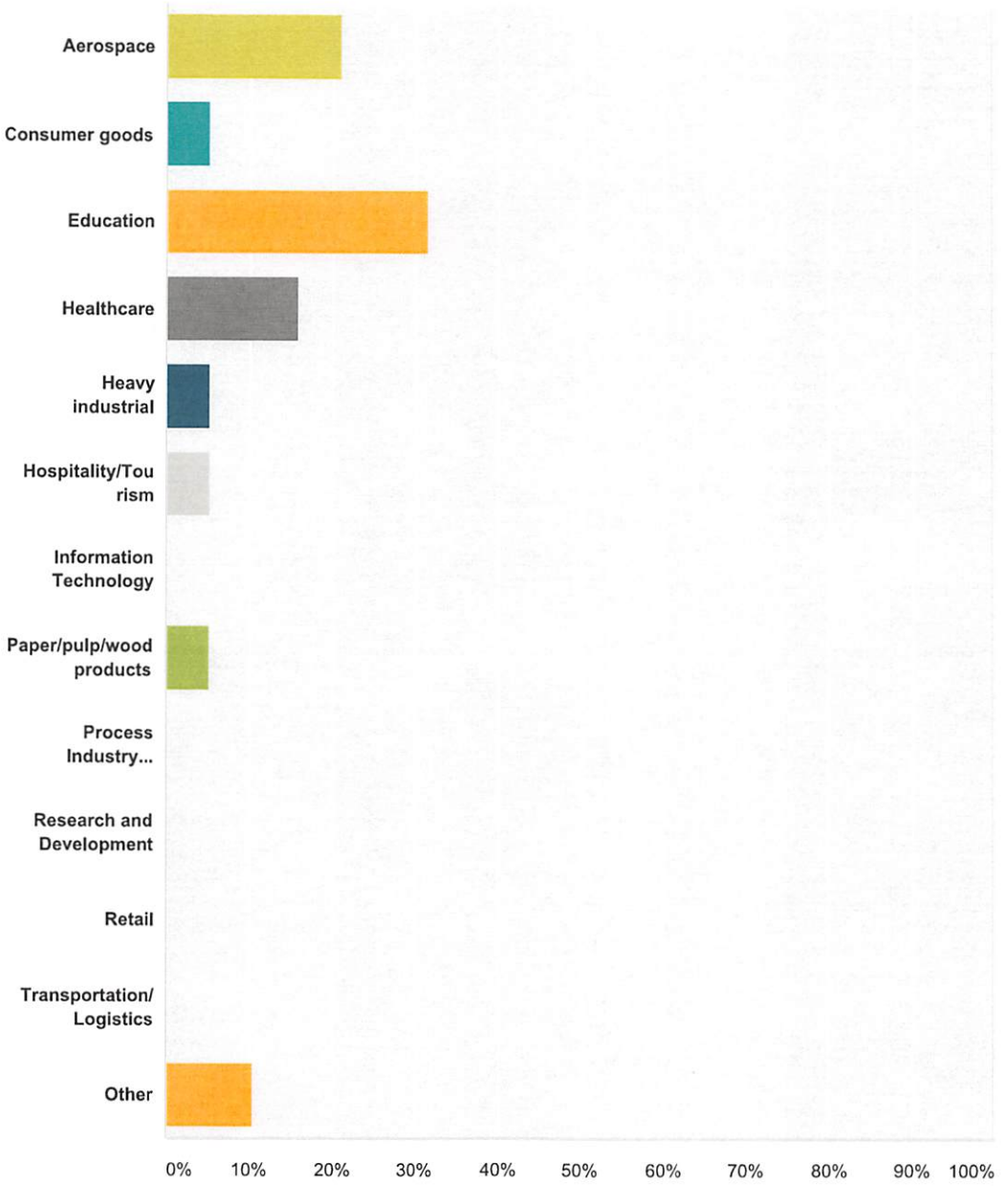
UNIVERSITY OF ARKANSAS AT LITTLE ROCK
2801 South University Avenue Little Rock, Arkansas 72204-1099
(O) 501.569.3204 (F) 501.683.7082

Appendix B

Survey Results

Q2 What is your company's primary industry cluster?

Answered: 19 Skipped: 0



Answer Choices	Responses	
Aerospace	21.05%	4
Consumer goods	5.26%	1
Education	31.58%	6
Healthcare	15.79%	3
Heavy industrial	5.26%	1

Hospitality/Tourism	5.26%	1
Information Technology	0.00%	0
Paper/pulp/wood products	5.26%	1
Process Industry (Petro, Chemical)	0.00%	0
Research and Development	0.00%	0
Retail	0.00%	0
Transportation/Logistics	0.00%	0
Other	10.53%	2
Total		**19**

#	Other (please specify)	Date
1	Local Government	8/19/2015 7:20 PM
2	Water and Wastewater Controls and Equipment	8/19/2015 2:56 PM

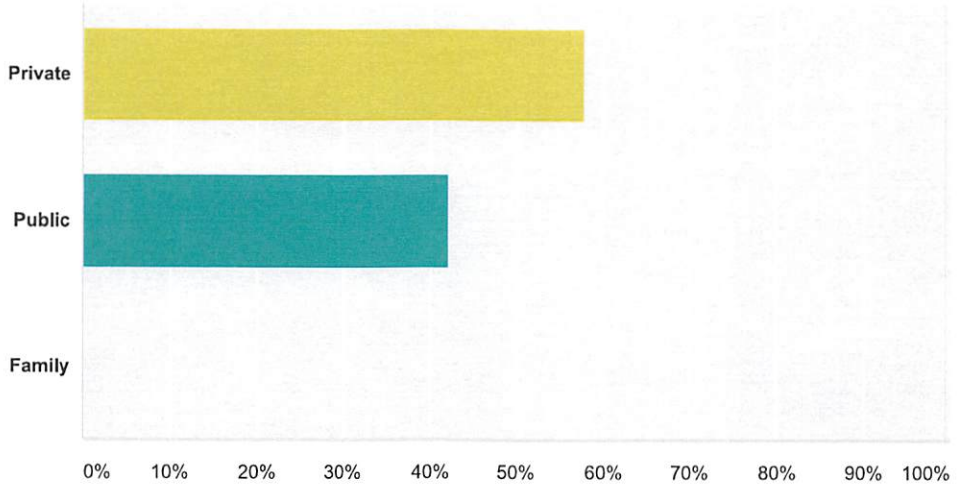
Q3 What is your primary product or service?

Answered: 18 Skipped: 1

#	Responses	Date
1	Machined, Sheet Metal, and Composite Aircraft Parts and Assemblies	9/1/2015 12:21 PM
2	Weapons	8/31/2015 9:50 AM
3	Packaging for the food, beverage and personal care industries.	8/31/2015 9:45 AM
4	Sawmill Equipment	8/31/2015 7:56 AM
5	Entertainment through gambling	8/26/2015 9:27 AM
6	Educational	8/24/2015 11:26 AM
7	Aircraft Parts	8/20/2015 10:42 AM
8	Software Development.	8/20/2015 7:43 AM
9	Healthcare	8/20/2015 6:18 AM
10	Public Service	8/19/2015 7:20 PM
11	healthcare	8/19/2015 7:20 PM
12	Detail aircraft parts	8/19/2015 4:41 PM
13	Educated Students	8/19/2015 3:38 PM
14	Technology Implementation and Support	8/19/2015 3:23 PM
15	Pharmacy	8/19/2015 3:21 PM
16	Equipment Manufacturer	8/19/2015 3:11 PM
17	Education	8/19/2015 3:10 PM
18	HMI and Controls Equipment	8/19/2015 2:56 PM

Q4 What is your company's ownership status?

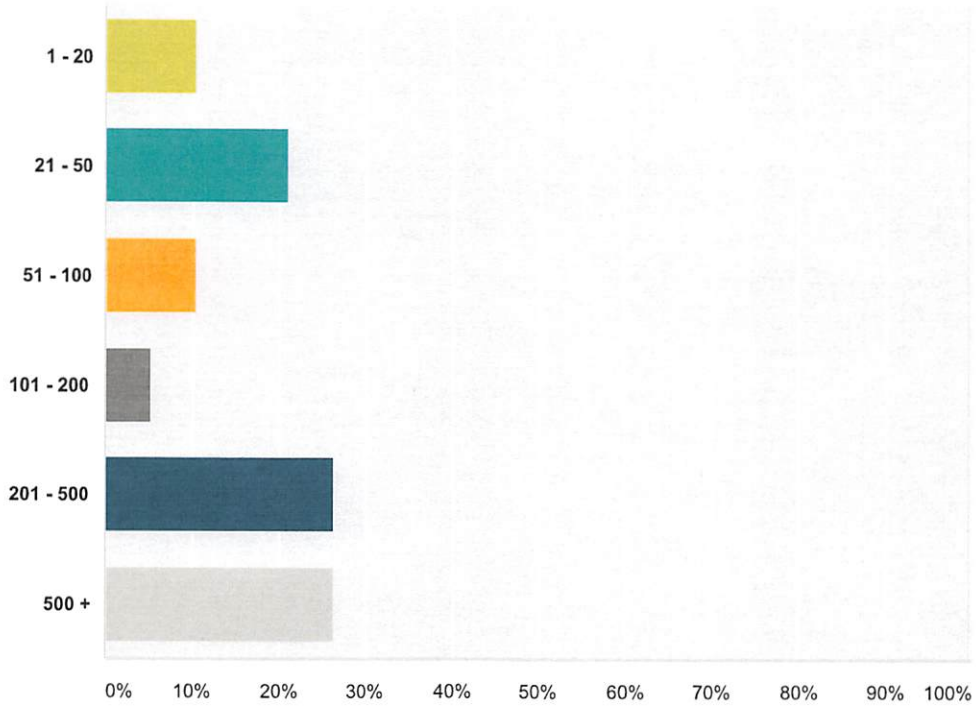
Answered: 19 Skipped: 0



Answer Choices	Responses	
Private	57.89%	11
Public	42.11%	8
Family	0.00%	0
Total		19

Q5 How many people do you employ?

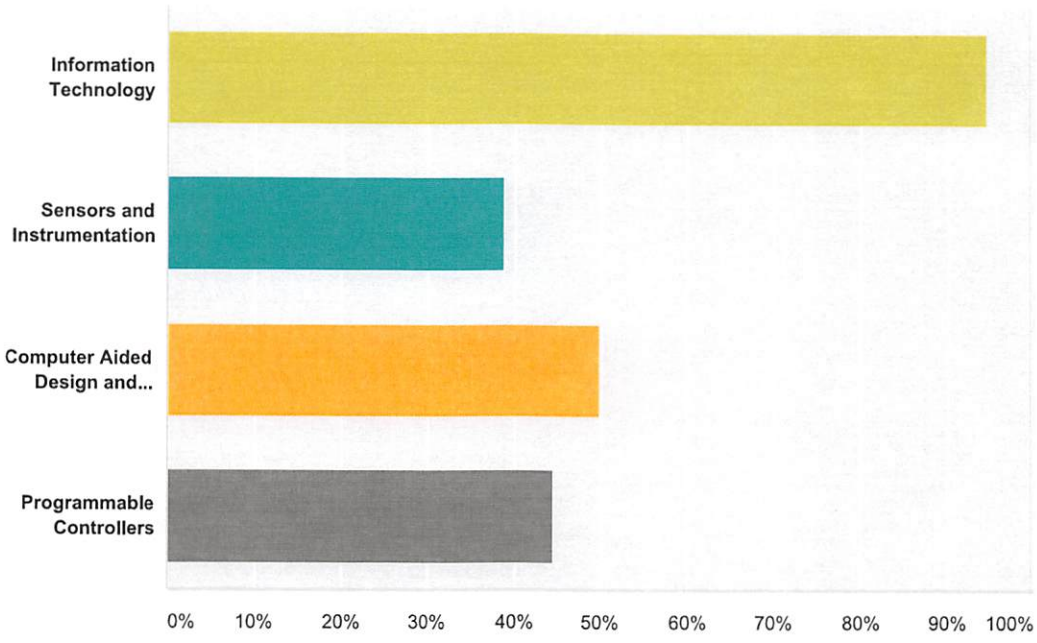
Answered: 19 Skipped: 0



Answer Choices	Responses	
1 - 20	10.53%	2
21 - 50	21.05%	4
51 - 100	10.53%	2
101 - 200	5.26%	1
201 - 500	26.32%	5
500 +	26.32%	5
Total		19

Q6 Indicate the Innovative Technologies that are relevant to your company.

Answered: 18 Skipped: 1



Answer Choices	Responses	
Information Technology	94.44%	17
Sensors and Instrumentation	38.89%	7
Computer Aided Design and Manufacturing	50.00%	9
Programmable Controllers	44.44%	8
Total Respondents: 18		

Q7 Please list job titles in your company that fall under these four areas.

Answered: 18 Skipped: 1

Answer Choices	Responses	
Information Technology	94.44%	17
Sensors and Instrumentation	33.33%	6
Computer Assisted Design and Manufacturing	44.44%	8
Programmable Controllers	38.89%	7

#	Information Technology	Date
1	Controller, QA Manager	9/1/2015 12:24 PM
2	IT techs	8/31/2015 9:52 AM
3	IT Technician	8/31/2015 9:50 AM
4	IT Director	8/31/2015 7:56 AM
5	Programmer, Analyst, Technician	8/26/2015 9:28 AM
6	Technology Coordinator	8/24/2015 11:27 AM
7	Programming and Data Base Management	8/20/2015 10:46 AM
8	Software Engineer - IT Technician	8/20/2015 7:48 AM
9	IT Tech HDW/SFTware Specialist, Specialist LAN Support, Data Processing Support	8/20/2015 6:21 AM
10	Director, manager, tech I,tech II, DB admin	8/19/2015 7:22 PM
11	Chief Information Officer	8/19/2015 7:22 PM
12	IT Coordinator, Network Administrator, Field Technician	8/19/2015 3:40 PM
13	Administrator	8/19/2015 3:37 PM
14	Tech Assistant, Network Administrator	8/19/2015 3:25 PM
15	Help Desk Technician, Systems Administrator	8/19/2015 3:22 PM
16	Network Admin, Programmer	8/19/2015 3:14 PM
17	IT Administrator	8/19/2015 3:00 PM

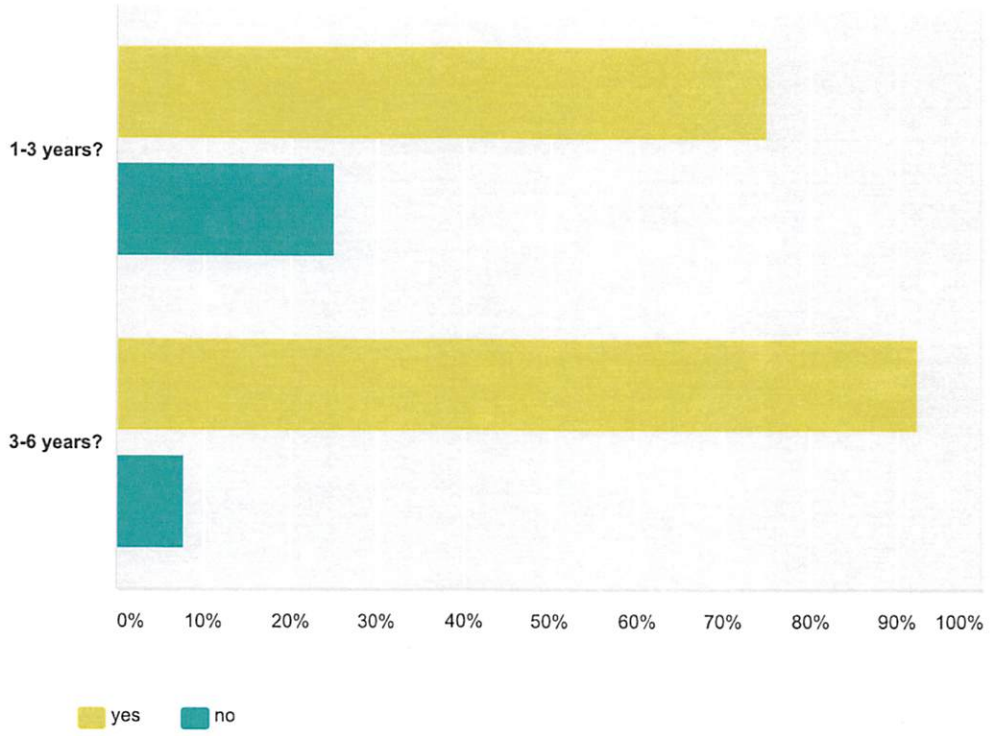
#	Sensors and Instrumentation	Date
1	QA Lab Tech, Inspector	9/1/2015 12:24 PM
2	Control Engr	8/31/2015 9:52 AM
3	Manufacturing Engineer, Maintenance, Automation and Electrical Technician	8/31/2015 9:50 AM
4	Help Desk Technician, Systems Administrator	8/19/2015 3:22 PM
5	Service men, Electrical Designers/Drafters, Engineers	8/19/2015 3:14 PM
6	Field Service Tech	8/19/2015 3:00 PM

#	Computer Assisted Design and Manufacturing	Date
1	CNC Programmer, Manufacturing Engineer, CMM Inspector	9/1/2015 12:24 PM
2	ME's	8/31/2015 9:52 AM
3	Manufacturing Engineer	8/31/2015 9:50 AM
4	Computer Numberical Control Programming	8/20/2015 10:46 AM

5	CNC Programmers	8/19/2015 4:43 PM
6	Tinkering Studio	8/19/2015 3:37 PM
7	Engineer, Drafter, Welder, Fitter	8/19/2015 3:14 PM
8	Controls Shop Tech	8/19/2015 3:00 PM
#	**Programmable Controllers**	**Date**
1	Maintenance Technician	9/1/2015 12:24 PM
2	Control Engr Sr	8/31/2015 9:52 AM
3	Manufacturing Engineer, Maintenance, Automation and Electrical Technician	8/31/2015 9:50 AM
4	CNC Computer Controllers	8/20/2015 10:46 AM
5	Help Desk Technician, Systems Administrator	8/19/2015 3:22 PM
6	PLC Programmer, PLC technician	8/19/2015 3:14 PM
7	Field Integration Tech	8/19/2015 3:00 PM

Q8 Do you expect to hire employees in any of these areas in the next:

Answered: 17 Skipped: 2



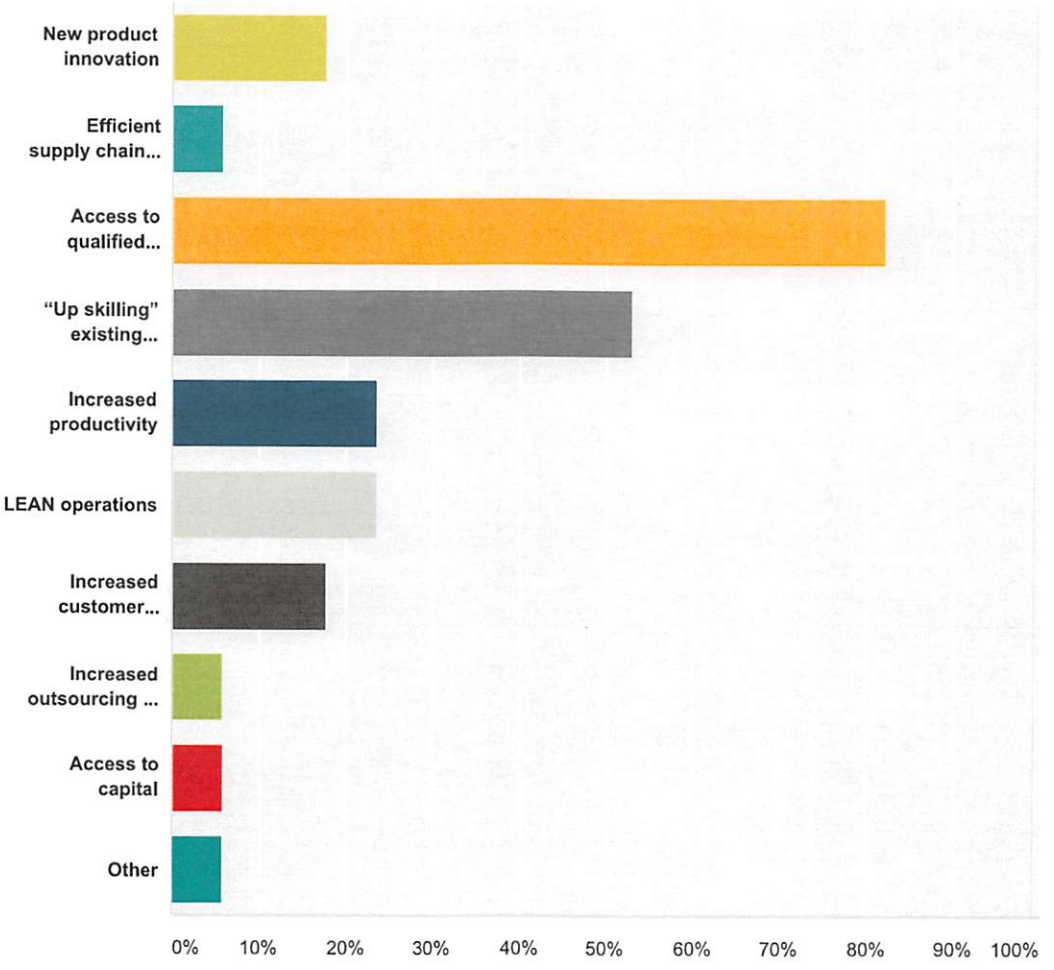
	yes	no	Total
1-3 years?	**75.00%** 12	**25.00%** 4	16
3-6 years?	**92.31%** 12	**7.69%** 1	13

#	If yes, please list the position title(s) and number of anticipated openings.	Date
1	CNC Programmer - 2 IT Manager - 1 Manufacturing Engineer - 2 CMM Inspector - 1	9/1/2015 12:24 PM
2	2-4 Manufacturing Engineer 4-6 Maintenance Technician 4-6 Automation Technician 4-6 Electrical Technician 1-2 IT Technician	8/31/2015 9:50 AM
3	we have 2-3 technical positions a year. 1-2 programming positions per year 1-2 analyst per year	8/26/2015 9:28 AM
4	Technology Assistant	8/24/2015 11:27 AM
5	CNC Programmers - 3	8/20/2015 10:46 AM
6	Software Engineers - 2 future openings.	8/20/2015 7:48 AM
7	Techs and dbadmin	8/19/2015 7:22 PM
8	Information Technology Assistant	8/19/2015 7:22 PM
9	CNC Programmer 2 in next 1-3 years 2 in next 3-6 years	8/19/2015 4:43 PM
10	At least two openings as Field Technician	8/19/2015 3:40 PM
11	We already have staff in these positions.	8/19/2015 3:37 PM
12	Tech Assistant (1-2) over the next 3-5 years	8/19/2015 3:25 PM

13	Help Desk Technician - on going Systems Administrator - on going	8/19/2015 3:22 PM
14	Welders - 20 Service Men - 4 Engineer - 6 Drafter - 6 PLC Programmer - 4 Fitter - 6	8/19/2015 3:14 PM
15	Field Technicians come and go however as our company grows I can see us hiring 2-4 more technicians in that time frame.	8/19/2015 3:00 PM

Q9 Which of the following will be most important to your company's future success?

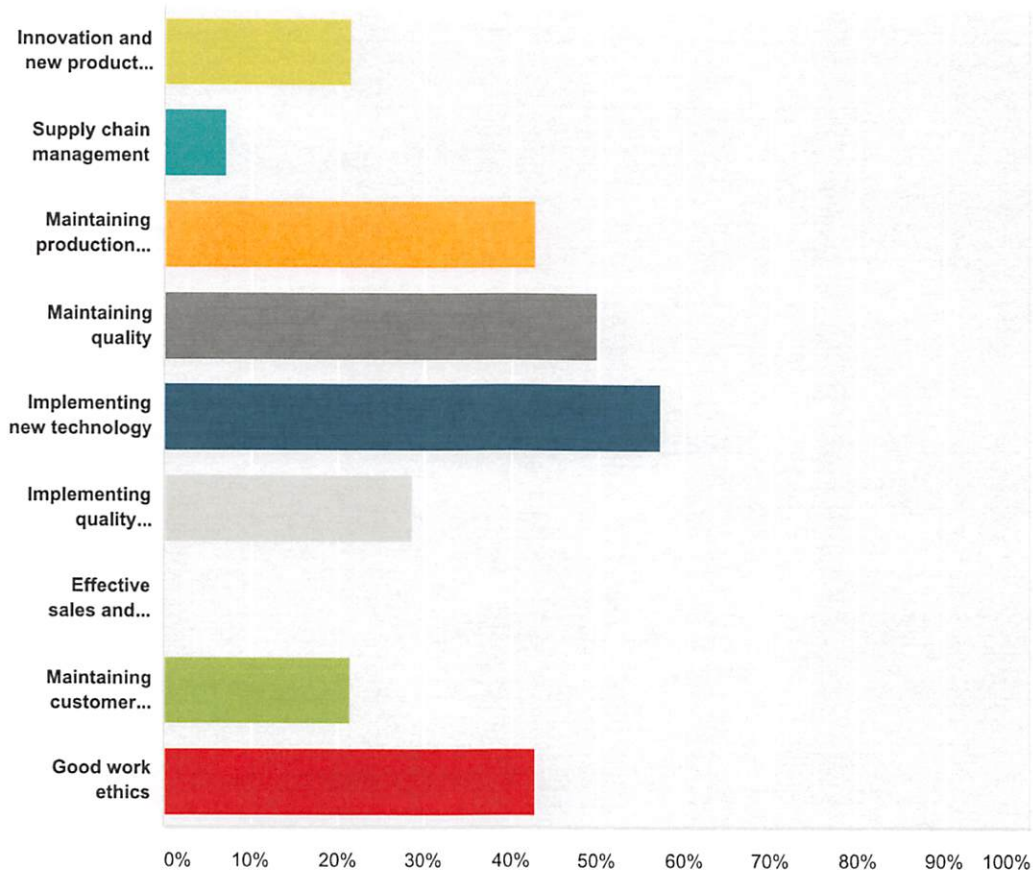
Answered: 17 Skipped: 2



Answer Choices	Responses	
New product innovation	17.65%	3
Efficient supply chain integration/management	5.88%	1
Access to qualified applicants/employees	82.35%	14
"Up skilling" existing workforce	52.94%	9
Increased productivity	23.53%	4
LEAN operations	23.53%	4
Increased customer service orientation	17.65%	3
Increased outsourcing of select functions and/or operations	5.88%	1
Access to capital	5.88%	1
Other	5.88%	1

Q10 Has your company experienced difficulty due to local workforce shortages or employee skill deficiencies in any of the following areas?

Answered: 14 Skipped: 5

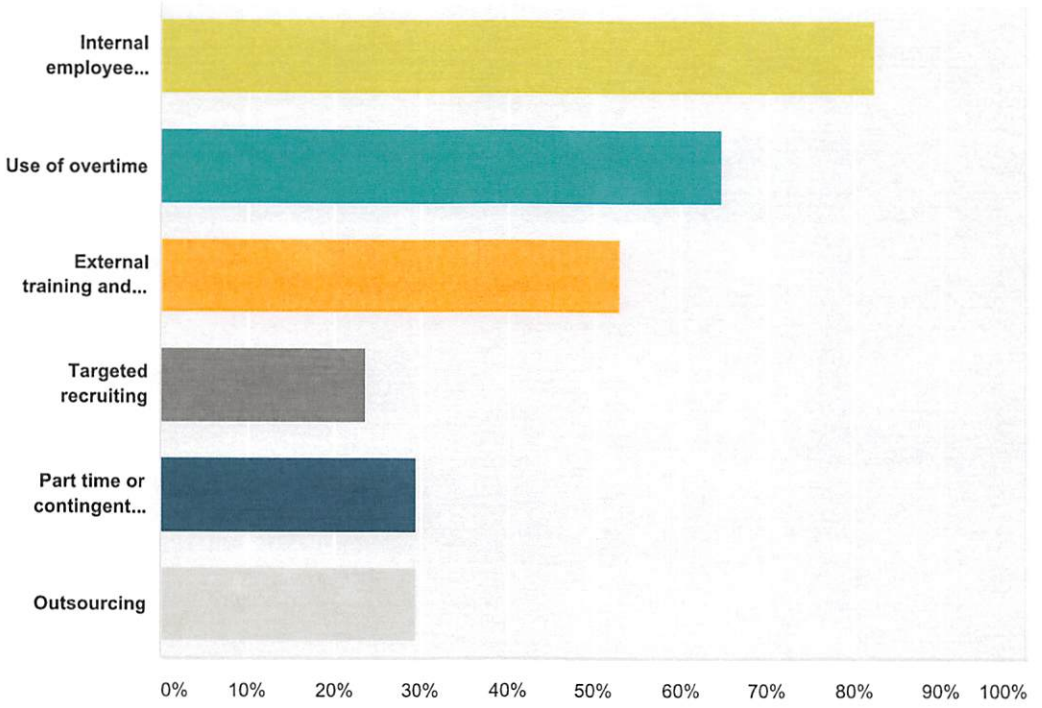


Answer Choices	Responses	
Innovation and new product development	21.43%	3
Supply chain management	7.14%	1
Maintaining production levels	42.86%	6
Maintaining quality	50.00%	7
Implementing new technology	57.14%	8
Implementing quality improvement	28.57%	4
Effective sales and marketing	0.00%	0
Maintaining customer service satisfaction	21.43%	3
Good work ethics	42.86%	6
Total Respondents: 14		

#	Other (please specify)	Date
1	-	8/20/2015 7:52 AM
2	Lack of knowledgable applicants	8/19/2015 7:24 PM

Q11 Which methods do you currently use to mitigate existing skill gaps?

Answered: 17 Skipped: 2



Answer Choices	Responses	
Internal employee training and development programs	82.35%	14
Use of overtime	64.71%	11
External training and certification programs	52.94%	9
Targeted recruiting	23.53%	4
Part time or contingent labor (staffing agencies, etc.)	29.41%	5
Outsourcing	29.41%	5
Total Respondents: 17		

Appendix C

Innovative Technologies Center of Excellence

Innovative Technologies Center of Excellence