



Act 1131 of 2015
Regional Workforce Continuation Grant

APPLICATION COVER SHEET

DUE JUNE 1, 2018

To:	Arkansas Department of Higher Education
Requesting Institution:	North Arkansas College
Title of Project:	Advanced Manufacturing & Emerging Clinical Healthcare Workforce Initiative
Project Partners:	<div style="display: flex; justify-content: space-between;"><div>1. PACE Industries 2. OUR Educational Services Cooperative 3. Wabash Wood Products 4. North Arkansas Regional Medical Center 5. Northark Technical Center</div><div>6. North Arkansas Partnership for Health Education 7. Tyson Foods 8. Claridge Products, Inc. 9. North Arkansas Industrial Alliance</div></div>
Requested Budget:	\$ 995,308.00
Date Submitted:	June 1, 2018
Applicant Contact:	Dr. Randy Esters, President Joe Berry, Associate Vice-President of Economic & Workforce Development Melissa Bray, Regional Workforce Grant Coordinator
Applicant's Information:	1515 Pioneer Drive Harrison, AR 72601 870-391-3212 870-391-3345 or 870-391-3182 randy.esters@northark.edu joe.berry@northark.edu mbray@northark.edu

Authorized Signatures for Institution

North Arkansas College

Lead Institution

Authorized Official

Act 1131 of 2015

Regional Workforce Continuation Grant Application

*Please complete each section of this application and submit to the Arkansas Department of Higher Education by **June 1, 2018**. Applications should be emailed to ADHE.Workforce.Grant@adhe.edu. Please note that only projects that were awarded an implementation grant are eligible to apply for a continuation grant.*

SECTION 1 – PROGRAM NEED

20 Points

Proposals will include a thorough description 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 continuation of the program and/or acquisition of equipment will address those labor needs.

Essential Components:

- Regional data demonstrating the need for action - provide empirical data that illustrates needs of the local workforce, with a particular emphasis on anticipated or future needs.
- Clear linkages between grant activities and local needs- clearly illustrate how the proposed grant project is directly linked to addressing the workforce needs and deficits of the region. Successful applications will provide a thorough description of the region's high-demand and high-skill industrial occupations, and identify how the proposed activity will address job candidate deficits in those areas. **Applicants must also submit letters of support from at least two area employers for the proposal, citing need and outlining benefits for local industry.**
- Alignment with Arkansas economic and workforce goals- describe how the proposed project will increase overall higher education attainment in the region and provide clear linkages between a postsecondary credential and the needs of employers.

Keep the following rubric in mind when completing this section:

	Exemplary	Superior	Adequate	Needs Improvement
Program Need (20 Pts)	Significantly addresses a top 3 workforce need in the region. (18–20 Pts)	Addresses in a more limited way a top 3 workforce need in the region. (15–17 Pts)	Addresses in a limited way a less critical workforce need in the region. (11–14 Pts)	Identified labor need is too narrow or not in a critical area. (0–10 Pts)

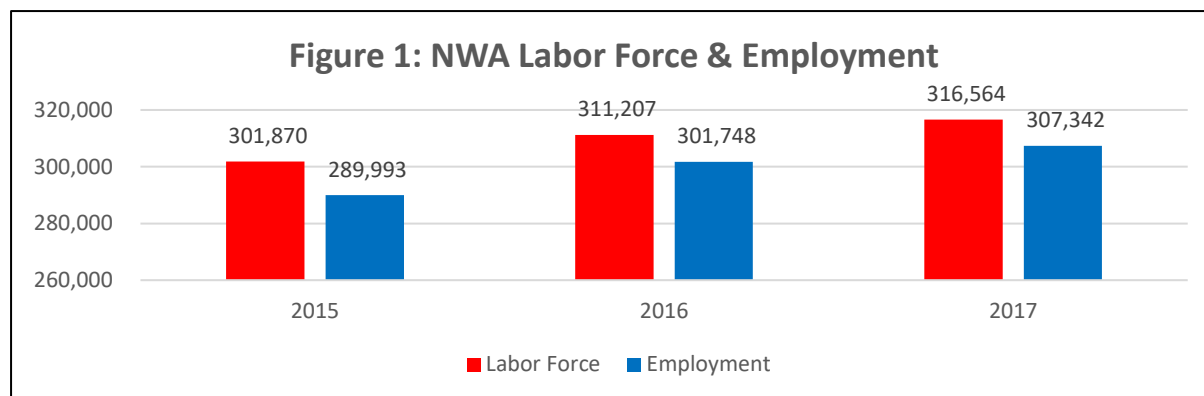
Please enter your answer in the box provided below. Feel free to include any necessary charts, graphs or tables.

Regional Data Demonstrating Need for Action

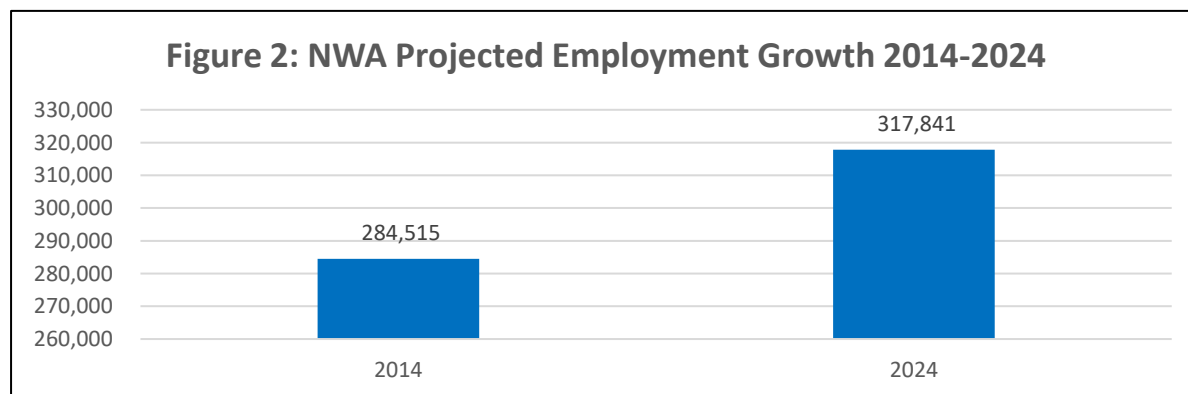
North Arkansas College (Northark) is a comprehensive, public two-year college with three campuses in Harrison and one site in Berryville, Arkansas. Northark provides a variety of educational opportunities to the citizens of northern Arkansas and southern Missouri. Northark's service area spans six Arkansas counties: Boone, Newton, Marion, Searcy, Carroll, and Madison.

The Northwest Arkansas Local Workforce Development Area has the largest employment base in the state and is predicted to be the fastest growing area in the state, which provides job seekers with a variety of career choices among the many industries and occupations. This area is projected to gain 33,326 jobs, an increase of 11.7 %, between 2014 and 2024.

Northwest Arkansas Region 5 (Baxter, Benton, Boone, Carroll, Madison, Marion, Newton, Searcy, and Washington) has a current labor force of over 316,500 with just over 97% of the labor force actively employed as shown in **Figure 1** (Arkansas Department of Workforce Services, 2017).



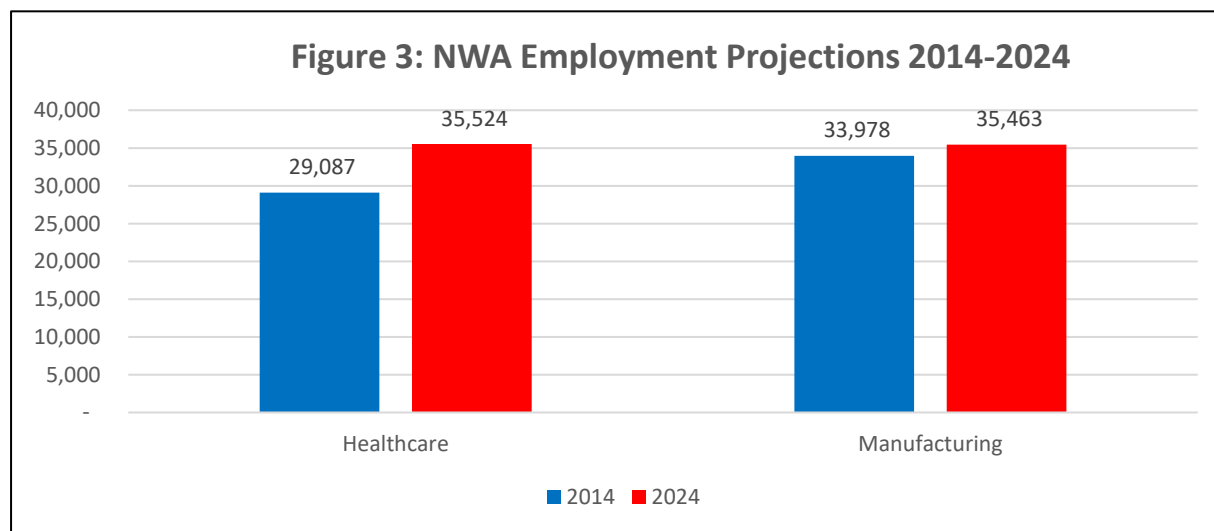
As shown in **Figure 1**, the labor force and those actively employed in the Northwest Arkansas Region 5 grew from 2015 to 2017 by 3% and 2% respectively. The Region is projected to experience an overall growth of 12% from 2014 to 2024, as shown in **Figure 2** (Arkansas Department of Workforce Services, 2017).



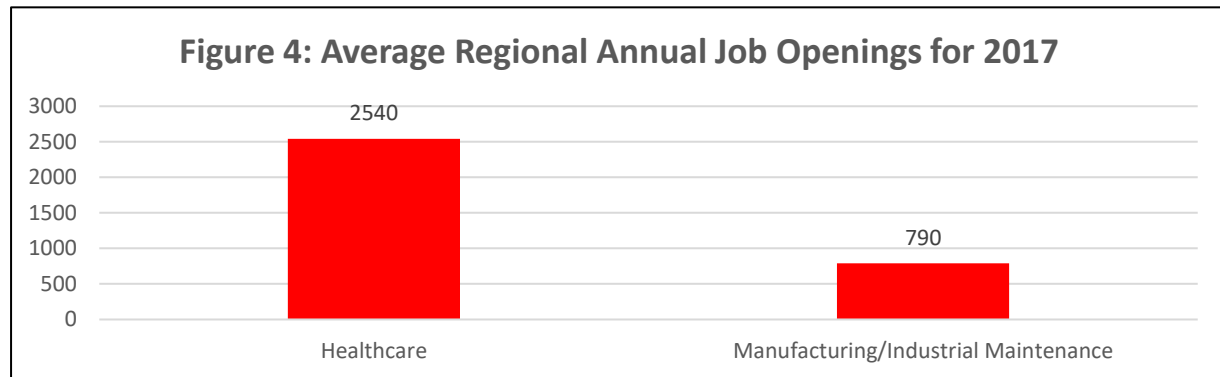
The Region relies heavily on large manufacturing industries like PACE Industries, Wabash Wood Products, Tyson Foods, and Baxter Healthcare Corporation for regional employment opportunities. Three of these manufacturing industries have recently expanded or have future expansions planned in our local region. Tyson Foods Inc. recently opened a \$136 million plant in Green Forest, AR, adding 85 jobs to the region, where it already has more than 2,600 employees. PACE Industries, which currently employs 470 workers, is expanding their Harrison Division and will need three additional CNC Machining Process Engineers, six additional CNC Programmer/Technicians/Setup, and thirty additional CNC Robotic/Machining Operators over the next 4 years. Baxter Healthcare in Mountain Home, AR, which is one of the largest plastics and medical device manufacturing plants, announced adding approximately 225 full-time employees over the next five years. Baxter Healthcare currently employs approximately 1,000 people.

According to the Bureau of Economic Analysis, manufacturing continues to be one of the strongest performing industries in the U.S., contributing about 12 percent of the total GDP. It has also experienced significant growth in recent decades: over the past 25 years, U.S. manufactured goods exports have quadrupled. Nationally, approximately three million manufacturing jobs are expected to be created in the next ten years. That is great news for the labor force and Northwest Arkansas. However, while there are jobs available in the region, many go unfilled because of the lack of a skilled workforce. The skills required in these more automated environments have also evolved such that employers seek workers who have advanced technological skills. Additionally, the aging of America's workforce creates additional pressure on the labor ecosystem. Trained and highly knowledgeable individuals from the Baby Boomer generation are exiting the workforce creating an unprecedented skills gap. Employees in the modern, advanced manufacturing workplace are required to have an advanced skillset, which often includes robotics, automation, and programming. Furthermore, the aging population will place increased demands on the healthcare system in the nation, state, and region.

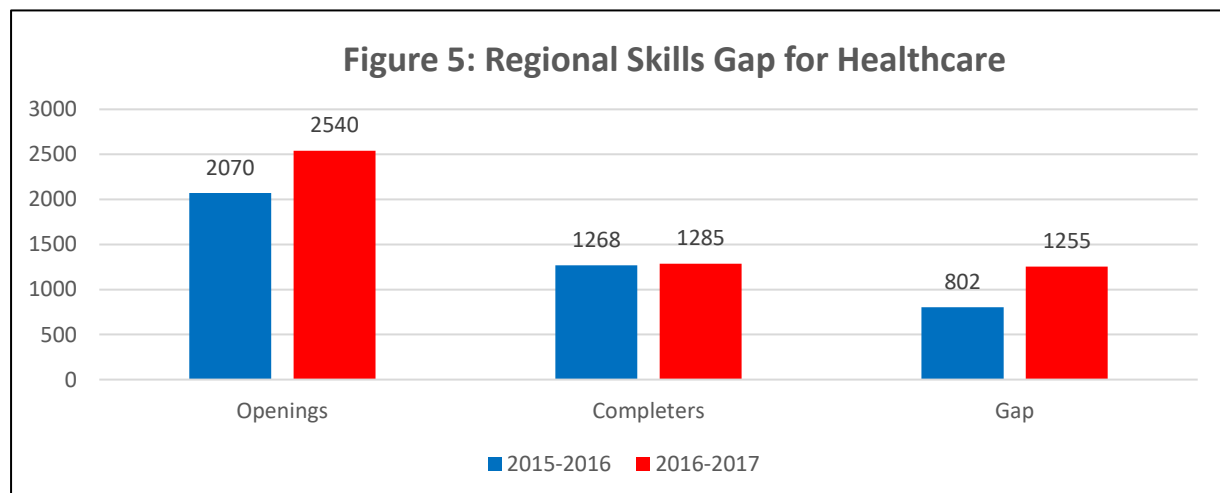
Like manufacturing, healthcare constitutes other top employers in the region, such as North Arkansas Regional Medical Center and Baxter Regional Medical Center. With the opening of Arkansas Children's Hospital Northwest, the shortage for healthcare professionals became more critical. Occupational Projections for 2014-2024 indicate that the top projected employment growth areas for the Region include manufacturing by **4.37%** and healthcare by **22.13%** as shown in **Figure 3** (Arkansas Department of Workforce Services, 2017).



While employment projections for the region are favorable, a high number of job vacancies continue to create challenges for healthcare and manufacturing with over 3,300 (2,540 job openings for healthcare and 790 job openings for manufacturing) available, as shown in **Figure 4** (Arkansas Department of Workforce Services, 2017). Given that healthcare and manufacturing are the top regional employers, this creates an enormous gap in the labor force. With a significant number of regional residents unemployed or under-employed, the need to fill vacancies with a skilled workforce is critical to the vitality of the region.

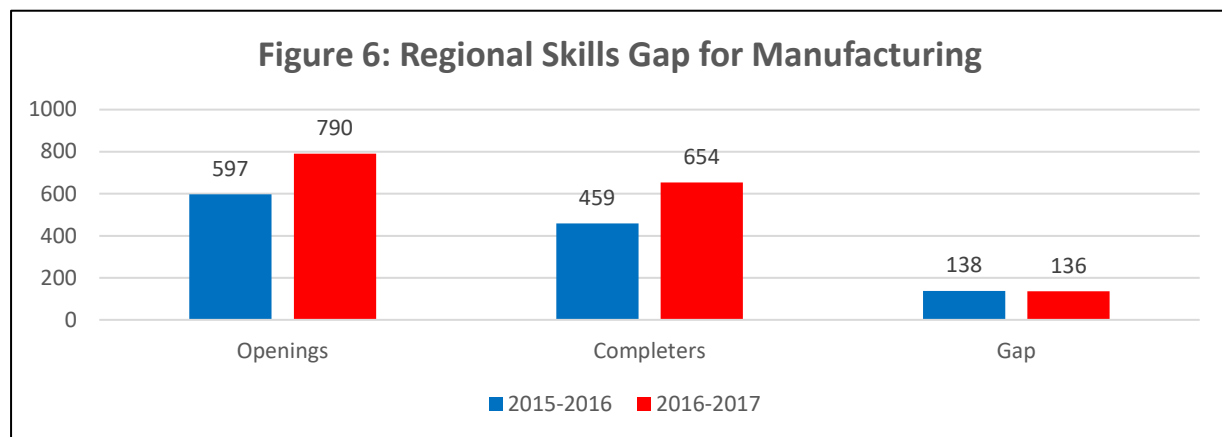


While there are jobs available in the region, many go unfilled because of the lack of a skilled workforce in the region. Based on data from the Integrated Postsecondary Education Data System, 1,939 credentials were awarded in Northwest Arkansas in the areas of manufacturing and healthcare programs for 2016-2017. The skills gap indicated the number of individuals completing a certificate and/or degree as compared to the number of job vacancies in 2017 in the identified fields. As shown in **Figure 5**, there was a significant increase in healthcare job vacancies of 23% from 2015-2016 to 2016-2017, with completers increasing only slightly at 1.3%; therefore, the skills gap increased from 39% to 50%. This data indicates that due to the drastic increase in job vacancies and the projections of increased job vacancies, there is still an extreme demand for skilled healthcare professionals in Northwest Arkansas. Many healthcare programs take more than one year to complete, therefore with the rapidly increasing job vacancies, educational institutions must make significant changes to increase not only the number of healthcare completers, but decrease the amount of time required for many of these programs to fill the pipeline.



As shown below in **Figure 6**, there was also a significant increase in manufacturing job vacancies from 2015 to 2017. With completers increasing by 43%, the skills gap decreased from 24% to 18% over that

period. Despite a recent decrease in the manufacturing skills gap, market projections state manufacturing job vacancies will increase dramatically over the next 5-10 years. Therefore, it is imperative that we continue to train workers in the highly skilled and high demand area of manufacturing. Additionally, we must promote this sector as a viable, high-paying career field to today's youth to meet current and future pipeline needs.



Adding to the challenge of employment vacancies and completion gap, many regional employers experience difficulty retraining a skilled workforce. The Northwest Arkansas Region 5 Workforce Innovation & Opportunity (WIOA) Board reports a significant gap in work-ready basic skills such as work habits, conduct, communication, teamwork, and customer service. The lack of these basic skills contribute significantly to the 27.7% employee turnover rate in Arkansas.

Similar to the gap in regional needs for healthcare and manufacturing positions, there is a sizable gap in mid-level skills. Middle-skill jobs, which require education beyond high school but not a four-year degree, make up the largest part of the national and state labor market. Key industries in Arkansas are unable to find enough sufficiently trained workers to fill these jobs.

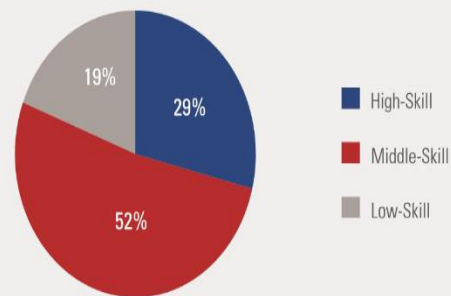
To address the various needs for entry-, mid-, and advanced level workforce needs, the project plan includes two distinct training pathways of Job-Ready and Career-Ready. The Job-Ready Pathway includes training for entry-level healthcare and manufacturing programs designed for high school students and adults to gain a technical certificate for immediate entry into the workforce. The Career-Ready Pathway, includes training for mid- and advanced-level healthcare and manufacturing for high school students, currently employed adults, and adults seeking job skills enhancement and/or advancement.

The Pathways programs are designed to meet the goals and core requirements of the Regional Workforce Grant Program. By increasing the overall job-related credentials needed by current and potential employees, we will decrease the skills gap while filling the pipeline in Northwest Arkansas. The proposed approach will continue the work of the implementation grant with an alliance that provides clear linkages between secondary and postsecondary credentials and the needs of employers.

Demand for Middle-Skill Jobs Will Remain Strong

Between 2014-2024, 52 percent of job openings will be middle-skill.

Job Openings by Skill Level, Arkansas, 2014-2024

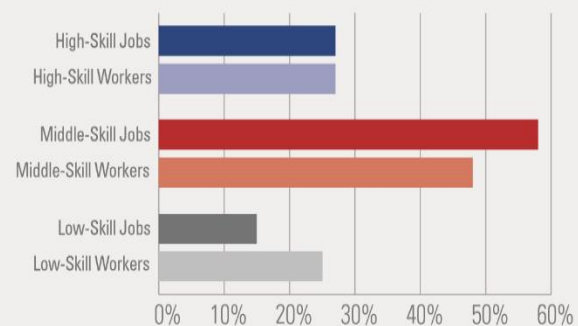


Source: NSC analysis of long-term occupational projections from state labor/employment agency.

A Middle-Skill Gap

Middle-skill jobs account for 58 percent of Arkansas' labor market, but only 48 percent of the state's workers are trained to the middle-skill level.

Jobs and Workers by Skill Level, Arkansas, 2015

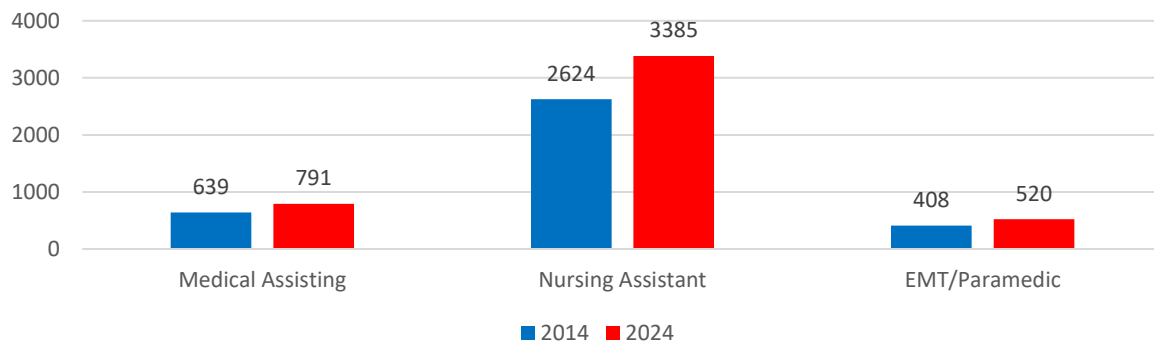


Source: NSC analysis of Bureau of Labor Statistics Occupational Employment Statistics by State, May 2015 and American Community Survey data, 2015.

Future Need for Action: Certified Nursing Asst., Certified Medical Asst., & Community Paramedic

According to the Occupational Outlook Handbook, employment in healthcare occupations is projected to grow 18% nationally from 2016 to 2026, much faster than the average for all occupations, adding about 2.4 million new jobs. Healthcare occupations are projected to add more jobs than any of the other occupational groups. Department of Labor research and employers in the Northwest Arkansas Region report a significant skills gap in the areas of entry-level healthcare positions such as medical assisting. The emergence of electronic medical records has created a skills gap for health care receptionists, information clerks, and medical clinic staff. Employers report the future need for multidisciplinary entry-level health technicians skilled in medical and insurance coding, electronic medical records, and patient intake. Like the gap in entry-level healthcare positions, there is a current and forecasted need for additional mid-level healthcare positions. For example, increased need for Certified Nursing Assistants (CNA) with advanced skills to meet acute care needs has a projected growth of 35%. Mid-level healthcare positions are also projected to increase 15%. Coupled with the need to address the skills gap in entry- and mid-level healthcare positions is the regional need for advanced paramedic training to expand services in rural isolated portions of the region. **Figure 7** demonstrates the occupational projected need for medical assistants (20% increase), CNAs (23% increase), and community paramedics (25% increase) in the region by 2024.

Figure 7: Regional Healthcare Projections



In the Spring of 2018, Northark Technical Center applied for a satellite center to deliver health professions at Northark's Carroll County Center in Berryville. The Arkansas Career Education and Workforce Development Board approved the site in March 2018. During the implementation grant period, Northark expanded the CNA program at the North Campus location and will now expand the CNA program at the Carroll County Center. Northark also created and implemented a Certified Medical Assisting (CMA) program that included, Administrative Medical Assisting and Clinical Medical Assisting programs, with the intention of expanding this program via distance learning (such as Berryville, etc.) as well.

During the implementation grant phase, healthcare partners in the region identified an emerging need for additional medical coding training. After numerous discussions with industry partners, development of a workforce-training program for Medical Coding has been planned for the continuation phase of the grant. Medical Records and Health Information Technician positions are expected to grow in the Northwest Arkansas Region by 22.7% between 2014-2024, according to the Arkansas Department of Workforce Services. Training provided in the areas of medical classification software, procedure and diagnosis codes for insurance billing, and other reimbursement processes for healthcare claims will be included to prepare students for entry work in hospitals, clinics and physicians' offices. This career ready pathway is a short-term workforce training comprised of 32-96 hours for a three-part series. Medical Records and Health Information Technicians that utilize medical coding can earn a median annual salary of \$33,169.

At the request of North Arkansas Regional Medical Center (NARMC), Northark created and implemented the Community Paramedic Training Program as an advanced workforce-training program for paramedics. Six employees from NARMC, in Harrison, became licensed community paramedics; and, NARMC-EMS became one of only four licensed facilities in the state of Arkansas. In addition, another eleven employees with representation from both NARMC and Baxter Regional Medical Center in Mountain Home are in progress for completion of this advanced certification by July 2018.

Medical Laboratory Technicians/Technologists (MLT)

The Medical Laboratory Technology (MLT) program prepares graduates as entry-level medical laboratory technicians who perform medical laboratory tests for the diagnosis, treatment, and prevention of disease. A.A.S. degree prepared Technicians may work under the supervision of a Medical Technologist (Bachelor's prepared). The projected employment of MLTs in Arkansas is expected to increase by 20% by 2024, higher than the national average of 14% by 2026. The typical salary for MLTs range from \$31,250 - \$49,920. Northark desires to deliver its existing MLT program in

a fully online format with clinical assignments available in students' home communities. This delivery format will allow an extended reach throughout the region and state and the ability to scale.

Arkansas	United States
1,540 2014 Employment	164,200 2016 Employment
1,860 2024 Employment	187,200 2026 Employment
20% Percent Change	14% Percent Change
70 Annual Projected Job Openings	12,900 Annual Projected Job Openings

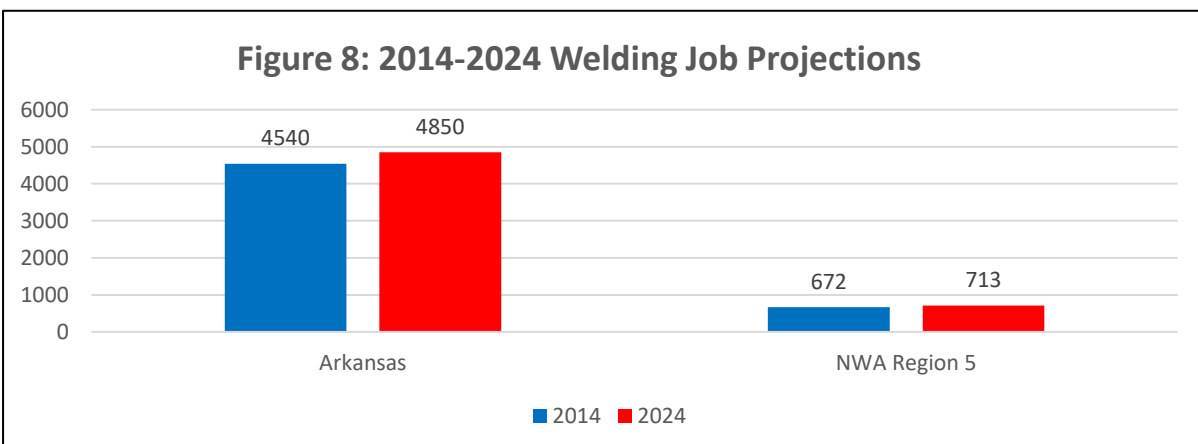
Bio-Medical Equipment Technician

Another critical medical professions need is for Bio-Medical Equipment Technicians (BMET). BMETs are specialized electronics technicians who repair a wide range of electronic, electromechanical, and hydraulic equipment used in hospitals and health practitioner's offices. They may work on patient monitors, defibrillators, ventilators, anesthesia machines, and other life-supporting equipment. They may also work on medical imaging equipment (x-rays, CAT scanners, and ultrasound equipment), voice-controlled operating tables, and electric wheelchairs. According to the Arkansas Department of Workforce Services, the growth projection for 2014-2024 is 13.6% for Northwest Arkansas Region 5 and 13.8% for the state of Arkansas. Salaries for BMETs range from \$27,227 - \$61,214, with a median of \$41,413.

Northark's electronics program was redesigned to include BMET as a post-program completion option awarding an Advanced Certificate. This program will be delivered online with clinical internship assignments in home communities. Students must complete the AAS in Automation and Systems Integration Technology (Electronics Emphasis) or an equivalent Associate Degree level program from other institutions to be eligible for program acceptance.

Manufacturing Expansions: Welding

Evolving needs in the manufacturing sector continues to drive demand for enhanced employee skill sets, particularly with emerging trends in the use of robotic welding. The current demand for welders in the Northwest Arkansas Local Workforce Development Area is 672 jobs with a projected increase of 6.9% by 2024 and an increase of 6.9% projected across the state, see **Figure 8** below.



A significant strain has been put on manufacturers due to the rapidly declining number of skilled welders. As the nation's aging infrastructure will require the expertise of welders, cutters, solderers, and brazers to help rebuild bridges, highways, and buildings, the shortage of employees with these necessary skills has an impact across employment sectors. Manufacturing companies will also see an increased demand for welders because of the importance and versatility of welding as part of the manufacturing process. Companies are struggling to find viable options to stay profitable, and, as a result, these manufacturers are turning to robotic automation. According to the GAWDA (Gasses and Welding Distributors Association), about 14% of non-automotive manufacturers have implemented robotic automation. However, there continues to be an increase in companies looking to automation to meet critical productivity goals.

Expansion of the Advanced Manufacturing programs also began during the implementation phase of the grant with new equipment purchased. The addition of a new CNC lathe and mill along with a new CMM (precision measuring machine) will now allow students the opportunity to train on the exact type of equipment found in our local industries. A real-world robotic training cell was created using a FANUC robot that was donated by a local industry. This training cell will allow specialized training in a high-demand, high-skill, and high-wage field. In order for Northark's students to be competitive, we must provide education and training on modern equipment used by our regional industries. The implementation grant facilitated the purchase of some of this equipment, allowing us to provide increased workforce training opportunities throughout our region.

With the stated need in Northwest Arkansas and across the state, Northark plans to expand the welding program to include robotic welding training and to become a Lincoln Electric Authorized Training Facility. The purchase of key equipment will be necessary to provide the needed training for credit and non-credit welding programs. It will also be necessary to have certified personnel to instruct these programs; therefore, travel and training will be required for the welding instructional team. Such training, both credit and non-credit, is and will continue to be employer-driven by local industry via advisory committee meetings and informal discussions.

Work-Based Learning Opportunities

Experience is truly the best teacher. To that end, work-based learning (WBL) is an educational strategy providing students with actual work experiences where they can apply academic/technical skills and develop employability skills. WBL encompasses a number of formal and informal programs including apprenticeships, internships, job shadowing, externships, and field trips. Expansion of WBL programs is strongly desired by our business/industry partners in the region as a key strategy in Continuation Grant efforts. An immediate positive impact to regional employers may be realized along with simultaneous development of critical employee skills through these experiences.

Apprenticeship programs are win-win situations. Apprentices benefit because they are paid salaries, including opportunities for wage progression, while receiving both classroom and on-the-job training. Employers benefit from apprenticeship programs because they are able to engage in low-risk talent development strategies (filling short-term and long-term pipeline needs) yielding increased employee loyalty, reduced turnover, and lower recruiting costs. By participating in apprenticeship programs, Northark benefits from increased enrollments, retention and completion of programs, and job placement rates.

Internships provide meaningful experiences for students with relevant workplace skills and networking opportunities, putting their career goals in reach. According to the National Association of Colleges and Employers, 65% of students who take part in internships are offered full-time jobs—

almost double the number of those with no internship experience. Employers benefit from the creation of a strategic talent pipeline by enabling them to identify and vet prospective candidates for entry-level positions.

The Bureau of Labor Statistics identifies six job-training categories. These reflect the type of job training that may be required beyond formal education requirements to have competency in a particular occupation. The following table shows the 2016-2018 projections for each of the six job training categories. As seen in the table below, apprenticeships are projected to increase 5.69% and internships by 3.56% from 2016 to 2018.

Job Training Title	2016 Estimated Employment	2018 Projected Employment	Net Change	Percent Change	Annual Openings- Growth	Annual Openings- Replacement	Annual Openings- Total
Apprenticeship	20,568	21,738	1,170	5.69%	584	299	883
Internship/residency	54,326	56,261	1,935	3.56%	969	1,200	2,169
Long-term on-the-job training	58,640	60,396	1,756	2.99%	959	1,413	2,372
Moderate-term on-the-job training	225,722	230,414	4,692	2.08%	2,836	4,698	7,534
None	447,811	462,200	14,389	3.21%	7,258	8,933	16,191
Short-term on-the-job training	559,510	577,318	17,808	3.18%	9,078	15,332	24,410

A problem, however, is that not all internships are paid, which is a financial deterrent for some prospective interns. Currently, over 70% of Northark's student receive financial aid. Many traditional and non-traditional students work full-time or part-time, face transportation challenges, and have child-care needs. Employers face tight personnel budgets, many not being able to financially afford to host an intern program. These funds would not only eliminate fiscal barriers to students and employers, they would help incentivize participation from both sides.

Finally, many students and incumbent workers come to Northark with previous job experience and/or formal training. Business/industry, via the Industrial Alliance and other groups, have asked Northark to create a comprehensive prior learning assessment mechanism to allow those persons to receive appropriate college credit. While the administration and faculty agree this is a needed addition to current offerings, current personnel need additional expertise, support, and guidance to ensure these employer needs and student demands come to fruition.

Clear Linkages: Employer Driven Strategies

As the Region's top employment sectors, manufacturing and healthcare play a critical role in the economic structure of Northwest Arkansas. Ensuring the region has a ready and skilled workforce is paramount to the sustainability of the predominately-rural area. Due to the lack of skilled and work-ready employees, industries that are essential to the regional economy are experiencing a workforce shortage. To address this problem, planning for future employment projections and necessary skills needs, requires collaborative efforts between industry, K-12, and post-secondary institutions.

To meet the current employment gap as well as the projected future needs, North Arkansas College (Northark) has developed, during the planning and implementation grant timeline, multi-track, employer-driven, competency-based, hands-on, certification pathways for entry-, mid-, and advanced level training in healthcare and manufacturing.

The skills gap for the Northwest Arkansas Region demonstrates the high demand for education and training to address current unmet workforce needs. The 2024 forecast, coupled with the current need, not only points to an urgency to prepare an entry-level skilled workforce for key healthcare and advanced manufacturing positions, but also points to the need to address the workforce gap in mid- and advanced-level positions as well.

Northark's commitment to economic and workforce development in the region was taken to a higher level in October 2017, when an Associate Vice-President for Economic & Workforce Development (AVP) was hired. In an effort to learn about the region's economy and workforce needs, the AVP began visiting and touring local and regional business and industry. While learning about the many common challenges, concerns, and opportunities, Northark created an Industrial Alliance, which includes leaders from manufacturing, education, and economic development. Members include: Pace Industries, Wabash Wood Products, Thorpe, Flexsteel, WestRock, Claridge, Johnson's Plastics, Barrett's Plastics, OUR Regional Education Cooperative, Harrison School District, Harrison Regional Chamber of Commerce, and North Arkansas College.

At the first meeting held in January 2018, the Industrial Alliance prioritized common challenges into the top five needs to be addressed: (1) **soft skills**, (2) **public perception of manufacturing**, (2) **training**, (4) **regulation & compliance**, and (5) **quantity of employees**. The strategies outlined in the Continuation Grant Application such as work-based learning, reach down efforts into K-12, alignment with regional secondary faculty, and short-term workforce training will address these common challenges for regional industry partners while expanding upon successful implementation grant activities. The Industrial Alliance is committed to supporting Northark with the Continuation Grant strategies outlined and believes successful implementation of those strategies will advance the local/regional economic development through both short-term and long-term workforce-training opportunities.

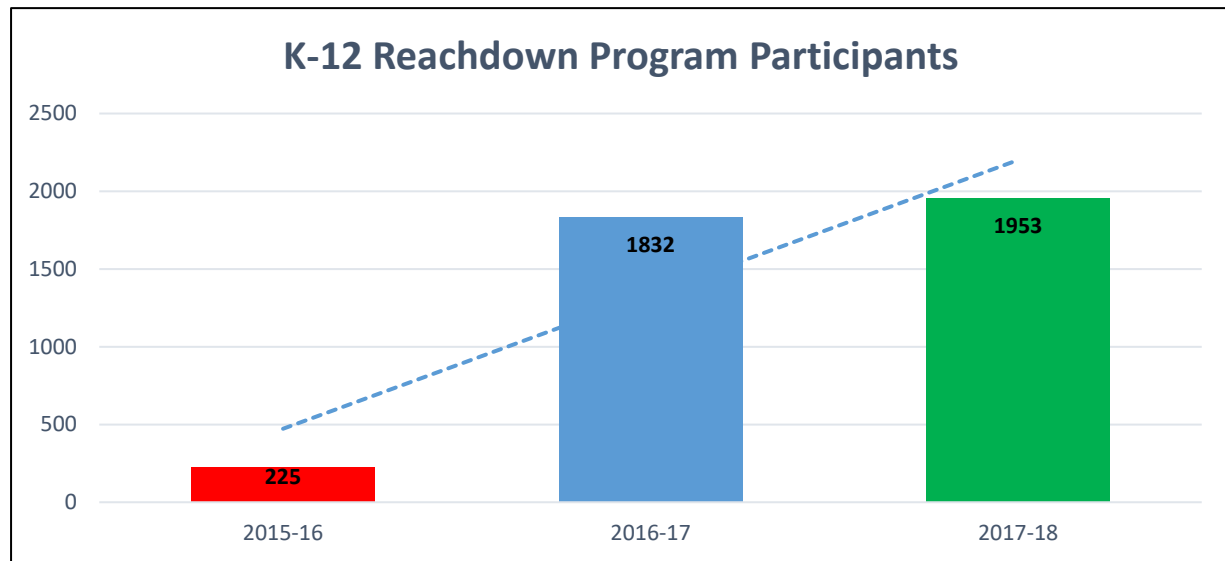
Alignment with Arkansas Economic and Workforce Goals

In alignment with the Arkansas Economic and Workforce goal to increase the number of workers with post-secondary training, Northark developed new certification training and expanded existing training to meet the current and projected regional workforce needs. This new and expanded training will prepare students as they enter the workforce, well equipped for new jobs in the future.

North Arkansas College currently serves as a Secondary Career Center (NTC) for high school students in the College's six county service area (Boone, Carroll, Madison, Marion, Newton, and Searcy) with an average enrollment of 150 annually. Additionally, Northark provides concurrent credit for high school students in the service areas using face-to-face and online delivery options to shorten the time to completion of postsecondary credentials and industry certifications. Expansion of offerings in manufacturing and healthcare began during the implementation grant. For example, NTC was approved to open a satellite location of its Medical Professions program of study in Berryville. Manufacturing section offerings were doubled, increasing secondary student access to programs. These efforts demonstrate the college's commitment to the continuation of these critical workforce development initiatives throughout the region.

The employees of the future are currently in the K-12 system. Reach-down efforts must happen now to plant the seeds in future STEM employees. The implementation grant permitted Northark to increase reach-down programs for students in grades K-12 which included expansion of BEST Robotics, VEX Robotics, Manufacturing Days, Health Careers Day, and NTC tours. These efforts have greatly increased the students' exposure to the many different career options available in this region and the educational options they have through the NTC and at North Arkansas College. **Figure 9**

shows an increase of 714% from 2015-16 to 2016-17 and another 7% increase from 2016-17 to 2017-18. With the continuation grant, we will be able to continue and expand these efforts to reach more students and begin to fill the long-term pipeline needs.



Partners have repeatedly stressed demand for employability skills such as communication, critical thinking, workplace discipline, and the ability to work with a team. In response, Northark has aligned curricular pathways with education (K-12) and industry partners to positively impact the skills gap by helping students understand 21st-century careers. Students will use what they learn in the classroom to solve real-world problems and acquire a broad range of skills through real workplace experiences. With strong career guidance and support, students will be on the fast track to earning industry and postsecondary credentials.

STEM and CTE career paths have long been regarded as the most lucrative for individuals. High regard for STEM and CTE employment is expected to continue throughout the near future as more and more processes are automated and aging workers begin to leave the workforce. Efforts to narrow the gender gap in STEM and CTE programs have unfortunately produced little change, thus leaving females, minority, and lower income populations still underrepresented in these careers. By providing access to concurrent credit in the traditional high school environment and at the NTC, Northark has an opportunity to engage those students in a STEM and CTE career pathways.

The implementation grant permitted Northark to promote the pathways for manufacturing and healthcare and the opportunities for Job-Ready and Career-Ready credentials and certifications. These educational pathways, beginning as early as the fifth grade, included basic employability skills, student career exploration and planning, employment internships, and work-based learning experiences. It was especially important for students to learn about the broad array of careers and not only choose something that seems interesting but choose a career that will help them maintain a living wage. An important aspect of this project was to provide regional high school teachers, staff, and counselors with professional development to enhance students' academic and technical readiness for college and careers.

Throughout the implementation grant phase, Northark has provided area high school faculty and staff several professional development opportunities in areas ranging from helping students with career exploration to faculty certifications. For example, Northark partnered with OUR Educational Cooperative, NTC, and SREB (Southern Regional Educational Board) to deliver "Counseling for

Careers” and “Advising Students for the 21st Century & Beyond” in 2017, reaching over 60 secondary teachers. Additionally, Northark certified six area secondary agriculture teachers to deliver NCCER Core Curriculum, thus allowing their students to graduate high school with work-ready skills, credentials, and certifications.

Externships are another important initiative that have begun as a result of the Implementation Grant. The educational goal of an externship is to increase a teacher’s ability to connect theory and practice and bring an understanding of workplace practices and policies (including problem solving, practical applications of theory, leadership concepts, and employability skills) into the classroom, thus increasing the relevance of student learning. Northark is committed to helping provide these types of externship opportunities to our regional secondary school partners and seeks to expand these efforts in the continuation phase of the Regional Workforce Grant program.

In an effort to teach employability skills and soft skills to the NTC students, four Northark instructors attended a Technology Centers That Work training for Simulated Workplace. A simulated workplace is where the curriculum and environment mirror reality to ensure that students have an authentic learning experience while in school. As part of this program, Northark has installed time clocks in every classroom and lab at the Northark Technical Center and students are now required to clock in and clock out of all classes. This teaches students the importance of accountability and responsibility for showing up to “work” on time every day.

SECTION 2 – PROGRAM PLAN

25 Points

Program plans must be designed to meet the goals and core requirements of the Regional Workforce Grants program as well as the following Essential Components:

- Detailed project timeline and overview- provide a month-by-month overview of the critical convenings, activities, and actions that will comprise the project.
- Measurable objectives for each phase of the project- detail the metrics utilized throughout the project to track how credentialed job candidates possessing the skills needed by employers will be provided.
- Project governance and accountability plan- clearly describe the plan for governance, meetings, and decision-making structure; identify a project director; and identify members of a project steering committee that will maintain oversight throughout the project period.
- Pathways articulation and support- clearly describe the educational pathway(s) and support services that will be developed, or existing pathways that will be enhanced, to meet the identified workforce needs. Pathways should incorporate all appropriate student outcomes from short-term industry-recognized credentials through the highest certificate or degree programs appropriate to the identified career goals and include career step-out points at the completion of each credential.
- Role of equipment request- required only for those proposals seeking equipment purchases. Outline how equipment purchase will specifically address local labor market needs; provide detailed description of equipment, educational value of equipment in preparing workforce, and justification for purchase.
- Performance assessment- clearly define measurable outcomes to be achieved through continuation of the plan and strategies to measure and report achievement of those outcomes. Priority will be given to programs which prepare candidates for high wage jobs or which create capacity to move candidates from unemployment to employment.
- 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 detailed project timeline and overview, measurable objectives for each phase of the project, a project governance and accountability plan, pathways articulation and support, the role of any equipment requested, and a performance assessment.

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 properly connects all activities to measurable outcomes that address workforce needs. (22–25 Pts)	Plan addresses most goals and requirements and substantially connects activities to measurable outcomes. (18–21 Pts)	Plan addresses many goals and requirements and connects some activities to measurable outcomes. (14–17 Pts)	Plan lacks significant requirements or connections of activities to measurable outcomes are not clear. (0–13 Pts)

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

The project will be implemented in four phases as shown in the table below. Regional Workforce Grant Committee will meet at least 1 time per month to plan and review grant activities presented in the following timeline:

Detailed Project Timeline

Phase I: August – December, 2018			
Month	Activities	Participants	Expected Outcomes
August 2018	Expansion of CNA program begins via distance learning	Grant Coordinator, Work-Based Learning Coordinator, CNA Program Coordinator, NTC Director, CCC Operations Coordinator	10 students enrolled in CNA
	Medical Professions program for high school students begins via distance learning		8 high school students enrolled
August 2018	Recruitment for student internships for Fall 2018	Grant Coordinator, Work-Based Learning Coordinator, Faculty, Industry/Business partners	Identify 30 prospective student interns and evaluate for industry fit
August 2018	Expand implementation of Time Clock/Attendance Tracking program for all programs on Northark Technical Center	Grant Coordinator, Director Northark Technical Center	Students will learn accountability skills and real-world job experiences Attendance tracking report will be evaluated for trend data analysis
August 2018	Purchase equipment for Expanding Advanced Manufacturing with Welding	Grant Coordinator, Academic program faculty and deans, Business Office, Industry partners	Equipment purchased and in place prior to end of semester
August – December 2018	Begin development of online Medical Laboratory Technician (MLT) Program	Dean of Health Professions, MLT Faculty	Curriculum prepared for online delivery
August – December 2018	Begin development of online Bio-Medical Equipment Technician Program	Dean of Technical and Outreach Programs, Biomedical Faculty	Curriculum prepared for online delivery

August – December 2018	Begin development of Medical Coding Workforce Training program	Dean of Health Professions, AVP Economic & Workforce Development, Grant Coordinator, Work-Based Learning Coordinator	Curriculum prepared for workforce training class
August – December 2018	Begin development of apprenticeship programs in the area of manufacturing	AVP Economic & Workforce Development, Grant Coordinator, Work-Based Learning Coordinator	Apprenticeship Model developed and employer partners identified
August – December 2018	Launch marketing program for online Medical laboratory Technician (MLT) program	Grant Coordinator, Dean of Health Professions, Northark Marketing & Public Relations	Marketing plan developed
August – December 2018	Purchase Instructional Materials/Software for expansion of Medical Assisting program via distance learning	Grant Coordinator, Academic program faculty and deans, Business Office, Industry partners	Instructional materials are purchased and in place prior to end of semester
August – December 2018	Expand marketing campaign for new CNA and Medical Assisting Programs in regional service area counties.	Grant Coordinator, Northark Carroll County Center, Northark Marketing & Public Relations	18 students enrolled in expanded Healthcare programs
August – December 2018	Expand marketing campaign for Manufacturing Technology Program, Automation & Systems Integration Program and Welding Program	Grant Coordinator, Northark Technical Campus, Northark Marketing & Public Relations	Marketing plan developed and implemented for maximum enrollment impact
August – December 2018	Select PLA consultant	VP Academic Affairs Academic & Technical Deans Appropriate faculty/personnel	Selection of PLA consultant and development of PLA strategies
September 2018	Placement of student interns	Grant Coordinator, Work-Based Learning Coordinator, deans and faculty, Industry Partners	20 student interns will be placed in business/industry position throughout region
October 2018	Collaborate with area Manufacturing Partners	Grant Coordinator, Work-Based Learning	Provide industry tours and information about

	and Secondary School Partners for expansion of Manufacturing Days Event Activities	Coordinator, Academic program faculty, Industry Partners	manufacturing to 700 area high school and middle school students
November - December 2018	Coordinate with Carroll County Center High Schools on Spring 2019 concurrent enrollment opportunities at the CCC in health professions program offered through satellite NTC.	Grant Coordinator, NTC Director, High School Administration	10 new students enrolled for Spring 2019 semester
December 2018 - January 2019	Recruitment for student internships for Spring 2019	Grant Coordinator, Work-Based Learning Coordinator, Faculty, Industry/Business partners	Identify 30 prospective student interns and evaluate for industry fit
Phase II: January – July, 2019			
Month	Activities	Participants	Expected Outcomes
January 2019	Begin Online Medical Laboratory Technician (MLT) Program	Dean of Health Professions, AVP Economic & Workforce Development, Grant Coordinator	10 new students enrolled for Spring 2019 semester
January 2019	Begin apprenticeship program in area of manufacturing	AVP Economic & Workforce Development, Grant Coordinator, Work-Based Learning Coordinator	5 new students enrolled for the apprenticeship program in manufacturing
January 2019	Develop Medical Coding Workforce Development Training	Dean of Health Professions, AVP Economic & Workforce Development, Grant Coordinator	Curriculum Developed for Workforce Training with collaboration of partners
February 2019	Placement of student interns	Grant Coordinator, Work-Based Learning Coordinator, deans and faculty, Industry Partners	20 student interns will be placed in business/industry position throughout region
January - July 2019	Expand marketing campaign for new CNA and Medical Assisting Programs in regional service area counties	Grant Coordinator, Northark Carroll County Center, Northark Marketing & Public Relations	20 students enrolled in expanded Healthcare programs

January-July 2019	Launch marketing campaign for redesigned online Biomedical Equipment Technician program	Grant Coordinator, Northark Marketing & Public Relations	Marketing plan development implemented for maximum enrollment impact
January - July 2019	Expand marketing campaign for Manufacturing Technology Program, Automation & Systems Integration Program and Welding Program	Grant Coordinator, Northark Technical Campus, Northark Marketing & Public Relations	Marketing plan developed and implemented for maximum enrollment impact
January – July 2019	Perform a PLA needs assessment and gap analysis with consultant	VP Academic Affairs Academic & Technical Deans Appropriate faculty/personnel	Create a keen understanding and awareness of potential PLA opportunities
April 2019	Collaborate with area Healthcare Partners and Secondary School Partners for expansion of Health Careers Days Event Activities	Grant Coordinator, Academic program faculty, Industry Partners	Provide healthcare simulation center and ambulance simulator tours while providing information about health careers to 500 area high school and middle school students
April 2019	Begin 3 rd Cohort Community Paramedic Workforce Development Training	Grant Coordinator, AVP Economic & Workforce Development, Dean of Health Professions	10 students enrolled in workforce training class
May 2019	Recruitment for student internships for Summer and Fall 2019	Grant Coordinator, Work-Based Learning Coordinator, Faculty, Industry/Business partners	Identify 30 prospective student interns and evaluate for industry fit
May – July 2019	Implementation of Online Bio-Medical Equipment Technician Program	Dean of Technical and Outreach Programs, Biomedical Faculty	10 students enrolled
June 2019	Begin Medical Coding Workforce Training Program	Dean of Health Professions, AVP Economic & Workforce Development, Grant Coordinator	10 students enrolled
June - July 2019	Conduct Professional Development for Regional	Grant Coordinator, Work-Based Learning	Professional Development activities

	Schools & College Personnel	Coordinator, Jr. High & High School Counselors, Jr. High/High School and College Faculty	completed by a minimum of 20 educational partner participants in the region
June - July 2019	Expand Young Manufacturers Academy, Robotics and Tech Camp Opportunities for area secondary students	Grant Coordinator, Asst. Director of Community Education, Technical Programs Faculty	40 students enrolled in summer camp experiences
Phase III: August – December, 2019			
Month	Activities	Participants	Expected Outcomes
August 2019	Recruitment for student internships for Fall 2019	Grant Coordinator, Work-Based Learning Coordinator, Faculty, Industry/Business partners	Identify 30 prospective student interns and evaluate for industry fit
August 2019	Continue recruitment and enrollment for apprenticeship students in manufacturing	AVP Economic & Workforce Development, Grant Coordinator, Work-Based Learning Coordinator	5 students enrolled in apprenticeship program
September 2019	Placement of student interns	Grant Coordinator, Work-Based Learning Coordinator, Deans and faculty, Industry Partners	20 student interns will be placed in business/industry position throughout region
October 2019	Collaborate with area Manufacturing Partners and Secondary School Partners for expansion of Manufacturing Days Event Activities	Grant Coordinator, Academic program faculty, Industry Partners	Provide industry tours and information about manufacturing to 500 area high school and middle school students
August – December 2019	Expand marketing campaign for new CNA and Medical Assisting Programs in regional service area counties.	Grant Coordinator, Northark Carroll County Center, Northark Marketing & Public Relations	25 students enrolled in Healthcare programs
August – December 2019	Expand marketing campaign for Manufacturing Technology Program, Automation & Systems Integration Program and Welding Program	Grant Coordinator, Northark Technical Campus, Northark Marketing & Public Relations	Increase in enrollment of 10% across program areas

August – December 2019	Continue marketing campaign for Medical Laboratory Technician (MLT) program	Grant Coordinator, Northark Marketing & Public Relations	Marketing plan implemented for maximum enrollment impact
August – December 2019	Working with consultant, develop PLA processes, procedures, and mechanisms to facilitate PLA credit awards	VP Academic Affairs Academic & Technical Deans Appropriate faculty/personnel	50% completion of PLA processes, procedures, mechanisms, and award delivery
December 2019	Recruitment for student internships for Spring 2020	Grant Coordinator, Work-Based Learning Coordinator, Faculty, Industry/Business partners	Identify 30 prospective student interns and evaluate for industry fit
Phase IV: January – July, 2020			
Month	Activities	Participants	Expected Outcomes
January 2020	Recruitment for student internships for Spring 2020	Grant Coordinator, Work-Based Learning Coordinator, Faculty, Industry/Business partners	Identify 30 prospective student interns and evaluate for industry fit
January 2020	Continue recruitment and enrollment for apprenticeship students in manufacturing	AVP Economic & Workforce Development, Grant Coordinator, Work-Based Learning Coordinator	5 new students enrolled for the apprenticeship program in manufacturing
January 2020 – May 2020	Continued marketing campaign for online Biomedical Equipment Technician program	Grant Coordinator, Northark Marketing & Public Relations	Marketing plan implemented for maximum enrollment impact
February 2020	Placement of student interns	Grant Coordinator, Work-Based Learning Coordinator, deans and faculty, Industry Partners	22 student interns will be placed in business/industry position throughout region
April 2020	Collaborate with area Healthcare Partners and Secondary School Partners for expansion of Health Careers Days Event Activities	Grant/ Coordinator, Academic program faculty, Industry Partners	Provide health simulation and ambulance simulator tours while providing information about health careers to 500 area high school and middle school students

April 2019	Begin 4th Cohort Community Paramedic Workforce Development Training	Grant Coordinator, AVP Economic & Workforce Development, Dean of Health Professions	10 students enrolled in workforce training class
May 2020	Completion of 1 st Cohort apprenticeship students in manufacturing	AVP Economic & Workforce Development, Grant Coordinator, Work-Based Learning Coordinator	5 students complete apprenticeship program
January - July 2020	Continue marketing campaign for new CNA and Medical Assisting Programs in regional service area counties	Grant Coordinator, Northark Carroll County Center, Northark Marketing & Public Relations	25 students enrolled in Healthcare programs
January - July 2020	Continue marketing campaign for Medical Laboratory Technician (MLT) program	Grant Coordinator, Northark Marketing & Public Relations	Marketing plan implemented for maximum enrollment impact
January - July 2020	Continue marketing campaign for Manufacturing Technology Program, Automation & Systems Integration Program and Welding Program	Grant Coordinator, Northark Technical Campus, Northark Marketing & Public Relations	Increase enrollment of 10% across program areas
January - July 2020	Working with consultant, complete PLA processes, procedures, and mechanisms to facilitate PLA credit awards	VP Academic Affairs Academic & Technical Deans Appropriate faculty/personnel	50% remaining completion of PLA processes, procedures, mechanisms, and award delivery
June - July 2020	Conduct Professional Development for Regional Schools & College Personnel	Grant Coordinator, Work-Based Learning Coordinator, Jr. High & High School Counselors, Jr. High/High School and College Faculty	Professional Development activities completed by a minimum of 30 educational partner participants in the region
June - July 2020	Expand Young Manufacturers Academy, Robotics and Tech Camp Opportunities for area secondary students	Grant Coordinator, Asst. Director of Community Education, Technical Programs Faculty	50 students enrolled in summer camp experiences

Measurable Objectives

The overall objectives of the project are to reduce the regional skills gap in healthcare and manufacturing careers. The outcomes for each objective are listed below.

Objective 1: To reduce the regional skills gap in healthcare careers.

Outcome 1.1: Increase the number of entry-, mid-, and advanced level healthcare credentials awarded.

Outcome 1.2: Increase the number of high schools students completing a healthcare credential.

Outcome 1.3: Increase workforce training for healthcare workers.

Objective 2: To reduce the regional skills gap in manufacturing careers.

Outcome 2.1: Increase the number of entry-, mid-, and advanced level manufacturing technology credentials awarded.

Outcome 2.2: Increase the number of high schools students completing a manufacturing technology credential.

Outcome 2.3: Increase workforce training in manufacturing technology.

Objective 3: To reduce the regional skills gap through Work-based Learning opportunities.

Outcome 3.1 Increase the number of students participating in work-based learning opportunities.

Outcome 3.2 Increase the number of employer partners participating in work-based learning opportunities.

Outcome 3.3 Increase the number of students securing employment after work-based learning completion.

Healthcare Outcomes Projections

Outcome 1.1 Increase Total Number of Healthcare Credentials Awarded							
Program	2015-2016 Baseline	Implementation Grant Totals through May 2018	Phase I (Fall 2018)	Phase II (Spring 2019)	Phase III (Fall 2019)	Phase IV (Spring 2020)	Total
Clinical Medical Assistant (CP)	n/a	9	9 Enrolled Fall 2018	Fall Class Only	12	Fall Class Only	21
Administrative Medical Assistant (CP)	n/a	5	Spring Class Only	12	Spring Class Only	15	27
Medical Assistant (TC)	n/a	4	4	4	6	6	20
C.N.A. (CP)	47	104	20	35	20	35	110
C.N.A (Workforce)		236	50	60	70	70	250
Medical Laboratory Technology (MLT)	0	Baseline 2017-18 (6)	2	6	3	7	18
Outcome 1.2 Increase Number of High School Graduates							
Program	2015-2016 Baseline	Implementation Grant Totals through May 2018	Phase I (Fall 2018)	Phase II (Spring 2019)	Phase III (Fall 2019)	Phase IV (Spring 2020)	Total
C.N.A. (CP) 1 year program	23	65	Spring Completers Only	30	Spring Completers Only	40	70
Administrative Medical Assistant (CP)	n/a	Program will begin Spring 2019	0	5	0	7	12

Outcome 1.3 Increase Number Workforce Training Hours for Healthcare Workers							
Program	2015-2016 Baseline	Implementation Grant Totals through May 2018	Phase I (Fall 2018)	Phase II (Spring 2019)	Phase III (Fall 2019)	Phase IV (Spring 2020)	Total
Community Paramedic	n/a	9 Community Paramedics Licensed/2,700 hours	0	7 Enrolled	0	8 Enrolled	15
Medical Coding	n/a	n/a	0 Summer 2019 Launch	0	10 Enrolled	10 Enrolled	20

Manufacturing Outcomes Projections

Outcome 2.1 Increase Total Number of Manufacturing Credentials Awarded							
Program	2015-2016 Baseline	Implementation Grant Totals through May 2018	Phase I (Fall 2018)	Phase II (Spring 2019)	Phase III (Fall 2019)	Phase IV (Spring 2020)	Total
Workforce Technology (CP)	0	51	25	15	25	20	85
Manufacturing Technology (CP)	10	9	5	5	5	5	20
Manufacturing Technology (TC)	4	12	1	7	1	8	17
Automation & Systems Integration w/Emphasis in Manufacturing (AAS)	n/a	Program will begin Fall 2018	0	0	0	6	6
Electronics Technology (CP)	0	9	5	5	5	5	20
Electronics Technology (TC)	0	3	1	7	1	8	17
Automation & Systems Integration w/Emphasis in Electronics (AAS)	5	8	2	5	2	7	16
Online Biomedical Equipment Technician Program	n/a	Program will begin Summer 2019	0	0	5	0	5
Welding (CP's)	0	Baseline 2017-2018 (29)	20	25	20	30	95
Welding Technology (TC)	0	Baseline 2017-2018 (1)	0	5	2	7	14

Outcome 2.2 Increase Number of High School Graduates							
Program	2015-2016 Baseline	Implementation Grant Totals through May 2018	Phase I (Fall 2018)	Phase II (Spring 2019)	Phase III (Fall 2019)	Phase IV (Spring 2020)	Total
Workforce Technology (CP)	0	23	0	11	0	15	26
Welding (CP)	0	21	0	20	0	20	40
Outcome 2.3 Number of Manufacturing Workforce Training Hours							
Program	2015-2016 Baseline	Implementation Grant Totals through May 2018	Phase I (Fall 2018)	Phase II (Spring 2019)	Phase III (Fall 2019)	Phase IV (Spring 2020)	Total
Manufacturing Workforce Training	60	2,862 hours	500	1000	1000	1000	3,500

Work-Based Learning Outcomes Projections

Outcome 3.1 Increase the number of students participating in work-based learning opportunities						
Program	2018 Baseline	Phase I (Fall 2018)	Phase II (Spring 2019)	Phase III (Fall 2019)	Phase IV (Spring 2020)	Total
Students Participating	19	20	20	21	22	83
Outcome 3.2 Increase the number of employer partners participating in work-based learning opportunities						
Program	2018 Baseline	Phase I (Fall 2018)	Phase II (Spring 2019)	Phase III (Fall 2019)	Phase IV (Spring 2020)	Total
Employers Participating	12	1 Additional employer added	2 Additional employers added	2 Additional employers added	3 Additional employers added	8 New employers added

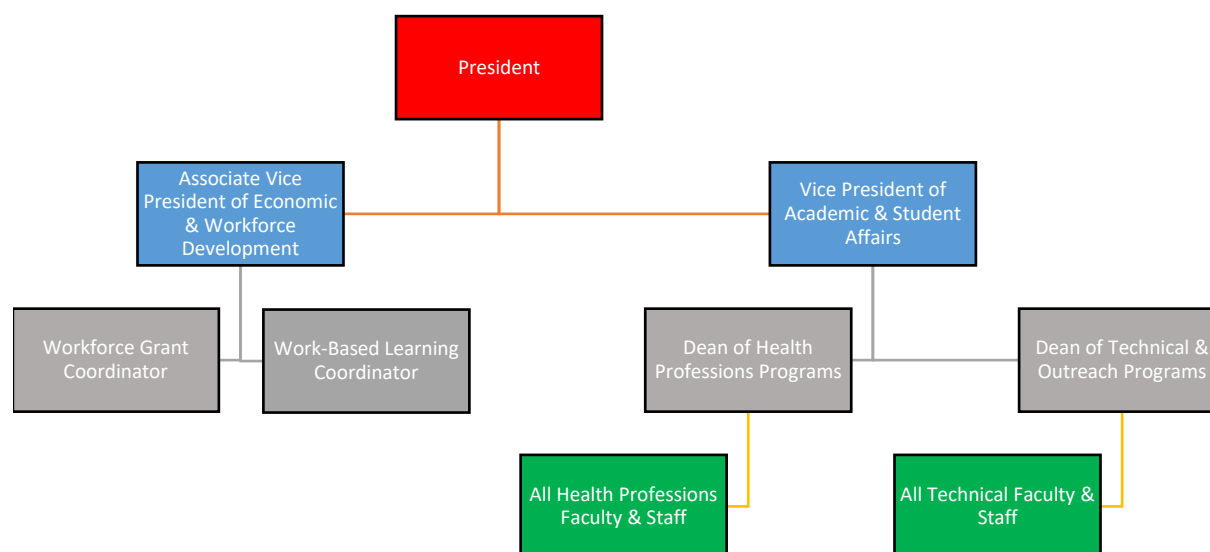
Outcome 3.3 Increase the number of students securing employment in related field after work-based learning completion

Program	Establish 2018 Baseline	Phase I (Fall 2018)	Phase II (Spring 2019)	Phase III (Fall 2019)	Phase IV (Spring 2020)	Total
Students Employed	To be determined Summer 2018	-	10% Increase	-	10% Increase	

Governance

The governance structure will include project oversight by the Associate Vice-President of Economic and Workforce Development (AVP). The AVP will supervise the proposed personnel, manage the project budget, and provide direct oversight for project planning. The organizational structure of Northark and the proposed project is outlined below.

Authority for day-to-day management of the project will be the responsibility of the Grant Coordinator who will have administrative control of the project and will be primarily responsible for accomplishing all project objectives and outcomes. The Project Faculty will be responsible for delivering the courses. The AVP, Grant Coordinator, and Work-Based Learning Coordinator will have direct access to the President. The Grant Coordinator will document all project activities and report weekly to the AVP and monthly to the President. The AVP and Grant Coordinator will communicate via regular meetings with the members of the project steering committee, which is made up of business/industry partners and Northark employees.



Northark uses accounting procedures consistent with generally accepted accounting principles, applicable state and federal laws, and OMB circulars relating to grant-funded programs. The college has a Contracts and Grants Accounting Office, staffed by professional accountants, responsible for all accounting and billing related to grant programs. An accountant will be assigned to the project grant and will work closely with the Grant Coordinator to ensure effective fiscal management.

Plans & Pathways for Healthcare Programs

The Medical Assistant program at North Arkansas College combines two Certificates of Proficiency: one for the Administrative Medical Assistant and one for the Clinical Medical Assistant. Northark seeks to provide these programs over the next two years via distance learning (at locations such as Berryville, etc.), increasing our service to that community for entry-level clinicians. Northark expects to attract high school (HS) juniors and seniors into the program, encouraging completion of the program prior to HS graduation. This provides the entry-level pathway to this county in the Northark service area, allowing students to enter healthcare programs and to matriculate in mid-level programs at the Harrison location in future.

The expansion of this program to the neighboring site will require equipping a lab and classroom for implementation of the new program. Regional Workforce Grant resources will allow Northark to advise, admit, educate and prepare students for national certification as medical assistants. This expanded program will result in increased enrollment and reduction of the skills gap in local and remote partner clinical agencies.

The CNA program at North Arkansas College is provided for traditional students, non-traditional students, and NTC students. Northark seeks to enhance those efforts via distance learning (such as Berryville, etc.), increasing our service to that community for entry-level clinicians. Northark expects to attract secondary juniors and seniors into the program, encouraging completion of the program prior to graduation. This provides the entry-level pathway, allowing students to enter healthcare programs and to matriculate in mid-level programs at the Harrison location in the future.

The expansion of this program to the neighboring site will require equipping a lab and classroom for implementation of the new program. Regional Workforce Grant resources will allow Northark to advise, admit, educate and prepare students for state licensure as nursing assistants. This expanded program will result in increased enrollment and reduction of the skills gap in local and remote partner clinical agencies.

The MLT program at North Arkansas College is currently delivered in a face-to-face format, and all students are required to be present for didactic and hands-on laboratory training. Clinical rotations are scheduled in local area hospitals. Student enrollment is limited by proximity to the program designed for commuter students.

The program director plans to convert the program to an online format to run alongside the current face-to-face program, which will allow students at a distance to participate. The significant change in the program design will be to enroll online students who are already working in laboratory facilities in remote locations (as phlebotomists, clerks, etc.) that will serve as the clinical site. The didactic courses will run in a different sequence to allow students who are working full-time to participate as part-time students. This extends the clinical portion of the program across five semesters rather than three.

Expansion of this program to include an online format will begin in Fall of 2018, and will continue through five semesters for the cohort of students to complete. Regional Workforce Grant resources will allow the current MLT Director to develop the online courses, establish off-site clinical processes, purchase software and supplies for distance delivery of content, and design methods to determine student competence. This expanded program model will result in increased enrollment and reduction of the skills gap in local and remote partner clinical agencies.

In addition, acute care and outpatient facilities in the region have requested Northark to consider Medical Coding and Billing training. The Continuation Grant will help us to provide short-term workforce education that will allow students to earn industry-recognized certifications. The demand for Medical Coding and Billing Professionals for Arkansas is projected to increase by 17% by 2024.

The Community Paramedic Workforce Training Program will be transitioned to include online delivery for the 90 hour didactic portion of the training; the clinical component of 210 hours can be facilitated in the students own community. This will allow a significant increase in enrollment to the program. Arkansas now has four licensed Community Paramedic Facilities across the state; three of those have been licensed in the last six months, which indicates the rapid escalation of these program services. As a result of the Implementation Grant, our partner North Arkansas Regional Medical Center

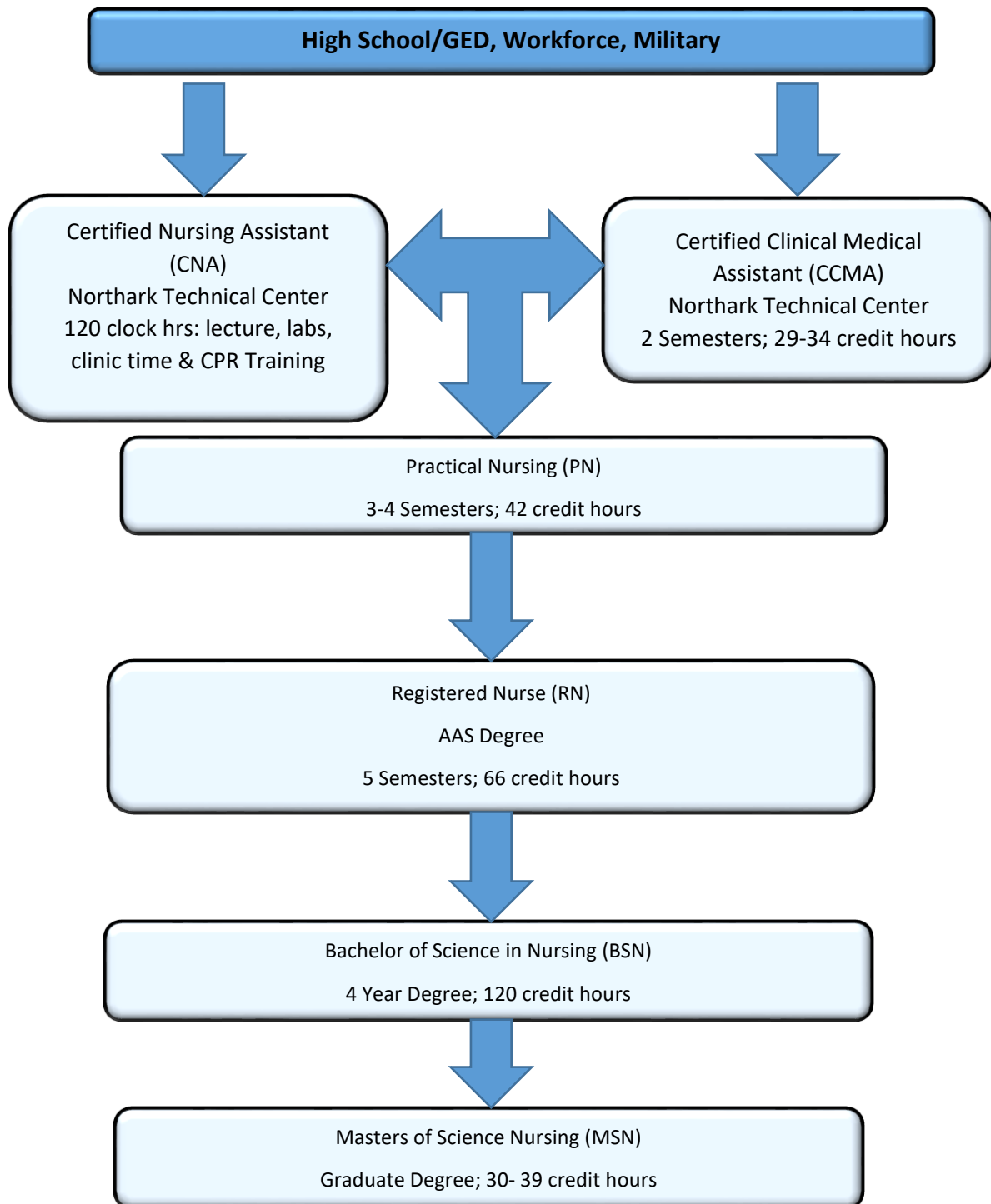
(NARMC) and a new partner, Baxter Regional Medical Center have both indicated a desire to train additional paramedic employees for this license. Northark anticipates this will become a desirable regional program. The workforce completion allows for immediate licensure.

The Healthcare pathways are outlined in the table below:

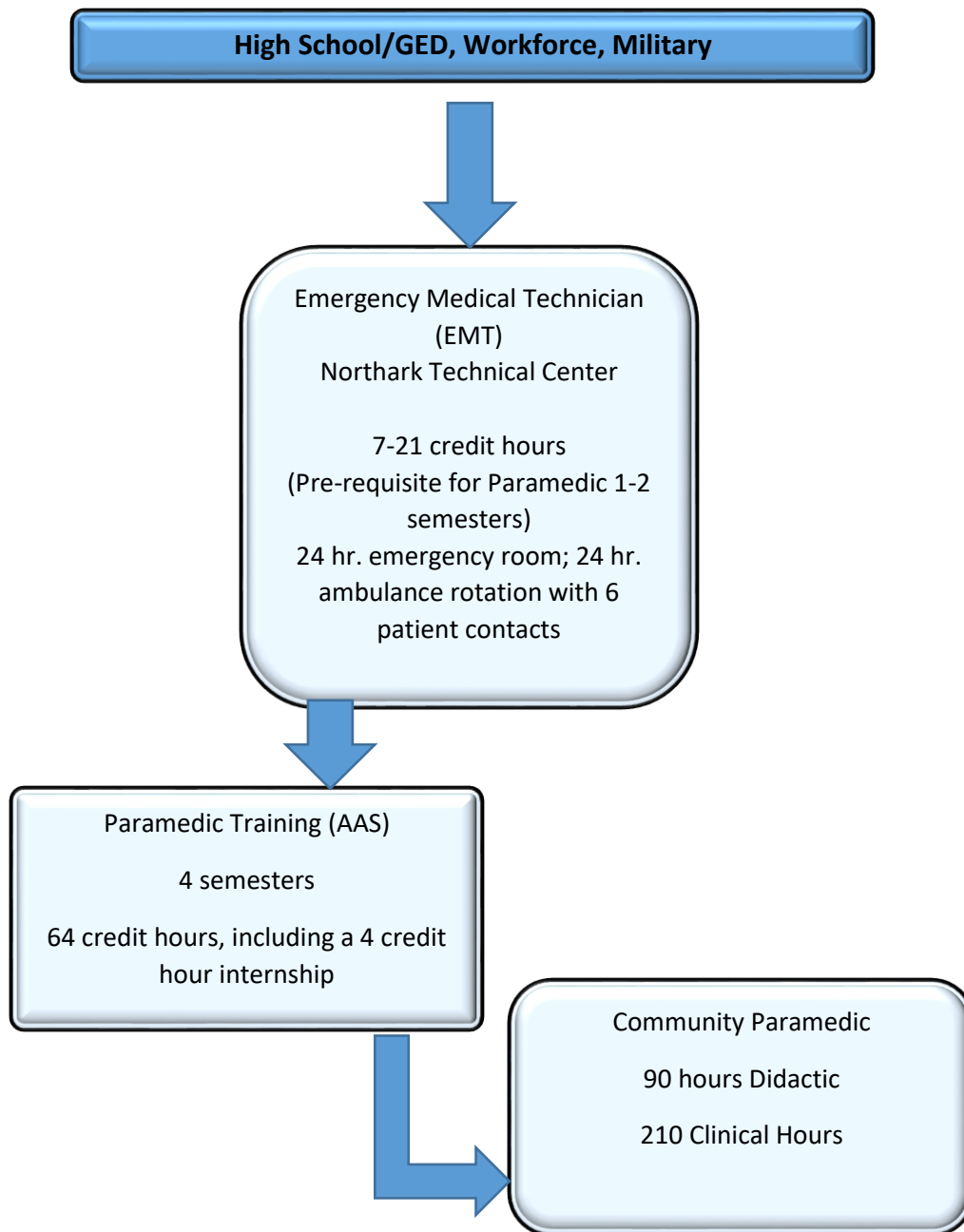
Pathway	New	Expanded	Length	Credit Hours	Credential	Stackable
Clinical Medical Assistant		x	Semester	16	CP	CP to TC
Administrative Medical Assistant		x	Semester	16	CP	CP to TC
Medical Assistant		x	1-year	29-34	TC	TC to AAS
C.N.A.		x	Semester	7-9	CP	CP to TC
Community Paramedic		x	Semester	n/a	Industry Recognized	Above AAS
Medical Coding	X		Short-Term	n/a	Industry Recognized	
Medical Laboratory Technology		X Online Delivery	2-year	68-69	AAS	AAS to BS
CP - Certificate of Proficiency						
TC - Technical Certificate						
AAS - Associate of Applied Science						

The Clinical Medical Assistant and Administrative Medical Assistant Programs are designed as stackable credentials for students completing the Clinical Medical Assistant, Administrative Medical Assistant, and CNA programs. The expansion of the CNA Program includes extended offerings to high school students and adults through morning and evening courses. The CNA Program leads to a certificate of proficiency, entry-level healthcare employment, and the first step towards stackable credentials in nursing. The Community Paramedic Pathway was added during the Implementation Grant Phase for individuals who possess an Associate of Applied Science Degree as a paramedic to move into an advanced-level healthcare career.

Northark Nursing Pathway



Northark EMS Pathway



Plans & Pathways for Manufacturing Programs

During the Implementation Grant phase, significant feedback from industry partners informed and shaped curricular changes to Industrial Electronics Technician program. In 2018-19, this program was redesigned as Automation and Systems Integration Technology to better meet industry needs. This program contains two tracks to ensure appropriate career training to meet industry needs:

Electronics and Manufacturing. The Electronics track prepares a student for a technician role, which supports many different industries and is highly skilled in equipment trouble-shooting and repair. The focus for this track is at the component or board-level of understanding and troubleshooting ability. The Manufacturing track is designed to prepare a manufacturing technician with machine operation, quality, and process skills. For example, completers will be able to provide setup and industrial programming, have a greater familiarity with various types of manufacturing and quality equipment, and understand appropriate documentation/plans. This track starts with the courses in the current Manufacturing Technical Certificate for the first year and then adds automation and AAS level courses in the second year. The focus for this track is more of a systems or device level technician with some programming capability. These positions provide repair and troubleshooting for more common and frequent problems and when needed, escalate them, possibly to the component level technician, as required.

The Biomedical Electronics Technology Certificate has been designed as a post-program completion option for students who have previously obtained an AAS in Automation and Systems Integration Technology (Electronics emphasis) and desire to enter the biomedical technology field as a medical equipment technician. Students will be ready for successful completion of the Biomedical Equipment Technician certification (BMET) offered through the Association for the Advancement of Medical Instrumentation (AAMI) Credentials Institute. Students must complete the AAS degree in Automation and Systems Integration Technology (Electronics emphasis) or equivalent Associate Degree level program from other institutions to be eligible for the program acceptance. A primary goal for this program is increased student access and preparation for entry into this high demand field due to the online delivery opportunity, which will allow Northark to serve a greater number of prospective students.

Employers are seeking welders who can demonstrate unprecedented skill and knowledge levels. As such, educators need to meet demands by training welders to be responsive to technology advances and market shifts. Northark will help build a highly skilled welding workforce by collaborating with Lincoln Electric in the LEEPS (Lincoln Electric Education Partner School) program to train and fully certify our welding instructor to teach those students. Through this program, he will receive training and professional development to keep current and relevant within the welding industry. Along with educational discounts on equipment and training, the most important benefit of the LEEPS program is that Northark will become an authorized Lincoln Electric Welding Training Center. As an authorized training center, Northark can host conferences and train the trainer workshops and seminars. At the present time, there is only one other educational institution training center in the United States, located in California.

The shortage of a skilled workforce is a significant factor driving many manufacturing companies to automate using robotic welders. With the newly installed robotic welding training cell that was created with the implementation grant, Northark will now be able to train welding and manufacturing students on this emerging technology, thereby benefitting both programs. An experienced welder is crucial for a successful robotic welding process. This robotic welding training cell will give students the opportunity to learn not only automation and welding, but will increase their value as a more highly skilled employee.

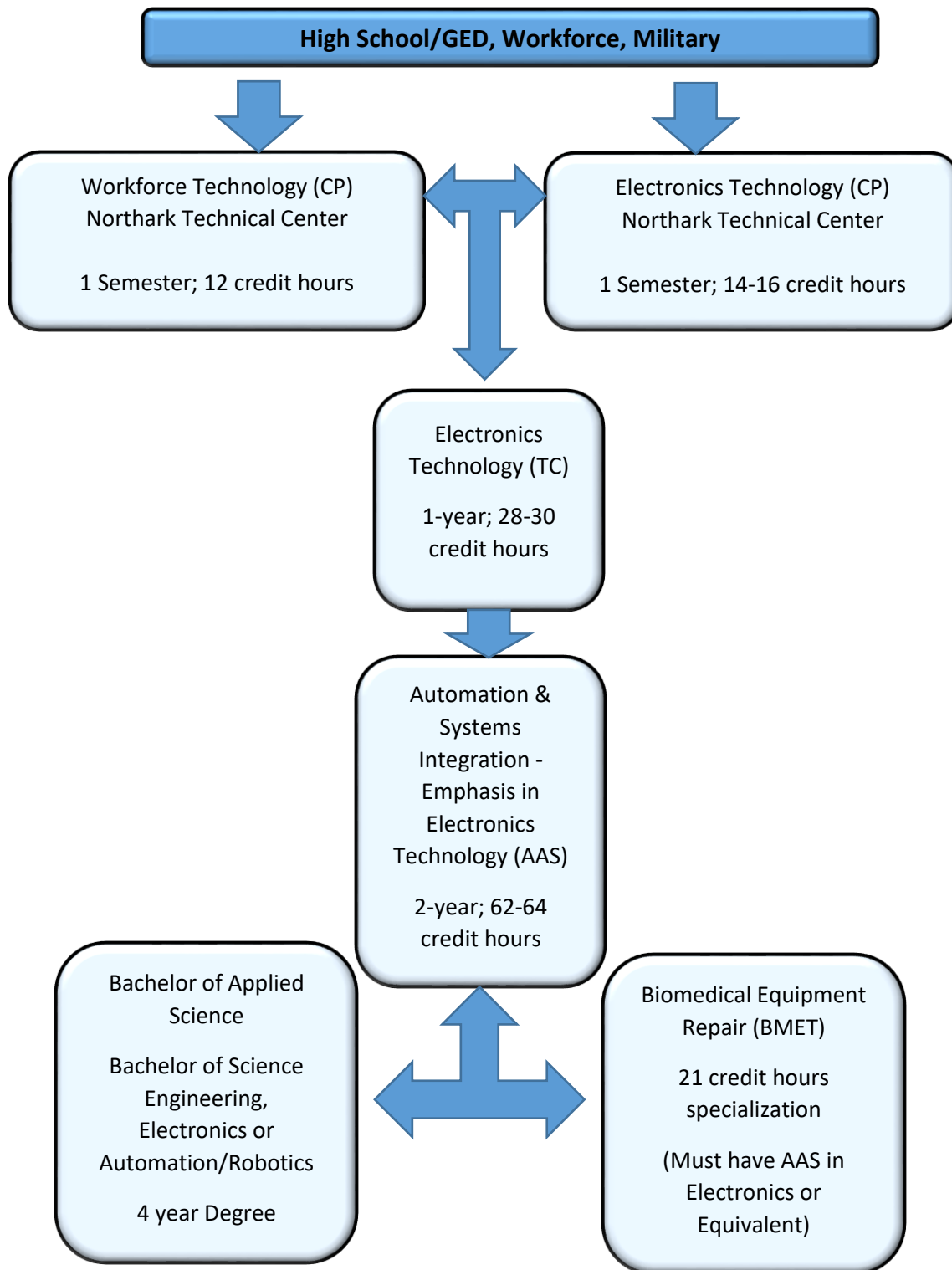
The Workforce Technology Pathway is a program designed for entry-level employment in manufacturing and leads to a certificate of proficiency. Advanced manufacturing pathways have been expanded and restructured to include morning and evening offerings, designed for entry- and/or mid-level employment. For both pathways, programs, courses, and credentials are stackable. That is to say, students can progress in their career readiness and training in a progressive fashion. Additionally, students in these programs will also earn industry recognized certifications.

Short-term manufacturing training will continue by expanding the MSSC (Manufacturing Skills Standards Council) credentials and certifications, by industry request. This nationally recognized industry certification (designed by industry) prepares entry-level production workers through four stackable modules: Safety, Quality Practices & Measurements, Manufacturing Processes & Production, and Maintenance Awareness. Completion of these four modules allow students to receive full CPT Certification.

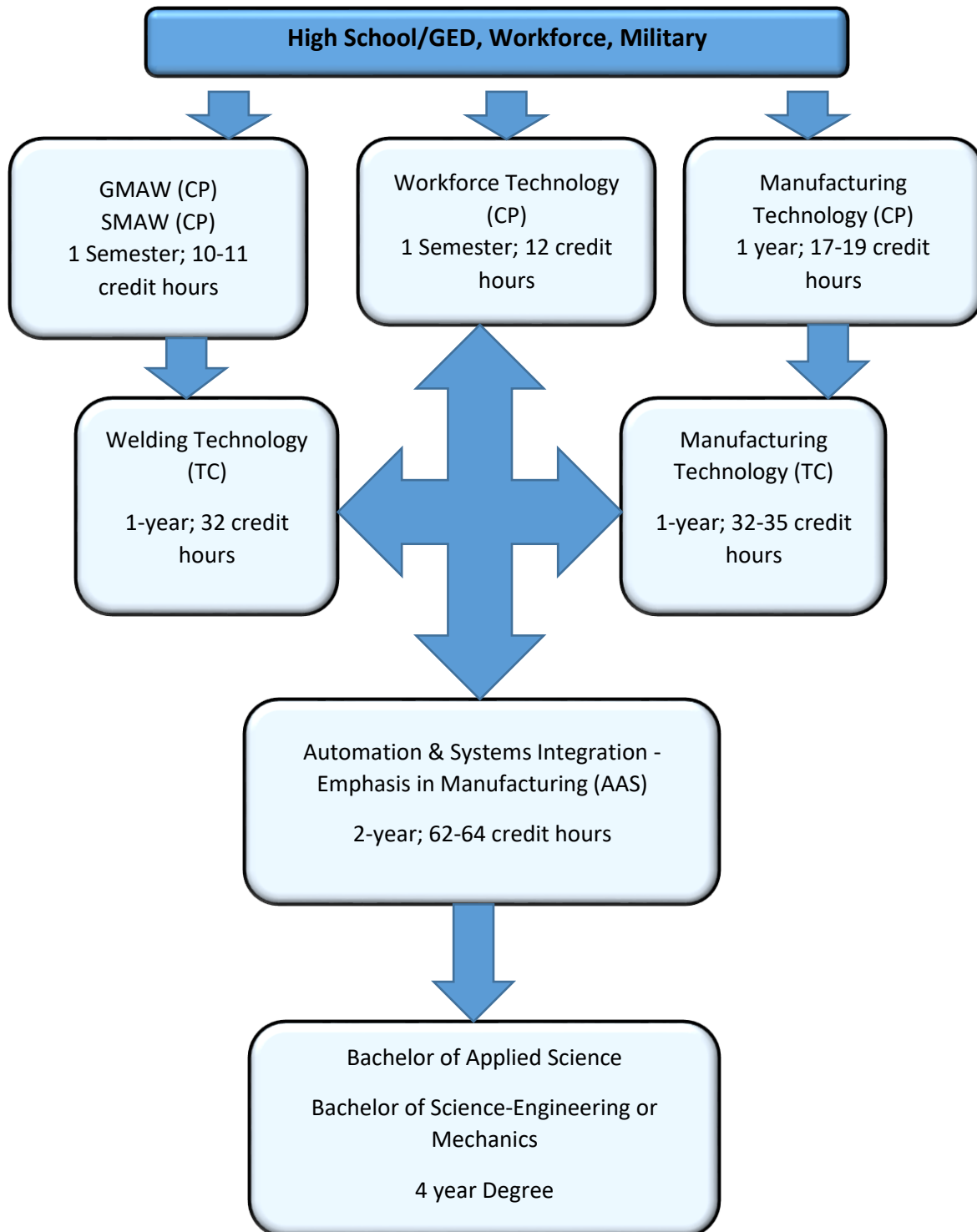
The Manufacturing pathways outlined in the table below.

Pathway	Expanded	Length	Credit Hours	Credential	Stackable
Workforce Technology	x	Semester	21	CP	CP to TC
Manufacturing Technology	x	Semester	17-19	CP	CP to TC
Manufacturing Technology	x	1-year	32-35	TC	TC to AAS
Automation & Systems Integration w/Emphasis in Manufacturing	X	2-year	62-64	AAS	TC to AAS
Electronics Technology	x	Semester	14-16	CP	TC to AAS
Electronics Technology	x	1-year	28-30	TC	TC to AAS
Automation & Systems Integration w/Emphasis in Electronics	x	2-year	62-64	AAS	to BAS
Biomedical Equipment Repair Technician	X	Semester	21	TC	Post-AAS completion emphasis
Welding Technology	X	1-year	32	TC	TC to AAS
MSSC: CPT Workforce Training	X	Short-Term	n/a	Industry Certification	Entry level to employment

Northark Automation & Systems Integration Emphasis in Electronics Technology & Biomedical Pathway



Northark Automation & System Integration w/Emphasis in Manufacturing Technology & Welding Pathway



Work-Based Learning Program

Work-based learning programs help students and adults gain the knowledge, skills, and experience needed for entry into or advancement within a particular career field. The recent growth in work-based learning is driven by employers' recognition of the role on the job training plays in addressing the skills gap and in developing a more diverse talent pipeline. More than 70 percent of college students work while enrolled, and many must make difficult choices between studying to boost academic performance or work to pay down student debt or cover life expenses. Work-based learning opportunities can help resolve these dilemmas.

In November 2016, Northark developed a pilot program (with private grant support) to create internships opportunities for students with financial need by providing them an opportunity to participate in a paid internship experience. The pilot ran between January 2017 and May 2018. Interns that met grant criteria were limited to 180 hours or less and must provide meaningful work experiences related to students' program or career goals. The grant subsidized wages to interns at or above the applicable legal minimum wage for actual hours worked; internships could be for credit or non-credit. Students who had to drive over 30 miles one way from their home to the internship location were also eligible for fuel cards to help offset transportation costs.

	Student Interns Non-Paid	Employers	Students Interns w/Financial Need	Total Student Interns	Wages Paid to Interns	Transportation Costs (Fuel Cards) Provided
Spring 2017	21	4	6	27	\$7,681.00	\$150.00
Summer 2017	4	1	1	5	\$500.00	\$0
Fall 2017	12	6	6	18	\$6,145.00	\$0
Spring 2018	13	12	17	30	\$20,031.65	\$ 3,575.00
Totals	50	23	30	80	\$34,357.65	\$3,725.00

As shown in the table above, student internship participation increased by 60%. Such a drastic increase is due to more low-income students having financial opportunity and ability to participate. Additionally, employer participation tripled due to wages being offset by grant funds. In the Spring 2018, several interns traveled nearly 200 miles weekly to work. Thankfully, burden was alleviated by fuel cards to offset transportation costs. These students expressed their gratitude for not only the paid internship opportunity but also for the extra help with transportation costs. Northark would like to continue this paid internship program, building on the success found during the pilot phase.

The following business/industry partners and major regional employers request work-based learning programs in the manufacturing sector: Pace Industries, Wabash National, WestRock, Claridge, Johnson's Plastics, Barrett's Plastics, and Flexsteel. Employers have expressed that these programs will help meet existing workforce needs, help capture institutional memory from master craftsman rapidly approaching retirement age, and help increase the skills of both entering and incumbent workers. These strategies was developed Spring 2018 and approved by acclamation by the Industrial Alliance in April 2018. Northark will begin development of this apprenticeship program starting Fall 2018 with implementation beginning Spring 2019. Additionally, Northark is working with Tyson Foods to develop and implement the educational training portion for the Tyson registered apprenticeship in Industrial Maintenance Mechanics.

Externships helps teachers connect classroom content with students' future career interests in mind. Those curriculum changes help student develop both the academic and technical skills required in the world they are preparing to enter. Northark will work with secondary school instructors in both CTE and academic programs to provide externships, thereby giving instructors the opportunity to gain professional development credit while expanding their knowledge and skills through on the job experiences. By getting out of the classroom, teachers will be better able to design and implement classroom activities, projects, and work-based learning opportunities—adding relevance to classroom learning.

Additionally, Northark will work, with the assistance of a consultant, to develop a comprehensive prior learning assessment (PLA) mechanism for awarding college credit for qualified formal training and/or work experience. Employers and employees alike have expressed a deep desire to receive college credit for knowledge and/or skills they already possess. Northark wishes to facilitate this real need to expedite completion, employment, and job-ready skills.

Other Programs Continued

The Advising Department and Marketing & Public Relations will support grant activities by coordinating and administering related support services such as advising and marketing, respectively. Students will have continued opportunities to participate in robotics programs (such as BEST Robotics and VEX IQ Robotics), industry and college tours, and interact with local employers beginning in the middle school grades. High school students will learn about manufacturing and healthcare programs through enhanced course offerings at the NTC, participation in Manufacturing Days & Health Careers Day, as well as concurrent courses delivered on site. Summer camp opportunities, like Robotics Camp and Young Manufacturers Academy, will continue. The success of such camps will expand with the addition of the Rapid Response, Champs, and CERT for healthcare. Marketing and communication of such opportunities will be expanded to reach a broader market.

Grant strategies also include educating parents, students, unemployed & underemployed persons, and employers about the educational advantages and career opportunities available in the Northwest Regional Workforce area. Northark will also promote diversity in manufacturing and healthcare fields by encouraging female students to pursue manufacturing careers and male students to pursue healthcare careers.

Northark's Adult Education Program launched a new Accelerating Opportunity Pathway in Fall 2016 that complements these efforts. Qualifying students now have the opportunity to enroll in GED courses while concurrently receiving occupational training. For example, an adult education student may enroll in the Healthcare Job-Ready Pathway at Northark to become a CNA while earning his/her GED. This allows for completion of an industry certification concurrently with basic skills instruction, thus accelerating time to completion and workforce entry. Utilizing stackable credentials, these students may then continue along their career pathway as they advance in their newly chosen career. By increasing awareness of regional occupations, employment opportunities, and career progression through education and training, grant partners will collaborate to collectively address critical skills gaps in our region and build a strong pipeline of future employees.

Role of Requested Equipment

C.N.A./Medical Assisting Equipment

The expanded CNA and CMA programs via distance learning (such as Berryville, etc.) will require equipment for classroom and laboratory use. Classroom equipment includes: projectors, mobile computer/tablet devices, and electronic medical records simulation software. Classroom instructional

supplies will support the additional curriculum requirements above and beyond the CNA curriculum. Necessary lab equipment includes: additional beds, hydraulic and digital scales, laboratory monitoring devices, EKG and Holter monitoring devices, physical assessment equipment (e.g., otoscopes, ophthalmoscopes, mobile vital-sign carts, etc.), outpatient surgery instruments, and supplies/equipment particular to an outpatient clinic setting. The lab space will include a simulation clinic setting. This equipment will allow students to gain real-world, hands-on experiences under the supervision of clinic and college personnel.

Nursing Assistant and Medical Assisting Expansion			
Equipment List and Related Item/Supplies			
Supply/Equipment	Quantity	Est. Price	Est. Total
Pediatric digital scale	1	\$ 300.00	\$ 300.00
Biohazard waste containers (Locking)	1	\$ 500.00	\$ 500.00
Biohazard waste containers	4	\$ 4.50	\$ 18.00
Wheelchair scale	1	\$ 2,700.00	\$ 2,700.00
Glucose monitors w/Test Strips	6	\$ 75.00	\$ 450.00
Lancets	1	\$ 250.00	\$ 250.00
Exam Table	1	\$ 2,500.00	\$ 2,500.00
Exam table paper	4	\$ 150.00	\$ 600.00
Exam Light	1	\$ 235.00	\$ 235.00
Electric Bed	4	\$ 2,375.00	\$ 9,500.00
Medical mobile cart for Computer	1	\$ 1,500.00	\$ 1,500.00
Mobile EKG cart	1	\$ 785.00	\$ 785.00
EKG- Machine	1	\$ 3,500.00	\$ 3,500.00
Holter monitor	1	\$ 2,000.00	\$ 2,000.00
Rosie – portable vital signs	1	\$ 1,200.00	\$ 1,200.00
HER training software	1	\$ 5,000.00	\$ 5,000.00
Electric Lifts	1	\$ 2,800.00	\$ 2,800.00
U-Sling for Lift (Large)	1	\$ 150.00	\$ 150.00
U-Sling for Lift (Medium)	1	\$ 150.00	\$ 150.00
Stethoscope	10	\$ 40.00	\$ 400.00
B/P cuffs	10	\$ 51.00	\$ 510.00
Glass thermometers	10	\$ 12.00	\$ 120.00
Tympanic thermometer	5	\$ 200.00	\$ 1,000.00
Temporal thermometer	5	\$ 300.00	\$ 1,500.00
Washer & Dryer	1	\$ 2,500.00	\$ 2,500.00
Ophthalmoscope	2	\$ 200.00	\$ 400.00
Otoscope	2	\$ 500.00	\$ 1,000.00
Student Insurance	25	\$ 20.00	\$ 500.00
Student Background Check Cost	25	\$ 75.00	\$ 1,875.00
Student CPR	25	\$ 10.00	\$ 250.00
Student Certification Exam Fees	25	\$ 270.00	\$ 6,750.00
Percussion hammer	2	\$ 25.00	\$ 50.00

Tuning fork	2	\$ 25.00	\$ 50.00
Speculum	2	\$ 100.00	\$ 200.00
Penlight	2	\$ 50.00	\$ 100.00
Tape measures	10	\$ 20.00	\$ 200.00
Non digital Physician scale	1	\$ 500.00	\$ 500.00
Gauze – 2x2, 4x4's	1	\$ 100.00	\$ 100.00
Tape	1	\$ 50.00	\$ 50.00
Basins	1	\$ 100.00	\$ 100.00
Administrative Office Desk Setup	1	\$ 2,000.00	\$ 2,000.00
Paper drapes	1	\$ 300.00	\$ 300.00
Paper gowns	1	\$ 300.00	\$ 300.00
Overbed table	4	\$ 200.00	\$ 800.00
Rolling stool	1	\$ 150.00	\$ 150.00
Digital Physician scale	1	\$ 1,000.00	\$ 1,000.00
Laerdal Baby Anne CPR 4-PK	1	\$ 500.00	\$ 500.00
Laerdal Little Anne CPR Manikin 4-PK	1	\$ 1,000.00	\$ 1,000.00
Wall Clock	1	\$ 30.00	\$ 30.00
Apothecary Jars	3	\$ 15.00	\$ 45.00
Body Logic Pro Body Fat Analyzer	1	\$ 60.00	\$ 60.00
Clinton Mayo Stand	1	\$ 175.00	\$ 175.00
AED Trainer	2	\$ 1,500.00	\$ 3,000.00
Basic Geri Manikins	3	\$ 1,100.00	\$ 3,300.00
Disposable Supplies			\$ 2,500.00
Total			\$ 67,453.00

In order to reach and train students throughout the region, distance delivery of courses will be needed due to such a rural service area. Anticipated needs to train students in various locations will require multiple classroom setups to facilitate remote delivery of instruction and training.

<u>CCC Video Conferencing system (all pricing based per room)</u>			
<u>Quantity</u>	<u>Description</u>	<u>Unit Price</u>	<u>Total</u>
2.00	PTZ Cameras (minimum 2)	\$ 900.00	\$ 1,800.00
1.00	90" Display (1)	\$ 6,000.00	\$ 6,000.00
2.00	65" Display (2)	\$ 700.00	\$ 1,400.00
6.00	Microphones	\$ 100.00	\$ 600.00
1.00	Podium	\$ 500.00	\$ 500.00
1.00	Tablet	\$ 500.00	\$ 500.00
1.00	PC/with display	\$ 700.00	\$ 700.00
1.00	Screen share	\$ 350.00	\$ 350.00
1.00	Tablet mount	\$ 400.00	\$ 400.00
1.00	Cable & accessories pkg	\$ 800.00	\$ 800.00
3.00	Display mounts	\$ 100.00	\$ 300.00
1.00	HDMI video Switch (manual)	\$ 100.00	\$ 100.00
1.00	Zoom Room license	\$ 500.00	\$ 500.00

1.00	Setup/Config/Implementation	\$8,000.00	\$8,000.00
		Estimated total per room	\$ 21,950.00

Equipment and supplies needed for classroom setups of the Distance Delivery for CNA, CMA, workforce training, and other program courses will total \$21,950.00 per room. Anticipated number of classroom setups will be five total rooms for a total cost of **\$109,750.**

Welding in Manufacturing Equipment

To become a Lincoln Electric Training Center, it will be necessary to update the current welding lab with new Lincoln welders and equipment. We will purchase 6 new welders in order to equip a dedicated Lincoln Welding Lab. Six welders will have a total cost of **\$24,000.**

Performance Assessment

Project performance will be measured accordingly by progression toward three overall project objectives and nine supporting outcomes. Overall project objective performance will be reviewed at the end of Phase II and Phase IV. Performance outcomes will be reviewed at the end of each phase. In-progress results, including enrollment, retention, and employment, will be collected and reported at the end of each semester. Northark will use passage rates data of national licensure exams to ensure students have acquired the skills that meet employer and market demands.

The overall project objectives are to reduce the regional skills gap in healthcare and manufacturing careers based upon the calculated gap for Northwest Arkansas Region 5, as shown below. Three outcomes for each objective have been established to measure progress toward the overall objectives. For Objectives 1, 2, and 3 the outcomes are noted below with established targets for performance. Progress toward outcomes will be measured and reported at the end of each phase.

Healthcare Performance Outcome Measures

Outcome 1.1: Increase the number of entry-, mid-, and advanced level healthcare credentials awarded.							
	Baseline 2015- 2016	Implementation Grant Totals through May 2018	Fall 2018	Spring 2019	Fall 2019	Spring 2020	Total
Entry-Level	47	354	79	142	102	167	490
Mid-Level	0	4	6	10	9	13	38
Advanced-level	0	9	0	7	0	8	15
TOTAL	47	367	35	64	41	71	543
Outcome 1.2: Increase the number of high schools students completing a healthcare credential.							
	Baseline 2015-2016	Implementation Grant Totals through May 2018	Fall 2018	Spring 2019	Fall 2019	Spring 2020	Total
High School	23	59	0	35	0	47	82 (Included in Outcome 1.1)

Outcome 1.3: Increase the number of workforce training hours for healthcare workers.							
	Baseline 2015-2016	Implementation Grant Totals through May 2018	Fall 2018	Spring 2019	Fall 2019	Spring 2020	Total
Healthcare CEUs	50	5,454.50 hours	0	500	2,500	3,000	6,000

Manufacturing Performance Outcome Measures

Objective 2.1: Increase the number of entry-, mid-, and advanced-level manufacturing credentials awarded.							
	Baseline 2015-2016	Implementation Grant Totals through May 2018	Fall 2018	Spring 2019	Fall 2019	Spring 2020	Total
Entry-Level	10	39	55	50	55	60	220
Mid-Level	0	13	2	19	4	23	48
Advanced-level	5	8	2	5	7	13	27
TOTAL	15	60	59	74	63	96	295

Outcome 2.2: Increase the number of high schools students completing a manufacturing credential.

	Baseline 2015-2016	Implementation Grant Totals through May 2018	Fall 2018	Spring 2019	Fall 2019	Spring 2020	Total
High School	6	23	0	31	0	35	66 Included in Outcome 1.1)

Outcome 2.3: Increase the number of workforce training hours for manufacturing technology.

	Baseline 2015-2016	Implementation Grant Totals through May 2018	Fall 2018	Spring 2019	Fall 2019	Spring 2020	Total
Workforce Training Hours	60	2,862 hours	500	1,000	1,000	1,000	3,500

Work-Based Learning Performance Outcome Measures

Outcome 3.1 Increase the number of students participating in Work-Based Learning opportunities.

	2017-2018 Baseline	Fall 2018	Spring 2019	Fall 2019	Spring 2020	Total
Students Participating	19	20	20	21	22	83

Outcome 3.2 Increase the number of employer partners participating in Work-Based Learning opportunities.

	2017-2018 Baseline	Fall 2018	Spring 2019	Fall 2019	Spring 2020	Total
Employers Participating	12	12	13	14	15	15

Outcome 3.3 Increase the number of students with financial need participating in Work-Based Learning opportunities.						
	2017-2018 Baseline	Fall 2018	Spring 2019	Fall 2019	Spring 2020	Total
Students Participating	16	17	17	18	18	70

SECTION 3 – STRENGTH OF PARTNERSHIP

20 Points

Proposals are required to address how the program plan incorporates each of the mandatory partners, as identified above, in a meaningful role.

Essential Components:

- Detailed description of role of each partner in continuation of the project- describe how each partner will continue to carry out components of the grant project; provide a description of assigned tasks for each of the mandatory partners; identify specific personnel and the roles they will play throughout the project; describe the integration of each role into the overall project; and describe the process for implementing fully articulated pathways from K-12 through a baccalaureate degree, as appropriate.
- Capabilities of each partner in ensuring project success- discuss the unique strengths of each partner in continuing the implemented project; describe how each partner is qualified to continue to participate in the project and how each partners strengthens the overall partnership.
- Consideration of all potential partners in the region – describe the process for identifying each selected partner, including the consideration of regional community colleges, universities, public schools, education service cooperatives, businesses and industries, career and technical education programs, multidistrict vocational centers, and private partnerships.

Keep the following rubric in mind when completing this section:

	Exemplary	Superior	Adequate	Needs Improvement
Strength of Partnership (20 Pts)	Plan includes broad representation and each partner has a defined role with identified critical contributions. (18–20 Pts)	Plan includes broad representation but partner roles are not clearly defined. (15–17 Pts)	Plan lacks one or two important partners or not all partners are critical to success of the plan. (11–14 Pts)	Partner participation is too narrow or some partners do not contribute meaningfully. (0–10 Pts)

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

The Workforce Grant Committee has worked collaboratively during the Planning Grant and Implementation Grant Phases to create clearly defined career pathways and common training programs through curriculum alignment, course articulation, and workforce training to support economic growth in the region. This committee is comprised of Northark personnel, regional industry, K-12 personnel, and the regional educational cooperative. Through monthly meetings, numerous industry and educational tours/site visits, many hours of research, discussions, brainstorming sessions, and informal conversations this alliance has proven their commitment to this projects success. The strength of this proposal, thus the likelihood of success for this project, rests with the commitment of the partners involved. Each partner has a vested interest in the overall success of this undertaking, and, as such, a collaborative and consolidated effort is essential for continued progress toward critical outcomes. Each partner has expressed, in writing (see letters of commitment) and verbally, a firm commitment and each is aware of their level of responsibility required to achieve success.

Partnership strengths include the accumulated knowledge, experience, and skills of preparing, placing, and promoting students and employees in the workforce environment. This is demonstrated by the fact that Northark's partnerships through the Industrial Alliance, various program advisory committees, and the grant team. Partners include, but are not limited to: Ozarks Unlimited Resource Educational Service Cooperative (OUR Educational Cooperative), PACE Industries, Wabash Wood Products, North Arkansas Regional Medical Center, the Northark Technical Center, North Arkansas Partnership for Health Education (NAPHE), Claridge Products, Tyson Foods, WestRock, Thorpe, Flexsteel, Johnson Manufacturing, Barrett Plastics and the Harrison Regional Chamber of Commerce.

In addition, many strategies put forth in this continuation grant are mirrored by the community and region. #Believeboonecounty is a regional strategic plan, much of which focuses on economic development. Several specific initiatives and tactics directly connect to the Regional Workforce Grant. The #believeboonecounty initiative has recently received additional support from Governor Hutchinson, who commented that this plan would help our area achieve excellence in education and boost economic development. Such broad based support from local leaders, business/industry, economic development teams, and many others shows this region's support for and commitment to the grant strategies and North Arkansas College. More information may be found at <http://harrison-chamber.com/believeboonecounty/>.

Continuation grant funding to support the expansion of these critical workforce development efforts are a key component to economic development in the region. Along with these efforts, the Harrison Regional Chamber of Commerce is participating in the Competitive Communities Initiative (CCI). This program will allow our area to maximize assets and use the evaluation process to address any gaps toward achieving the goal of receiving a CCI designation from the Arkansas Economic Development Commission. The desire to strengthen economic development efforts is shared throughout the region, with partners committed to these common goals. The Continuation Grant resources will allow Northark to play its part in the larger regional effort to ensure the regional economy moves forward and the needs of business/industry are met.

Partner	Role	Personnel	Strengths	Qualifications
PACE Industries	<ul style="list-style-type: none"> • Serve on Industrial Alliance • Serve on Advisory Committee • Serve on Workforce Grant Committee • Refer employees to Programs • Provide employment data on graduates • Provide Scholarships (\$20,000) for Advanced Manufacturing Students • Work-based learning 	<ul style="list-style-type: none"> • Director of Talent Acquisition and Development • Workforce Coordinator • Director of Human Resources • Learning and Development Coordinator 	<ul style="list-style-type: none"> • Assistance with curriculum and program development • Identification of appropriate industry certification requirements • Job partnerships • Facilitation of succession planning for Pace Industries • Identification of soft skills needed 	<ul style="list-style-type: none"> • Leading manufacturer • One of the largest manufacturing employers in the region • Expanding and growing job market regionally • CNC and Die cast technology expert
Wabash Wood Products	<ul style="list-style-type: none"> • Serve on Industrial Alliance • Serve on Advisory Committee • Serve on Workforce Grant Committee • Refer employees to Programs • Provide employment data on graduates • Work-based learning 	<ul style="list-style-type: none"> • Plant Manager 	<ul style="list-style-type: none"> • Assistance with curriculum development • Identification of appropriate industry certification requirements • Identification of soft skills needed 	<ul style="list-style-type: none"> • Leading trailer floor manufacturer • Robotics technology expert
North Arkansas Regional Medical Center (NARMC)	<ul style="list-style-type: none"> • Serve on Advisory Committee • Serve on Workforce Grant Committee 	<ul style="list-style-type: none"> • Vice President Patient Care and Quality-Chief Nursing Officer • Chief of Community Paramedicine 	<ul style="list-style-type: none"> • Assistance with curriculum development • Identification of appropriate industry certification requirements 	<ul style="list-style-type: none"> • Top healthcare employer in region

	<ul style="list-style-type: none"> • Refer employees to Programs • Serve as clinical site • Provide employment data on graduates • Work-based learning 		<ul style="list-style-type: none"> • Assistance with Community Paramedic Program 	
Northark Technical Center (NTC)	<ul style="list-style-type: none"> • Educational site • Partner in instructional delivery • Serve on Advisory Committee • Recruit students • Outreach to Middle and Secondary Schools 	<ul style="list-style-type: none"> • Northark Technical Center Director 	<ul style="list-style-type: none"> • Curriculum development and alignment • Shorten time for student completion of college credentials and industry certifications • Concurrent credit opportunities • Provide resources to support capital equipment purchases 	<ul style="list-style-type: none"> • SREB National Recognition: Outstanding Technical Center That Works • Recognized Project Lead the Way Site • Regional Hub for BEST Robotics • SkillsUSA award winning programs • Health Occupation Student Association (HOSA) award winning programs
Ozarks Unlimited Resources (OUR) Educational Services Cooperative	<ul style="list-style-type: none"> • Serves on Industrial Alliance • Serve on Advisory Committee • Serve on Workforce Grant Committee • Liaison for area schools: <ul style="list-style-type: none"> ○ Omaha, Flippin, Lead Hill, Bruno-Pyatt, Bergman, Valley Springs, Green Forest, Western Grove, Alpena, St. Joe, Harrison, Jasper, Yellville Summit, & Kingston 	<ul style="list-style-type: none"> • Assistant Director/Teacher Center Coordinator • CTE Coordinator 	<ul style="list-style-type: none"> • Assist with collaboration of Regional Alliance partners serving secondary schools • Alignment of Carl D. Perkins resources to complement regional workforce initiatives 	<ul style="list-style-type: none"> • State recognized area educational service cooperative

	<ul style="list-style-type: none"> • Collaboration with Professional Development Opportunities • Facilitates Annual Regional Advisory Committees (OUR CTE Regional Partnership Council) 			
North Arkansas Partnership for Health Education (NAPHE)	<ul style="list-style-type: none"> • Deliver CNA courses • Serve on Advisory Committee • Continuation of Community Paramedic Program • Continuation and Expansion of Medical Assisting Programs • Continuing Education for Healthcare Professionals 	<ul style="list-style-type: none"> • Executive Director of NAPHE • Director of Workforce and Health Education 	<ul style="list-style-type: none"> • Assist with curriculum development MA programs • Assist with curriculum development for Community Paramedic 	<ul style="list-style-type: none"> • Recognized Regional Partnership for Health Education • Recognized Continuing Education Units (CEU) provider for Healthcare
Tyson Foods	<ul style="list-style-type: none"> • Serve on Advisory Committee • Refer employees to Programs • Provide employment data on graduates 	<ul style="list-style-type: none"> • Complex HR Manager • Maintenance Trainer • Specialist Recruiter/Operations Talent Acquisition, Talent and Culture 	<ul style="list-style-type: none"> • Assistance with curriculum development • Identification of appropriate industry certification requirements • Apprenticeship Program Support • Identification of prospective students 	<ul style="list-style-type: none"> • Leading manufacturing and production industry
Claridge Products	<ul style="list-style-type: none"> • Serves on Industrial Alliance • Serve on Advisory Committee 	<ul style="list-style-type: none"> • General Manager • HR Manager 	<ul style="list-style-type: none"> • Assistance with curriculum development • Identification of appropriate industry certification requirements 	<ul style="list-style-type: none"> • Leading manufacturing of visual display products

	<ul style="list-style-type: none"> • Refer employees to Programs • Provide employment data on graduates 			
North Arkansas Industrial Alliance	<ul style="list-style-type: none"> • Liaison for area Industries and Educational Institutions: <ul style="list-style-type: none"> ○ PACE Industries, Wabash Wood Products, Claridge Products, WestRock, Johnson Plastics, Barrett Plastics, Flexsteel Thorpe, Harrison Regional Chamber of Commerce, North Arkansas College, OUR Coop, & Harrison High School 	<ul style="list-style-type: none"> • Pace Workforce Dev. Coordinator • Pace HR Director • Pace Learning & Dev. Coordinator • Wabash Plant Manager • Thorpe VP, Business Unit • Thorpe Sales Manager • Flexsteel HR Manager • WestRock, HR Manager • Claridge Plant Manager • Johnson Plastics CEO • Barrett Plastics CEO • Northark President • Northark AVP of Economic and Workforce Development • Northark Assistant to President • OUR Coop Asst. Dir. • OUR Coop CTE Coord. • Harrison Superintendent • Harrison Principal • Harrison Chamber Director • Economic Development Cmte. Co-Chairs 	<ul style="list-style-type: none"> • High-level view, strategy, & action • Identification of appropriate industry certification requirements • Job partnerships and Work-Based Learning Opportunities • Identification of soft skills needed • Training and Public Perception strategies • Strategies to develop the employee pipeline 	<ul style="list-style-type: none"> • Industry expertise • Leadership • Coordinated efforts

SECTION 4 – BUDGET PLAN

15 Points

Proposals will include a detailed financial plan that maximizes efficient use of existing resources and a completed budget template.

Essential Components:

- Clear alignment between funding request and grant activities- detailed discussion of how each component of the grant budget supports the goals and stated outcomes of the program.
- Institutions may request up to \$1 million over two years that will provide resources to continue approved Phase 2 projects.
- Local match of at least 10% of the total request, with a maximum cap of \$50,000- all proposals will include a plan for local funding to match 10% of the total grant proposal. For example, a grant requesting \$400,000 in funding would be required to provide \$40,000 in matching funds. However, the local match is capped at \$50,000, meaning grants in excess of \$500,000 will have the same match as a \$500,000 project.

Note: With a submitted written commitment and payment guarantee from an industry partner, internship wages paid during the initial twenty-four (24) months of this program may be used to offset the local match amount on a dollar-to-dollar basis. Additionally, wages paid to incumbent workers of the employer while enrolled in academic training may be deducted from the match as well. Any entity wishing to utilize this method of funding the match must include the appropriate documentation with their proposal and, if selected for funding, will be monitored to ensure compliance.

Keep the following rubric in mind when completing this section:

	Exemplary	Superior	Adequate	Needs Improvement
Budget Plan (15 Pts)	Plan identifies efficiencies that take full advantage of existing human and physical resources and all requested resources clearly support the goals of the plan. (13-15 Pts)	Plan includes significant efficiencies from existing resources and all requested resources clearly support the goals of the plan. (10-12 Pts)	Plan includes limited efficiencies from existing resources or includes some questionable resource requests. (7-9 Pts)	Budget includes limited or no existing resources from partners or includes requests deemed unnecessary. (0–6 Pts)

Section 4.1 – Budget Plan Detail

Please provide your detailed financial plan in the box below.

To meet the grant objectives of reducing the regional skills gap in healthcare and manufacturing related occupations, the project budget is designed to support enrollment growth in identified academic pathways. The budget plan detail is outlined below:

Budget Item	Grant Activities Supported
1. Personnel/Stipend	<p>The comprehensive nature of this implementation grant requires coordination of the efforts and inputs of participants in education, industry, and healthcare. The complexity, compressed timeframe of this grant cycle, and the disparity between workforce entities will require a significant amount of administrative costs. Therefore, overall coordination of tasks involved will require a grant coordinator who is familiar with industry and healthcare needs, community workforce needs, and educational needs. The grant coordinator will hold the role of coordination, planning, facilitation, overall success of grant accomplishments and reporting results. Total Grant Coordinator: \$58,100 annually, including benefits.</p> <p>With the expansion of the Medical Assisting program to include distance delivery, there will be a continued need for program direction including program marketing, administration, facility set-up, curriculum development, career counseling, referrals, job placements, follow-up, and program evaluation. Program administration and additional part-time instructional faculty will be needed for the additional location. Total MA part-time personnel: \$31,616 annually.</p> <p>Medical Assisting and CNA Program expansion and distance delivery will require additional information technology support for instruction and training. Annual support: \$15,000.</p> <p>For the development and delivery of the new online MLT and Biomedical Repair Programs, stipends will support faculty transition for existing courses in the programs to an online format. Annual stipend: \$7,791.50.</p> <p>With the addition of Work-Based programs, there will be the need for a Work-Based Learning Coordinator. The Work-Based Learning Coordinator will oversee program administration, coordination, and collaboration with Northark, business/industry, and K-12 partners. Additionally, referrals, job placements, follow-up, program evaluation, and liaison with faculty as needed will be required. Total Work-Based Learning Coordinator: \$63,000 annually, including benefits.</p> <p>Other personnel (part-time instructors) will be required to provide instruction for new and expanded curriculum for healthcare, manufacturing, and work-based learning programs. Part-time personnel: \$35,000 annually.</p>

	All salaries are based upon Northark's salary schedules in accordance with Arkansas Office of Personnel Management. Benefits are calculated at a fixed rate that equates 35% of salary.		
	Year 1: \$210,507.50	Year 2: \$210,507.50	Total: \$421,015
2. Travel	<p>AVP, Grant Coordinator, Work-Based Learning Coordinator, and other Northark personnel will meet industry and educational partners regularly to review progress toward goal accomplishments. Additionally, AVP, Grant Coordinator, and Work-Based Learning Coordinator will need the opportunity to acquire and attain professional development to ensure local employer needs are met. Projection: \$10,000.</p> <p>Other personnel that may require travel and related expenses would include faculty and instructors for workforce development training, required conferences, and workshops to keep abreast of the latest trends and best practices in their instructional areas. Projection: \$10,000.</p> <p>Travel and registrations for Welding Instructor (5 courses at Lincoln Training Facility). Projection: \$8,000.</p> <p>Travel for all areas above is budgeted at the Arkansas rate of \$0.42/mile and includes carrier, food, and lodging costs.</p>		
	Year 1: \$14,000	Year 2: \$14,000	Total: \$28,000
3. Equipment	<p>Expanded CNA and CMA programs will require equipment for classroom and laboratory use. This equipment will allow students to gain real world hands-on experiences under the supervision of clinic personnel and the college program director. Total: \$67,453.</p> <p>Equipment and supplies needed for classroom setups of the distance delivery for CNA, CMA, workforce training, and other program courses will total \$21,950 per room. Total: \$109,750.</p> <p>Becoming a Lincoln Certified Training Center will require six new welders costing \$4,000 each. Total: \$24,000.</p> <p>(See Role of Equipment above for complete list of all equipment to be purchased)</p>		
	Year 1: \$100,646.50	Year 2: \$100,646.50	Total: \$201,293
4. Materials & Supplies	<p>Costs include: curriculum related documents and texts, reports, survey instruments, tests, industry certification curriculum and testing fees, work-based learning materials and testing fees, licensure fees, and survey results. Additional supplies include: postage, consumable office supplies, materials, etc. Total: \$35,000.</p> <p>One Year subscription for U/Linc Curriculum. Total: \$5,000 (estimate)</p>		
	Year 1: \$20,000	Year 2: \$20,000	Total: \$40,000

5. Publication Costs Documentation or Dissemination	Costs include marketing strategies to reach desired market, including but not limited to: print publication, online publication, signage, advertisements, etc.		
	Year 1: \$37,500	Year 2: \$37,500	Total: \$75,000
6. Consultant Services	Professional development, training, and other services for Northark and partners (\$20,000 annually). Total: \$40,000.		
	Prior Learning Assessment facilitation and development towards work-based learning (\$30,000 annually). Total: \$60,000.		
7. Other	Year 1: \$50,000	Year 2: \$50,000	Total: \$100,000
	<p>Industry tours, guest speakers, parent programs, etc. Total: \$10,000</p> <p>Paid student internships: 70 interns at 150 hours at \$10.50 per hour Total Paid Internship Program: \$115,000</p> <p>Intern fuel cards. Total: \$5,000</p>		
	Year 1: \$65,000	Year 2: \$65,000	Total: \$130,000

Local Match/In-Kind

Wabash Wood Products Donation of FANUC M10 Robots (valued at \$18,000 each). **Total: \$36,000.**

Continuation of PACE Scholarship (\$20,000 annual contribution). **Total: \$40,000.**

Northark direct and indirect costs estimated for facility expansion at distance learning site. **Total: \$32,410.**

Northark Carroll County Operations Coordinator to serve as a liaison for continuation grant strategies of distance delivery. Annual cost: \$34,296. **Total: \$68,592.**

Northark Medical Assisting Program staffing/materials. Annual Cost: \$11,289. **Total: \$ 22,578.**

Section 4.2 – Budget Plan Template

Please complete the budget template below. Totals will calculate automatically based on your input. Institutions may request up to \$1 million in grant funding for Phase 3 Projects.

Requesting Institution:	North Arkansas College
Title of Project:	Advanced Manufacturing & Emerging Clinical Healthcare Workforce Initiative

A. PROGRAM LEADERSHIP SUPPORT COSTS

1. Personnel/Stipend	\$421,015.00
2. Travel	\$28,000.00
3. Other (Explain Below)	\$0.00
Briefly Explain Other Costs	
TOTAL PARTNER PARTICIPANT COSTS	\$449,015.00

B. OTHER DIRECT COSTS

1. Equipment	\$201,293.00
2. Materials and Supplies	\$40,000.00
3. Publication Costs/Documentation/Dissemination	\$75,000.00
4. Consultant Services	\$100,000.00
5. Other (Explain Below)	\$130,000.00
(Industry Tours, Guest Speakers, Parent Programs, Internships, etc.)	
TOTAL OTHER DIRECT COSTS	\$546,293.00

C. TOTAL DIRECT COSTS (A & B)

\$995,308.00

D. COST SHARING (Minimum 10% of C; up to \$50,000)

\$199,580.00

Total Continuation Grant Budget

\$1,194,888.00

Other Notes

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SECTION 5 - SUSTAINABILITY

20 Points

Proposals will include a commitment and detailed plan for sustaining grant activities beyond the twenty-four (24) month continuation period. Equipment requests will clearly specify how purchased equipment will continue to be linked to addressing labor and workforce needs beyond the grant period.

Essential Components:

- Detailed plan for sustaining the program beyond the twenty-four (24) month continuation grant-funding period- describe how the work supported by this grant will continue beyond the grant period; outline the roles and funding sources of each partner after the grant period.
- Detailed plan for maintaining communication and sharing resources among all the program partners beyond the twenty-four (24) month funding period;
- Identify availability of long-term resources to maintain and/or repair any equipment requested.
- Describe plan for redistribution of equipment to meet additional workforce needs once the employer needs addressed by the proposal have been satisfied.

	Exemplary	Superior	Adequate	Needs Improvement
Sustainability (20 Pts)	Identifies existing resources to continue the program with no reduction in services at the end of grant funding period. (18–20 Pts)	Identifies significant resources to continue the program with limited reduction in services at the end of grant funding period. (15-17 Pts)	Identifies limited resources to continue the program or proposes significant reduction in services at the end of grant funding period. (11-14 Pts)	New funding sources must be identified for continuation of program at the end of grant funding. (0-10 Pts)

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

Partner	Role	Funding Source and Support
North Arkansas College	Education Institution providing facilities, currently employed full-time faculty and staff	Capital and Operating Budgets; Foundation Funds; Perkins Funding; public & private grant opportunities; sustaining partner for NAPHE (\$70,000 Annual Contribution)
PACE Industries	Manufacturing Industry Partner	\$20,000 Annual Scholarships; Income from Workforce Training; Work-based learning partner
Northark Technical Center	Educational Partner providing services to area high school students	Department of Career Education and local school districts
OUR Educational Cooperative	Educational Services Partner providing services to area high school districts	Department of Career Education and Carl D. Perkins funding
North Arkansas Regional Medical Center (NARMC)	Medical Industry Partner	Providing clinical education site facilities; Sustaining partner for NAPHE (\$70,000 Annual Contribution)
North Arkansas Partnership for Health Education (NAPHE)	Medical Educational Partner	Providing medical educational services and trainings; Northark and NARMC sustaining financial partners
Wabash Wood Products	Manufacturing Industry Partner	Income from workforce training; Equipment Donation-Robotics
Tyson Foods	Manufacturing Industry Partner	Income from workforce training; Work-based learning partner
North Arkansas Industrial Alliance	Manufacturing, Education and Chamber Partners	Income from Workforce Training; Continuation of Grant Strategies; Work-based learning partner

The continuation and sustainability of the new and expanded programs after the grant period ends is extremely important to North Arkansas College, to business/industry partners, and to the region. Ongoing expenses for program continuation and equipment maintenance will be the top priorities.

Program Continuation

Some program continuation will be offset by funds created through the programs and/or partnerships to sustain those efforts. For example, CNA and CMA will be offset by tuition, fees, and the support of NAPHE (in the case of CNA). Work-based learning strategies would also fall into this category. Funds generated from business/industry and/or grant opportunities will sustain those efforts. Additionally, supplemental funds, such as foundation dollars or grant funds, may be used to continue operations.

Northark will absorb the ongoing costs associated with some programs. For example, program expansion to offer online courses (MLT and BMET) and other distance learning opportunities are mostly one-time costs. The maintenance of purchased equipment will be maintained by existing

personnel. Other projects, such as prior learning assessment, will continue as standard business practice and standard operating procedure once created and deployed. Subsequent administrative costs will be absorbed by existing personnel and technology.

Finally, other program costs will be eliminated after the grant cycle since they become unnecessary. The Grant Coordinator position will no longer be needed as there will no longer be grant efforts to administer and coordinate.

Equipment

Equipment acquired during the grant cycle will be housed and maintained by existing personnel. Current faculty and staff, depending on the particular piece of equipment, are subject matter experts; and, as such, they will be able to properly maintain and repair them as needed.

If/when equipment no longer meets employer needs, Northark will make every effort possible to make continued use of the equipment. First, it may be repurposed within another department for on-going training efforts. If that is not possible, it could be transferred to another college, university, or state agency following appropriate state guidelines. If none of those options are possible, Northark will adhere to state law and follow MNR processes and procedures.

Communication

Northark will continue to communicate with any and all appropriate internal and external stakeholders moving forward, both formally and informally. Formally, a twofold communications strategy will continue to be used and deployed: macro and micro. At the macro level, the North Central Arkansas Industrial Alliance will continue working together to address common challenges while improving the region's economy. These big picture discussions will help inform and direct Northark's direction and activities to best respond to economic needs and market demands. At the micro level, advisory committee meetings will continue to inform curriculum, instruction, and delivery methods of credit and non-credit programs and training.

Informally, Northark will continue to be a pillar of economic development in the region. It will continue its involvement in various Chambers, civic organizations, numerous boards, community activities, economic development efforts, etc. While not as formal as a focus group or advisory committee, informal discussions through the region help Northark keep its finger on the pulse of the communities it serves.

SUBMIT BY JUNE 1, 2018

Email to ADHE.Workforce.Grant@adhe.edu

Applications will only be accepted for projects that were awarded an implementation grant.

CONTINUATION GRANT SCORING RUBRIC

Critical Elements	Exemplary	Superior	Adequate	Needs Improvement	Value
Program Need	Significantly addresses a top 3 workforce need in the region. (18–20 Pts)	Addresses in a more limited way a top 3 workforce need in the region. (15–17 Pts)	Addresses in a limited way a less critical workforce need in the region. (11–14 Pts)	Identified labor need is too narrow or not in a critical area. (0–10 Pts)	20 Pts
Program Plan	Plan addresses all goals and core requirements and properly connects all activities to measurable outcomes that address workforce needs. (22–25 Pts)	Plan addresses most goals and requirements and substantially connects activities to measurable outcomes. (18–21 Pts)	Plan addresses many goals and requirements and connects some activities to measurable outcomes. (14–17 Pts)	Plan lacks significant requirements or connections of activities to measurable outcomes are not clear. (0–13 Pts)	25 Pts
Strength of Partnership	Plan includes broad representation and each partner has a defined role with identified critical contributions. (18–20 Pts)	Plan includes broad representation but partner roles are not clearly defined. (15–17 Pts)	Plan lacks one or two important partners or not all partners are critical to success of the plan. (11–14 Pts)	Partner participation is too narrow or some partners do not contribute meaningfully. (0–10 Pts)	20 Pts
Budget Plan	Plan identifies efficiencies that take full advantage of existing human and physical resources and all requested resources clearly support the goals of the plan. (13–15 Pts)	Plan includes significant efficiencies from existing resources and all requested resources clearly support the goals of the plan. (10–12 Pts)	Plan includes limited efficiencies from existing resources or includes some questionable resource requests. (7–9 Pts)	Budget includes limited or no existing resources from partners or includes requests deemed unnecessary. (0–6 Pts)	15 Pts
Sustainability	Identifies existing resources to continue the program with no reduction in services at the end of grant funding period (18–20 Pts)	Identifies significant resources to continue the program with limited reduction in services at the end of grant funding period (15–17 Pts)	Identifies limited resources to continue the program or proposes significant reduction in services at the end of grant funding period (11–14 Pts)	New funding sources must be identified for continuation of program at the end of grant funding. (0–10 Pts)	20 Pts
Total Points Possible					100 Pts

MEMORANDUM OF UNDERSTANDING

North Arkansas College Foundation
and
PACE Industries

This memorandum of understanding (MOU) establishes a cooperative agreement between North Arkansas College Foundation (NORTHARK) and PACE Industries, Inc. (PACE) in regard to the PACE Manufacturing Technology Scholarships at North Arkansas College.

NORTHARK and PACE agree to the following terms and conditions:

1. PACE will donate up to \$20,000 annually to NORTHARK to provide the PACE Automation Scholarship to NORTHARK students. Full tuition scholarships of \$2,700 each will be provided to area graduating seniors attending NORTHARK, to be awarded \$1,350 per semester.
2. Returning students may be eligible for a full tuition scholarship their second year as well. In order for a student to be eligible for a second year scholarship, a student must participate in a summer internship program at PACE, subject to acceptance of PACE and completion of the internship.
3. Efforts will be made on the part of NORTHARK to arrange a representative of PACE Industries and/or NORTHARK to award the scholarship at the high school graduation or awards ceremony of each scholarship recipient.
4. Deadline for the application for this first year is April 15, 2016⁷. The deadline for the scholarship application in year two and thereafter will be March 15 annually.
5. Scholarship recipients will be selected by the Northark Foundation PACE Manufacturing Technology Scholarship Committee and will be based on a rubric developed by the Committee. Factors such as financial need, academic merit, and proven participation in technical training programs will be primarily considered.

This memorandum of understanding may be supplemented with other items of agreement as needed and will remain in effect until cancelled in writing by one of the two parties. This agreement is hereby entered into on the twenty day of March, 2017.



Scott Bull, Chief Executive Officer
PACE Industries

Rodney Arnold, Executive Director
North Arkansas College Foundation



North Arkansas Partnership for Health Education, Inc.

Mailing: 1515 Pioneer Drive, Harrison, AR 72601

Physical: 303 North Main Street, Suite 303, Harrison, AR 72601

(O) 870.391.3367 (F) 870.391.3507

April 26, 2018

Nell Bonds, Dean of Outreach
North Arkansas College
1515 Pioneer Drive
Harrison, AR 72601

Dear Mrs. Bonds:

Please let this letter serve as a mechanism to document NAPHE's support for North Arkansas College's Regional Workforce Continuation Grant application that will enhance efforts in Arkansas to contribute to the development of a stronger regional economy and provide increased opportunities for local employment.

NAPHE is very pleased to see in the continuation grant request an expansion on the Certified Medical Assistant and Community Nursing Assistant Programs and the online Medical Lab Technician Program. The workforce training for Medical Coding and Community Paramedic will greatly benefit the economic growth and expansion of the region. As with the implementation grant, NAPHE looks forward to continuing the work together and will actively participate in the workforce development strategies outlined in the new proposal. Specifically NAPHE feels that the plans which focus on areas of Emerging Clinical Healthcare and workforce training in the healthcare fields will put the region on the cutting edge in addressing critical needs of regional employers and population health initiatives. By aligning education, professional training, and economic strategies, the end result will be a career pipeline that links area students with regional employers who need highly skilled workers.

Building on what Northark with regional partners has accomplished in the past and customizing strategies for the future has always been a strong suit for North Arkansas College. This new regional workforce proposal continues a proud tradition that unifies regional partners working collectively to serve a vision for the common good. It is great to be a part of the team and NAPHE looks forward to the important work ahead.

Sincerely,

A handwritten signature in blue ink that reads "Billie Reed".

Billie G. Reed
Executive Director

NAPHE's mission is to provide quality, dependable, convenient, and affordable healthcare education programs and services to the healthcare providers, healthcare professionals, and citizens of northern Arkansas.



NORTHWEST ARKANSAS
ECONOMIC DEVELOPMENT DISTRICT, INC.
NWAEDD PLAZA
818 Highway 62-65-412 North • P.O. Box 190
Harrison, Arkansas 72602-0190
(870) 741-5404

May 14, 2018

Dear Dr. Esters,

As part of the statewide effort in Arkansas to enhance our workforce system and contribute to strong regional economies through active community and workforce development, we are submitting this letter in support of North Arkansas College's Continuation Grant Application for the Regional Workforce Grant.

This effort will continue to offer our region the opportunity to transform our regional economy and gain a competitive advantage by developing the local workforce to better meet employer needs. This important collaboration addresses the needs of businesses and develops skilled workers who will contribute to business solutions that support increased economic growth.

The Continuation Grant focus areas of Advanced Manufacturing and Emerging Clinical

Healthcare will allow us to address critical needs of regional employers through a process that aligns education, workforce development, and economic development strategies within our regional communities.

We look forward to actively participating in the workforce development strategies outlined in the continuation grant proposal, and will support efforts to address these critical needs in our region. Our partnership with North Arkansas College and other regional partners to implement career pathway strategies that create linkages between secondary and postsecondary education providers and employers will create a pipeline of skilled employees to meet employer needs.

Using a common vision and a unified regional effort that integrates education, professional training, and support, will allow us to align services within our regional economies and target sector strategies that are tailored to meet the needs of regional employers. We look forward to continued collaboration and the important work ahead.

Sincerely,

Joe Willis, Executive Director

Northwest Arkansas Workforce Development Board

May 24, 2018

Mr. Joe Berry
Associate VP Workforce Development
1515 Pioneer Drive
Harrison, AR. 72601

Dear Mr. Berry:

It is come to my attention that you are working on a Workforce Training Grant for our career and technical workforce education area. As the third largest employer in the Harrison/Boone County area and the largest manufacturing employer, I want to let you know how important these grants are to our company, and ultimately the benefit of our community.

Over the next five years, our strategic plan for both our Harrison Division “aluminum” plant and our B&C Division “zinc” plant will be amazing. Our need for manufacturing automation, CNC, CMM, maintenance, and process technicians and engineers will be growing exponentially. Your proposal/examples for the following education is spot on for our needs:

- Work-Based Learning Programs
 - Apprenticeships
 - Internships
 - Externships
- Advanced Manufacturing Careers
 - Welding
 - Robotic Welding
 - MSSC
- Reach-Down & Reach-Out Efforts
 - BEST Robotics expansion
 - VEX Robotics expansion
 - Industry tours
 - Manufacturing Day expansion
 - Summer Programs (i.e., Young Manufacturers Academy & Camp)
 - Professional Development for CTE secondary teachers

Mr. Berry, we need (must have) this workforce development education, and you have the support of Pace Industries. Please let us know how we can help you.

Sincerely,

John W. Sherman, SPHR, SHRM-SCP, PCC

Division Human Resources Manager

Pace Industries



May 23, 2018

Melissa Bray
Regional Workforce Grant Coordinator
North Arkansas College
1515 Pioneer Drive
Harrison, AR 72601

To Whom It May Concern:

As part of the Arkansas effort to enhance the skilled workforce system and contribute to strong regional economies through active community and workforce development, Tyson is submitting this letter in support of North Arkansas College's Implementation Grant Application for the Regional Workforce Grant.

Participating as a partner in this effort offers our region the opportunity to transform the regional economy and gain a competitive advantage by developing local workforce to better meet employer needs. This important collaboration will address the need for a skilled workforce who will contribute to industry solutions supporting economic growth.

The Implementation Grant focus areas of Advanced Manufacturing and Emerging Clinical Healthcare will allow Northark to address critical needs of regional employers through a process that aligns education, workforce development, work-based learning opportunities and economic development strategies within our regional communities. Work-based learning involving apprenticeship, internship, and incumbent worker skill development addressed by this grant will create a talent pool, which is critical to Tyson and regional industry.

Tyson looks forward to actively participating in the workforce development strategies outlined in the continuation grant proposal, and will support efforts to address these critical needs in our region. Our partnership with North Arkansas College and other regional partners to implement career pathway strategies that create linkages between secondary and postsecondary education providers and employers will create skilled employees to meet industry needs. Using a common vision and a unified regional effort that integrates education, professional training, and support, will allow us to align services within our regional economies and target sector strategies that are tailored to meet the needs of regional employers. We look forward to continued collaboration and the important work ahead.

Respectfully,

Rodney Ellis



May 29, 2018

To Whom It May Concern:

As part of the statewide effort in Arkansas to enhance our workforce system and contribute to strong regional economies through active community and workforce development, we are submitting this letter in support of North Arkansas College's Regional Workforce Continuation Grant.

Participating as a partner in this effort offers our region the opportunity to transform our regional economy and gain a competitive advantage by developing the local workforce to better meet employer needs. This important collaboration will address the needs of businesses and develop skilled workers who will contribute to business solutions that support increased economic growth.

The Continuation Grant focus areas of Advanced Manufacturing and Emerging Clinical Healthcare will allow us to address critical needs of regional employers through a process that aligns education, workforce development, and economic development strategies within our regional communities.

Claridge Products is proud to have been a partner with North Arkansas College in providing 2 separate trainings to help educate and promote our workforce. We participated in training for a 30 hour OSHA course for approximately 13 employees and we also had 10 employees that participated in a 6 hour class in CPR/Heart Saver course. In addition, we have had 4 or 5 employees in the maintenance and die repair field that have taken advantage of the manufacturing and industrial electronics classwork to better prepare our existing workforce.

We look forward to actively participating in the workforce development strategies outlined in the continuation grant, and will support efforts to address these critical needs in our region. Our partnership with North Arkansas College and other regional partners to implement career pathway strategies that create linkages between secondary and post-secondary education providers and employers will create a pipeline of skilled employees to meet employer needs. We look forward to continued collaboration with North Arkansas College.

Claridge Products and Equipment, Inc.

Roger Leonard
General Manager

TURN WORKSPACES INTO IDEA PLACES

601 Highway 62-65 South, P. O. Box 910 • Harrison, AR 72602-0910
Toll Free 800-434-4610 Fax 870-743-1908 www.claridgeproducts.com



Wood Products

May 31, 2018

Dear Dr. Esters,

Wabash Wood Products would like to partner with North Arkansas College in the effort to improve the labor force in northern Arkansas. As manufacturers, we continue to face labor challenges in our ongoing operations. Some operations are experiencing a labor shortage; however, Wabash is experiencing instability driven by turnover. We believe this instability is driven by a lack of job skills and the employee's lack in understanding their role in a job function. We believe we could close these gaps and improve the workforce in our area with proper education and targeted training.

Wabash is a growing international company currently expanding its manufacturing footprint. Historically, the Harrison, Arkansas labor pool has helped Wabash Wood Products produce some of the highest performing work teams in the Wabash family. Wabash's current struggles in this market create barriers for expansion and job creation in Boone County as well as the entire state of Arkansas. Wabash National has a voracious appetite for continuous improvement in all of its manufacturing operations. These initiatives include new products, improved processes, strategic automation for variation reduction, and being an industry leader in everything we do. This approach requires an educated and dedicated workforce at all levels. Opportunities currently exist in all employment levels with Wabash National. The Harrison, Arkansas facility routinely has over 25 positions open at any given time. With Wabash actively represented with the Harrison Regional Chamber of Commerce and the Economic Development Subcommittee, I am aware that Wabash Wood Products is not the only employer experiencing challenges with northern Arkansas labor shortages.

We believe the Regional Work Force Alliance, formed through this project, creates a great opportunity for Wabash Wood Products to provide detailed elements for local workforce improvements as well as opportunities to vet improvement strategies.

Wabash is prepared to openly share current business analytics related to labor impacts. Examples of these metrics include turnover, training costs, productivity impacts, etc. Wabash is also prepared to support the initiative by supplying members on committees, conducting seminars/training, or other areas that would enhance the program for the improvement of the local employee base.

Sincerely,

Tim Cantwell
Wabash Wood Products

P.O. Box 597 • Harrison, AR 72602
339 Industrial Park Rd. • Harrison, AR 72601
Phone (870) 741-6644 Fax (870) 741-7033



May 22, 2018

Dear Arkansas Workforce Development Board:

Northark Technical Center (NTC) is committed to working with North Arkansas College and its other education and industry partners to address labor market shortages and job candidate skills gaps in our region. This partnership will allow NTC to be more responsive to our regional industry needs, particularly in the Advanced Manufacturing and Emerging Clinical Healthcare job sectors.

NTC's newly approved satellite center in Carroll County will allow North Arkansas College to better serve students and employers, providing convenient courses close to home. The opportunity that this grant allows will strengthen the relationships and workforce available to local employers, and allow students from Eureka Springs High School, Berryville High School, and Green Forest the opportunity to complete Certified Nursing Assistant, Administrative Medical Assistant industry certifications and Certificates of Proficiency at the new site.

NTC is a shared-time secondary technical center providing high school students the opportunity to obtain concurrent credit in six programs of study, leading to industry certifications and college certificates prior to graduation. This unique opportunity allows students to significantly reduce the time from high school graduation to successful employment or degree completion.

NTC services high schools in our six county service area which includes Boone, Carroll, Madison, Marion, Newton, and Searcy counties. These schools include:

- Omaha High School
- Eureka Springs High School
- Lead Hill High School
- Kingston High School
- Bergman High School
- Jasper High School
- Green Forest High School
- St. Joe High School
- Alpena High School
- Western Grove High School
- Harrison High School
- Valley Springs High School
- Yellville Summit High School
- Bruno-Pyatt High School
- Flippin High School

The ability to expand the relationships created through the Continuation Grant will allow Northark to expand offerings for students and regional employers which will address shortages in skill development, emerging technology needs, soft skills, and labor market trends. NTC is excited to enter into this partnership to improve student outcomes and fill labor market gaps in our region.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Scott Howie', written over a horizontal line.

Scott Howie, Director

Northark Technical Center

A Comprehensive Community College

1515 PIONEER DRIVE ♦ HARRISON, ARKANSAS 72601 ♦ (870) 743-3000

Regional Workforce Continuation Grant Application



Ozark Unlimited Resources Educational Cooperative

Billing Address: PO Box 610 - Valley Springs, AR 72682-0610
Shipping Address: 5823 Resource Drive - Harrison, AR 72601

Ph#: (870) 429-9100
Fax#: (870) 429-9099
www.oursc.k12.ar.us

Rick Nance, Director

MEMBERSHIP

BAXTER COUNTY

Cotter S.D.

BOONE COUNTY

Alpena S.D.
Bergman S.D.
Harrison S.D.
Lead Hill S.D.
Omaha S.D.
Valley Springs S.D.

CARROLL COUNTY

Berryville S.D.
Eureka Springs S.D.
Green Forest S.D.

JOHNSON COUNTY

Jasper S.D.
*Oak Campus

MADISON COUNTY

Jasper S.D.
*Kingston Campus

MARION COUNTY

Flippin S.D.
Ozark Mountain S.D.
*Bruno-Pyatt Campus
Yellville-Summit S.D.

NEWTON COUNTY

Deer/Mt. Judea S.D.
*Deer Campus
*Mt. Judea Campus
Jasper S.D.
*Jasper Campus
Ozark Mountain S.D.
*Western Grove Campus

SEARCY COUNTY

Searcy County S.D.
*Leslie Campus
*Marshall Campus
Ozark Mountain S.D.
*St. Joe Campus

NORTH ARKANSAS COLLEGE

Nell Bonds, Dean of Outreach
North Arkansas College
1515 Pioneer Drive
Harrison, AR 72601

Dear Mrs. Bonds:

We are excited to continue partnering with North Arkansas College on the Regional Workforce Continuation Grant.

A part of the O.U.R. Cooperative operational mission is to "Foster public and private sector education partnerships" to respond to the diversity of needs and opportunities in our constituency. The Continuation Grant will allow manufacturers and health employers to continue working with teachers to identify and address employability skills needed by secondary students to be career ready in manufacturing and health field.

The Career and Technical Coordinator will be available to assist with the grant targets and communication between the secondary schools in sixteen school districts (Alpena, Bergman, Berryville, Cotter, Deer/Mt. Judea, Eureka Springs, Flippin, Green Forest, Harrison, Lead Hill, Omaha, Ozark Mountain, Searcy County, Valley Springs, Yellville-Summit). The grant provides the opportunity to align Carl D. Perkins resources to complement workforce initiatives. The O.U.R. CTE Department will support the grant through serving on the advisory committee, serving on the workforce grant committee, serve as a liaison for the area public schools (16 school districts), collaborate on professional development opportunities, and continue facilitation of the annual OUR CTE Regional Partnership Council.

The Regional Workforce Implementation Grant greatly benefitted O.U.R. and local constituents. The Implementation Grant allowed collaboration between O.U.R., Northark, and other Workforce partners through Regional Workforce meetings. The Regional Workforce Grant supported the O.U.R. CTE Regional Partnership Council Summit held October 2016 and March 2018, the Inspire Me Career Event held Fall 2017, and the Hire Me Career Event held April 2017. The Implementation Grant also provided a Health Career Day event for area schools in April 2018 and helped with KATA in the Classroom training. The Regional Workforce Grant offered "Counseling for Careers" professional development in February 2017 and "Advising Students for the 21st Century and Beyond" professional development in June 2017 through OUR Teacher Center.

O.U.R. Cooperative is committed to the work of the grant and continuing support past the end of the grant through O.U.R. CTE Department. As this opportunity is a positive one for our constituents and provides workforce opportunities for public school students, O.U.R. Cooperative supports the grant. We look forward to hearing the Regional Workforce Alliance's success in approval.

Sincerely,

Richard Nance
Richard Nance, Director

c Dr. Kim Fowler, Teacher Center Coordinator
Emilee Tucker, CTE Coordinator



330 W. Industrial Park Road
Harrison, AR 72601
Phone (870) 741-1620
Fax (870) 741-2469

May 22, 2018

North Arkansas College
Attn: Joe Berry, Associate Vice President
Economic & Workforce Development
1515 Pioneer Drive
Harrison, AR 72601

Re: Workforce Continuation Grant

Dear Joe,

We are interested in funding from the Workforce Continuation Grant that was approved for application by the Industrial Alliance organization. Our interest would be in the Work-based Learning Program that includes apprenticeships, internships, and externships. We would also take interest in the Advanced Manufacturing Careers for welding, robotic welding, & MSSC. We would like to participate in the Industry tours, Manufacturing Day expansion, Summer Programs, and the Professional Development for CTE secondary teachers.

Please let us know if there is anything that we need to do in support of this grant.

Respectfully,

Josh Barrett

Josh Barrett
President/Owner

August 21, 2017

Scott Howie, Director
North Arkansas College
1515 Pioneer Drive
Harrison, AR 72601

Dear Mr. Howie:

I am writing to express my support for Northark Technical Center's proposal to establish a Medical Professions program at North Arkansas College's Carroll County Center. I believe this project will provide students opportunity for a successful career and future. I also believe these skills will provide students the knowledge and skills necessary to successfully complete in today's healthcare industry.

It is my hope to help prepare students for life after graduation and providing our area with a highly trained, educated workforce to meet the demands of the regional health care system. It is important to offer programs to our students that will prepare them to become active and productive members of society.

I believe that that Northark Technical Center will be very successful in implementing the Medical Professions program and replicating the success of the students attending the Harrison campus. We fully support these efforts and look forward to the positive outcomes this opportunity provides for our students. If I may be of further assistance, please do not hesitate to contact me at 870-414-5130.

Sincerely,



Sammie Cribbs
North Arkansas Regional Medical Center
VP-Clinical Services/Chief Nursing Officer

BRIGHTON RIDGE

August 21, 2017

Scott Howie, Director
North Arkansas College
1515 Pioneer Drive
Harrison, AR 72601

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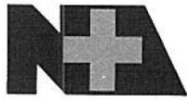
Sincerely,



235 Huntsville Road
PH 479.253.7038



Eureka Springs, AR 72632
FX 479.253.5325



August 21, 2017

Scott Howie, Director
North Arkansas College
1515 Pioneer Drive
Harrison, AR 72601

Dear Mr. Howie:

I am writing to express my support for Northark Technical Center's proposal to establish a Medical Professions program at North Arkansas College's Carroll County Center. I believe this project will provide students opportunity for a successful career and future. I also believe these skills will provide students the knowledge and skills necessary to successfully complete in today's healthcare industry.

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I believe that that Northark Technical Center will be very successful in implementing the Medical Professions program and replicating the success of the students attending the Harrison campus. We fully support these efforts and look forward to the positive outcomes this opportunity provides for our students. If I may be of further assistance, please do not hesitate to contact me.

Sincerely,

Vincent Leist
President and CEO
North Arkansas Regional Medical Center



AUTUMN HILL
— THERAPY & LIVING CENTER —

500 Hammons Ave.
Berryville, AR 72616

p 870-423-6966
f 870-423-6105
Autumnhillinfo

September 21, 2017

Scott Howie, Director
North Arkansas College
1515 Pioneer Drive
Harrison, AR 7260

Dear Mr. Howie;

I am writing to express my support for Northark Technical Center's proposal to establish a medical professions program at The North Arkansas College's Carrol County Center. It would open opportunities in this community for those who may not be able to take the time to travel or have means to travel so much daily. I feel this community has a need for such a program close to home. It is important to offer programs to our students that will engage them in skills for meaningful employment, assist those becoming productive members in society and making over all successful humans.

I would like to take this time to thank North Arkansas College for the fine job they do in providing excellent education in the health care industry in our area. Our facility sponsors potential employees each month in the NAPHE cna program. Without this program and excellence in education, we would be unable to care for our resident in the way we do. Our students travel 45 minutes one-way each day to attend school in Harrison. A program closer to home would enhance the opportunity to train and utilize an educated workforce to meet our ever-growing demands in healthcare.

I believe that Northark Technical Center in Carrol County will be very successful in implementing the Medical Professions Program. We fully support these efforts and look forward to positive outcomes for our students and community. Please contact me if you have any questions or would like to discuss this matter further. My number is 870-423-6966. Thank you for your attention and time is this very important topic.

Sincerely,

Tina Cockrum RN/DON
Autumn Hill
Therapy and Living Center
500 Hammon Ave
Berryville, AR 72616



EUREKA SPRINGS HIGH SCHOOL

PRINCIPAL DAVID GILMORE

2 Lake Lucerne, Eureka Springs, AR 72632

Ph. 479-253-8875

Fax 479-253-8390

2 Lake Lucerne Rd
Eureka Springs, AR 72632

August 21, 2017

To Whom It May Concern,

I am writing on behalf of the Medical Professions program at the Carroll County Career Center. I believe that this program would be very beneficial to our students and would complement our basic courses that we have started in our district.

Working with students and their career plan, I know firsthand that many of our kids are extremely interested in pursuing the medical field. These interests range from paramedic, nursing, and more. While they are offered basic courses via distance learning, having a hands-on approach with a face-to-face teacher would benefit them greatly. They would be able to extend their learning and prepare themselves for a career that they could look forward to.

I believe that awarding this grant in this area would boost our educational opportunities for our students tremendously. Should you need more information, please do not hesitate to contact me at my office, 479-253-8875, or e-mail, rhvatt@es.k12.ar.us.

Sincerely,

Rachal Hyatt
Eureka Springs High School

Berryville Public Schools

Owen Powell, Superintendent
902 W. Trimble
Berryville, AR 72616
870. 480. 4632 Tel.
870. 480. 4635 Fax

Home of the Bobcats

August 28, 2017

Scott Howie
North Arkansas College
1515 Pioneer Dr.
Harrison, AR 72601

Dear Mr. Howie,

Please accept this letter of support for Northark Technical Center's proposal to establish a Medical Professions Education program at the North Arkansas College Carroll County Center. I strongly believe that this project will provide area students with the opportunity for a fulfilling career and future. Additionally, this will provide high school students with the knowledge and skills necessary to be successful in a medical career or prepare them well for further education.

The Berryville School District is committed to helping prepare students for life after graduation and providing our area with a highly trained, educated workforce to meet the demands of the regional health care system. It is important to offer programs to our students that will prepare them to become active and productive members of society.

The Berryville School District truly believes that Northark Technical Center will be very successful in implementing the Medical Professions program and replicating the success of the students attending the Harrison campus. We fully support these efforts and look forward to the positive outcomes this opportunity provides for our students. If I may be of further assistance, please do not hesitate to contact me.

Sincerely,



Owen Powell
Superintendent Berryville Schools

May 14th, 2018

To Whom It May Concern.


The North Central Arkansas Industrial Alliance (NCAIA) was established in 2017 to unify the voices of industry leaders in the service area of North Arkansas College, which includes: Boone, Searcy, Marion, Carroll, Madison, and Newton Counties. The industries currently involved are primarily manufacturing and include Thorpe Industries, Johnson Plastics, Pace International, WestRock International, Wabash National, Flexsteel, Claridge, and Barrett's Plastics. Other partners in the NCAIA include the Ozark Unlimited Resources Educational Cooperative (K-12), City of Harrison, Harrison School District, Harrison Regional Chamber of Commerce, and others.

Issues important to the partner industries are discussed and solutions presented. The top five challenges identified and prioritized include: soft skills, public perception of manufacturing, training, regulation/compliance, and quantity of employees. Several discussions included the Workforce Grant, the impact it has had over the past two years, and the hope for the awarding of the continuation grant. During the April 20th meeting, the NCAIA formally supported and endorsed work-based learning strategies to address the concerns previously identified. The members listed below collectively support the initiatives by acclimation:

Josh Barrett, Barrett Plastics; Eddie Bartlett, Wabash; Joe Berry, North Arkansas College; Paul DiCarlo, Thorpe; Randy Esters, North Arkansas College; Stacie Folks, Pace; Luke Feighert, City of Harrison; Kim Fowler, OUR Coop; George Holcomb, Harrison Daily Times; Kim Jennet, Anstaff Bank; Harold Johnson, Johnson's Plastics; Sandy Johnson, Johnson's Plastics; Roger Leonard, Claridge; Rommel Orellana, Pace; Jay Parker, Harrison High School; Stewart Pratt, Harrison School District; Kathleen Roberson, WestRock; John Sherman, Pace; Emilee Tucker, OUR Coop; Keith Wilson, Thorpe; Trish Villines, North Arkansas College

The Alliance firmly believes the financial support this grant gives towards work-based learning efforts will address regional workforce challenges, better prepare a skilled workforce, and advance the region's economy.

Sincerely,

A handwritten signature in black ink, appearing to read 'JB' followed by a stylized 'O'.

Joe Berry
Associate VP for Workforce and Economic Development
NCAIA Facilitator



May 31, 2018

Dear Dr. Esters,

As part of the statewide effort in Arkansas to enhance our workforce system and contribute to strong regional economies through active community and workforce development, we are submitting this letter in support of North Arkansas College's Continuation Grant Application for the Regional Workforce Grant Program.

Participating as a partner in this effort offers our region the opportunity to transform our regional economy and gain a competitive advantage by developing the local workforce to better meet employer needs. This important collaboration will address the needs of businesses and develop skilled workers who will contribute to business solutions that support increased economic growth.

The Harrison Regional County Chamber of Commerce is actively engaged in Regional Workforce Grant efforts to address these critical needs in our region. Our partnership with North Arkansas College and other regional partners to implement career pathway strategies that create linkages between secondary and postsecondary education providers and employers will create a pipeline of skilled employees to meet employer needs.

The Boone County Strategic Plan was presented by the Harrison Regional Chamber of Commerce during the annual awards luncheon in April 2018. This strategic plan and corresponding efforts have been named **#believeboonecounty**, with the mission of *"equipping and uniting our people, our businesses, and our surroundings for success."* With these efforts, specific initiatives and tactics directly connected to Regional Workforce Grant strategies have been adopted. Along with these efforts, the Chamber is also participating in the Competitive Communities Initiative. The desire to strengthen our competitiveness and economic development efforts is shared throughout our region with partners committed to these common goals.

The Continuation Grant opportunity provides critical resources to allow us to continue this concerted effort toward ensuring that educational pathways and workforce training are readily available in our region. Please know you have our full support and we look forward to hearing of your continued success in the Regional Workforce Grant Program.

Sincerely,

A handwritten signature in black ink that reads "Patty Methvin". The signature is fluid and cursive, with the first name "Patty" and last name "Methvin" clearly legible.

Patty Methvin
Harrison Regional Chamber of Commerce

06/01/2018

Subject: Letter of Support for Regional Workforce Grant

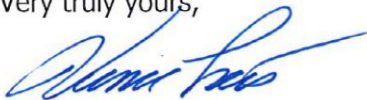
Regional Workforce Grant Selection Board:

North Arkansas Regional Medical Center supports the continued initiative to enhance workforce development with our regional partners in manufacturing and education. Working together, as we have previously done in applying for this continuation of the grant, enhances the likelihood of success. With this process, we have strengthened ties between all school levels and industry in rethinking how we continued our efforts to support the workforce.

The continuation of this grant will allow enhanced development of distance learning to develop and sustain efforts in early through adult career pathways in healthcare and manufacturing. We believe early identification of career interests in these high demand areas will allow more creativity in early education and mentorship.

The impact to our community through this regional workforce grant will be the opportunity to expand services to distance areas and create a stronger workforce.

Very truly yours,



Vince Leist
President and Chief Executive Officer



Green Forest School District

PO Box 1950, 400 East 10th Street ♦ Green Forest, AR 72638 ♦ Phone (870) 438-5201 ♦ Fax (870) 438-6214

Dr. Matt Summers
Superintendent

SCHOOL BOARD

Ivan "Bud" Phillips
President

Jerry King
Vice President

Jerry Carlton
Secretary

John Bailey
Member

Kenny Bonham
Member

Peggy James
Member

Dianna Raye Sturtz
Member

August 1, 2017

Scott Howie
North Arkansas College
1515 Pioneer Drive
Harrison, AR 72601

Dear Mr. Howie:

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Sincerely,

Dr. Matt Summers
Superintendent

"Equal Opportunity Employer"