

JOINT PERFORMANCE REVIEW COMMITTEE

AUGUST 27, 2014

MINUTES

The Joint Performance Review Committee met Wednesday, August 27, 2014 at 10:00 a.m. in the Baldor Technology Center, UA Fort Smith, Fort Smith, Arkansas.

Committee members present were Senators Jane English, Senate Co-Chair, and Bruce Holland, and Representatives Terry Rice, House Co-Chair, Randy Alexander, Gary Deffenbaugh, Charlotte Douglas, Dan Douglas, Debra Hobbs, Karen Hopper, Douglas House, Stephen Meeks, and Nate Steel,

Other members present were Representatives Denny Alfes, Charlene Fife, Stephanie Malone, and George McGill.

Call to Order

Senator English called the meeting to order.

Approval of Minutes – July 22 and 23, 2014 [Exhibit B, B-1]

A motion was made by Senator English and seconded by Representative Rice to accept the minutes of the July 22, and July 23, 2014 Joint Performance Review Committee meetings. The motion was adopted unanimously.

Opening Remarks – Senator English and Representative Rice, JPR Co-Chairs

Senator English discussed the opportunity the legislature has to make changes to workforce training programs in the state. Representative Rice thanked Chancellor Paul Beran for hosting the committee meeting at UA Fort Smith (UAFS).

Welcome and Overview of the Workforce Programs Offered at the University of Arkansas-Fort Smith (UAFS) by Paul B. Beran, Ph.D., Chancellor

Chancellor Beran was recognized for an overview of the workforce programs offered at UAFS. He said that UAFS works with many community colleges in the state. He said UAFS conducts an annual survey of its graduates. For the 2012-2013 school year, 70% of UAFS graduates responded to the survey. Of the total number of respondents, 93% were graduates from the UAFS associate degree programs and are currently employed, or continuing their education. Additional survey data included:

- 100% pass rate for 13 consecutive years in the dental hygiene program
- 100% pass rate for 13 consecutive years in the national radiology exam
- 93% pass rate in the nursing program

Chancellor Beran said the Center for Business and Professional Development recently received a \$734,000 grant from the Arkansas Department of Workforce Services to

provide skills training to veterans and long-term unemployed local residents to assist with employment in three local fields of industry; commercial driving, medical billing and coding, and industrial maintenance. Chancellor Beran said that UAFS strives to provide students with job skills that local businesses want to employ.

Discussion of Workforce Training from an Industry Perspective

Jim Walcott, President and CEO, Weldon, Williams, and Lick (WWL), was recognized. Mr. Walcott said that WWL employs 280 full-time and 70 part-time workers. He explained that the technology in the printing industry is rapidly changing and the support UAFS provides is helping his company survive. UAFS provides specific skills education to WWL employees through customized classes. His company pays the tuition for their employees who need to work and can't attend UAFS on a full-time basis, but want to further their education and continue their employment.

Judy McReynolds, President and CEO, ArcBest Corporation, was recognized. Ms. McReynolds said that ArcBest has been in business for 91 years and has 260 locations across the U.S. The company recently announced plans to locate their corporate headquarters in Fort Smith, Arkansas. She said choosing Fort Smith as the location for the headquarters was based on the availability of a quality workforce, which she attributes to UAFS students. Ms. McReynolds said the direct connection her company has with UAFS allows them to mold programs to meet the specific needs of the company and graduate students with the necessary skills.

Melissa Hanesworth, Managing Director, Pernod Ricard USA, was recognized. Ms. Hanesworth discussed the impact manufacturing has at the national and state level. In 2013, the manufacturing industry contributed \$2.8 trillion to the economy, and 12.5% of the Gross National Product. The manufacturing industry supports 17.4 million jobs, with approximately 1 in 6 holding private sector jobs. Total manufacturing output in Arkansas for 2012 was \$15.6 billion. Ms. McReynolds said there are 2,689 different manufacturing entities in Arkansas and manufacturing accounts for 93% of the state's exports, with 152,400 jobs in manufacturing in the state. She said Pernod Ricard employs 216 full-time workers. Ms. McReynolds discussed the partnership Pernod Ricard has with UAFS, in particular the Center for Business and Professional Development, which teaches strategic planning. She said UAFS provides a sixteen week customized on-site training class where employees can earn college credit.

Presentation of UAFS Workforce Training Programs by UAFS Staff

Dr. Leroy Cox, Interim Dean, College of Applied Science and Technology (CAST), was recognized. Dr. Cox provided an overview of specific initiatives that serve the student population and enhance the workforce development needs of the region and state. He said there are currently 735 declared majors by the students in the CAST college who are pursuing degrees, certificates of proficiency, technical certificates, associate of applied science degrees, and four-year degrees. All of the programs are accredited by the Association for Technology Management and Applied Engineering.

Dr. Chris Rink, Director, Center for Business and Professional Development, was recognized. Dr. Rink discussed the Western Arkansas Technical Center (WATC), a secondary vocational center housed on the UAFS campus. He said the Center was developed in 1998 with the idea that junior and senior high school students should have the ability to attend classes on the college campus and earn concurrent credit. Dr. Rink said the Center provides tuition, fees, and transportation at no cost to the students. Program funding is provided by the Arkansas Department of Career Education and the local school districts. Six counties, encompassing twenty-one high schools, have access to programs of study, which include automotive technology, broadcast journalism, computer engineering technology, computer graphics technology, criminal justice, early childhood development, electronics technology, graphics design, health sciences, and welding. Six hundred students are currently enrolled.

Dave Robertson, Director, Center for Business and Professional Development, was recognized. Mr. Robertson said the Center was developed as a cooperative effort between area businesses, industry, and the community college. The Center is the premier regional provider for workforce leadership training, open enrollment, contract training, and consulting. The Center provides collaborative and supportive relationships with three regional organizations; the Western Arkansas Human Resource Association, the Manufacturing Executives Association, and the Family Enterprise Center at UAFS. Mr. Robertson said the Center helps employers shape existing worker training programs. Through a number of grants, the Center hosted a Commercial Drivers License School (CDL) offering 26 four-week classes. One hundred and eighteen students completed classes and received certification. The Center recently received a jobs-driven national emergency grant for \$337,000 annually for a two-year period to train dislocated workers.

There being no further business, the meeting adjourned at 11:105 a.m.

Following adjournment, the JPR Committee toured the university's technology centers, including a robotics lab, new to the campus this semester.

JOINT PERFORMANCE REVIEW COMMITTEE

AUGUST 28, 2014

MINUTES

The Joint Performance Review Committee met Thursday, August 28, 2014 at 10:00 a.m. in the Historic Old Springdale High School, Springdale, Arkansas.

Committee members present were Senators Jane English, Senate Co-Chair, Uvalde Lindsey, and Jon Woods, and Representatives Terry Rice, House Co-Chair, Randy Alexander, Bob Ballinger, Les Carnine, Dan Douglas, Debra Hobbs, Karen Hopper, Douglas House, and Stephen Meeks,

Other members present were Representatives Ken Bragg, Micah Neal, and Mary Lou Slinkard.

Call to Order

Senator English called the meeting to order.

Opening Remarks – Senator English and Representative Rice, JPR Co-Chairs

Senator English said the committee is reviewing workforce training programs across the state to help legislators make better policy decisions. Representative Rice said that improving the process of workforce training to become more efficient will enable citizens to obtain quality jobs.

Welcome and Overview of the Springdale School System by Dr. Jim Rollins, Superintendent, Springdale School District

Dr. Jim Rollins was recognized. He gave an overview of the many programs offered by the Springdale School District, which serves 22,000 students. The district uses a teaching model known as Professional Learning Communities that 1,500 teachers and 70 career and technical education teachers follow. Dr. Rollins explained that the teaching model provides a structure that allows teachers to work collaboratively. The district also has a strong school/community partnership program with 150 local businesses.

Pete Joenks, Principle, Springdale High School, was recognized. He discussed his school's career and technical education (CTE) classes. He said that seventy CTE classes are offered by twenty-two CTE teachers, and includes 2,250 students in grades ten through twelve. Examples of CTE courses include computer applications, civil engineering, architecture, advertising and design robotics, medical professions, and food sciences. The school partners with area industry to develop the courses.

Discussion of the Regional Workforce Analysis and Recommendations Compiled for the Northwest Arkansas Council's Executive Committee

Michael Harvey, Chief Operating Officer, Northwest Arkansas Council (NWA), was recognized. Mr. Harvey reviewed the Northwest Arkansas Workforce Analysis, a new regional strategy he developed using historical growth of the area, anticipated growth, age considerations, and skill needs. He explained a graph, with data from 2001 to the present, that shows an increase of 60,000 jobs in the northwest region of the state during that time period. Mr. Harvey said the fastest growing job areas are in the business and financial sectors. Data indicates that 40% of the current jobs available can be performed by individuals straight "off the street." Jobs requiring a degree comprise a small percentage. In northwest Arkansas, only 20% of the jobs require a four-year degree. Mr. Harvey explained that the Council is focusing on overcoming challenges to be able to provide a trained workforce with the requisite skills.

Overview of Workforce Training Programs in Northwest Arkansas

Joe Rollins, Principle, School of Innovation (STEM School), Springdale School District, was recognized. Mr. Rollins told legislators the school has a Science, Technology, Engineering, and Mathematics (STEM) basis in their workforce development. He explained how students participate in the individualized curriculum. Upon entering school, a student is provided a laptop. Lessons are recorded and posted on the school's website with twenty-four hour access. Local universities, colleges, trade and technical schools, all provide advisors. Each student is assigned a School of Innovation advisor who works directly with the student the entire time they attend the school. Once a student enters their secondary year, they begin taking concurrent college level courses. Students enter into an internship in their field of study their senior year. Graduating students receive a high school diploma, workforce credentials, and a college-level associate's degree.

Dr. Evelyn Jorgenson, President Northwest Arkansas Community College (NWACC), was recognized. Dr. Jorgenson described NWACC as a comprehensive two-year community college which prepares students for the workplace. The number of students enrolled at NWACC during the 2012-2013 school year was:

- credit students -- 2,140
- corporate education students -- 4,299
- adult education students -- 3,134
- personal and professional education students -- 247
- total number of students -- 19,820

Dr. Jorgenson discussed training programs provided by NWACC during fiscal year 2013-2014. She said that twenty-two courses were offered and 3,200 students received contract training. She defined contract training as classes specifically designed to meet a specific industry need.

Heather White, Business and Strategic Project Manager, Glad Manufacturing, was recognized. Ms. White told legislators her company has a goal to hire five hourly workers each month. But, they have been unable to secure enough workers in

Arkansas due to the lack of interview skills of many of the applicants. Glad Manufacturing is currently working with NWACC to develop a training program for trouble shooting.

Dr. Blake Robertson, President, Robbie Cornelius, Vice President-Post Secondary Programs, and Stephanie Trolinger, Director-Secondary Programs, Northwest Technical Institute (NTI), were recognized. Dr. Robertson told legislators that NTI has been in Springdale for thirty-nine year providing job training as an independent state agency with a focus on Adult Education. He discussed the Microsoft IT Academy, a free nationwide certification program, which they offer to their students in adult education classes.

Robbie Cornelius, Director-Post Secondary Programs, NTI, was recognized. Mr. Cornelius discussed the Arkansas Department of Workforce Services Trade Adjustment Assistance Program (TAAP). He said the program provides benefits and services to eligible workers who need to prepare for and attain re-employment. Tuition, fees, books, and supplies are provided to students at no cost. Mr. Cornelius said that NTI does not participate in federal student loan programs and less than 1% of NTI students receive funding through student loans, which means 99% of their students graduate debt-free. NTI had a 75% graduation rate for the 2013 school year and an 86% job placement rate.

Stephanie Trolinger, Director-Secondary Programs, NTI, was recognized. Ms. Trolinger discussed how NTI promotes career and technical education by serving 16 area high schools in Benton and Washington Counties. She described their automotive service program. If a student completes this program, they are responsible for only one half of their program fees. Should the student return as a post-secondary student, they may complete the course and receive a diploma. The Arkansas Department of Career Education funds most of NTI's programs, which include criminal justice, medical professions, and dental programs.

Perry Webb, President, Springdale Chamber of Commerce, was recognized. Mr. Webb described the diverse approach the Chamber has been advancing over the past two years. Springdale is in a unique position to align its assets with workforce training better than any other community in Arkansas because of the presence of a community college, a state-run four-year institution, a technical institute with coordinating high school programs, and continuing career and technical education. Mr. Perry said the work the Chamber is doing is focused on providing workforce development in a broader arena.

Ted Abernathy, Southern Growth Policy Board, was recognized. Mr. Abernathy reviewed his report titled "Reinventing Workforce". In discussions about workforce development, much of what was perceived as the norm is no longer true. Dramatic changes in the U.S. economy are based on global trends. One major change that impacts Arkansas is how the state has become urbanized with 80% of the population living in metropolitan areas. He said that almost all jobs are in large metropolitan areas, the larger the area, the larger the job growth, which means a significant part of the U.S.

and much of Arkansas is not growing. Mr. Abernathy said that large pockets of rural areas in the southern U.S. and Arkansas is where 61% of the population lives. Mr. Abernathy said that another trend is in technology, which creates a public policy conundrum. The problem occurs because technology changes how business is conducted and elevates skill levels needed for workers to be successful. Mr. Abernathy said that when reimagining workforce employers and employees need to understand what work readiness means, beginning with defining new job skills. He said that business and industry seek specific job skills, which includes soft skills such as the ability to work as a team, decision making, and verbal communication. Mr. Abernathy projected that only 23% of the jobs in the U.S. by the year 2022 will require a four-year degree. Only an additional 12% will need an associate's certificate. He said the U.S. Chamber of Commerce has made workforce development its number one priority.

There being no further business, the meeting adjourned at 2:20 p.m.

Following adjournment of the meeting, members toured the School of Innovation-Jones Center, the Northwest Technical Institute, and the NTI Ammonia Refrigeration Training Facility.

JOINT PERFORMANCE REVIEW COMMITTEE

SEPTEMBER 16, 2014

MINUTES

The Joint Performance Review Committee met Tuesday, September 16, 2014 at 10:00 a.m. at the Mid-South Community College, West Memphis, Arkansas.

Committee members present were Senator Jane English, Senate Co-Chair, and Representatives Harold Copenhaver, Mark Lowery, Brent Talley, and Wes Wagner,

Other members present were Senator Jon Woods, and Representatives John Hutchison, Stephen Meeks, Micah Neal, and Chris Richey.

Call to Order

Senator English called the meeting to order.

Approval of Minutes – August 13, 2014 [Exhibit B]

A motion to approve the minutes of the August 13, 2014 meeting was made by Representative Meeks and seconded by Representative Wagner. Without objection the motion carried.

Consideration to Adopt for Interim Study

A motion to adopt Interim Study Proposal 2013-200 was made by Representative Meeks and seconded by Representative Wagner. The motion was adopted unanimously.

Overview of Workforce Programs at Mid-South Community College (MSCC), plus Industry and Local Partnerships, the ADTEC Consortium, the Academies of West Memphis, Aviation Maintenance Technology, Innovative Scholarship Program, Renewable Energy, and Interstate Collaborations [Exhibit D]

Dr. Glen Fenter, President, Mid-South Community College (MSCC), was recognized. Dr. Fenter gave a Power Point presentation and described how MSCC began with eight students in its programs that included welding, auto body, diesel, and nursing. He discussed the development of the Arkansas Delta Training and Education Consortium (ADTEC). MSCC participates in the consortium along with community colleges in Blytheville, Newport, Forrest City, and Helena, Arkansas. ADTEC strategies and programs include:

- expansion of a support structure in advanced manufacturing
- creation of alternative energy and training capacity
- expansion of the workforce development infrastructure
- expansion of the education infrastructure

He described the development of the MSCC Workforce Center, which allows people to take adult education classes and receive workforce training on the MSCC campus. The Workforce Center was the first to be housed on a college campus and has since become a model for workforce training. He then discussed the program they developed to provide workforce training to high school students, beginning in the tenth grade. Students are able to continue their high school classes and concurrently attend workforce training programs on the MSCC campus. When a student graduates high school and completes their workforce training, they receive an industry-recognized certificate for the completion of their workforce training program. Dr. Fenter said MSCC workforce programs include diesel technology, health, science, computer engineering, aviation maintenance, digital media, hospitality, and welding programs.

There being no further business, the meeting adjourned at 12:15 p.m.

Following adjournment of the meeting, legislators toured the Marion Berry Renewable Energy Center and the Workforce Technology Center.

JOINT PERFORMANCE REVIEW COMMITTEE

SEPTEMBER 23, 2014

MINUTES

The Joint Performance Review Committee met Tuesday, September 23, 2014 at 9:00 a.m. at the Statehouse Convention Center, Little Rock, Arkansas. The meeting was held during the "JOBS NOW-Arkansas Works When We Do" Workforce Summit.

Committee members present were Senators Jane English, Senate Co-Chair, and Bryan King, and Representatives Terry Rice, House Co-Chair, Randy Alexander, Bob Ballinger, Harold Copenhaver, Justin Harris, Debra Hobbs, Douglas House, and Warwick Sabin.

Other members present were Senators Bruce Holland and Stephanie Flowers, and Representatives Charles Armstrong, Nate Bell, Ken Bragg, Mary Broadaway, Andy Davis, Karen Hopper, Kelley Linck, Walls McCrary, Stephen Meeks, Micah Neal, Betty Overbey, and Mary Lou Slinkard.

Welcome by Randy Zook, President and CEO, Arkansas State Chamber of Commerce

Randy Zook, President and CEO, Arkansas State Chamber of Commerce, welcomed Summit attendees and discussed the need for a reenergized approach to workforce education and development. A serious shortage of skilled workers exists due to the large number of individuals retiring throughout the U.S. there are 10,000 individuals who reach retirement age every day. He told attendees about the program the Chamber has conducted called Young Manufacturers Academies, which are held on two-year college campuses. Plus, Chamber representatives are going around the state visiting communities.

Opening Remarks by Governor Mike Beebe, Governor of Arkansas

Governor Beebe addressed Summit attendees and described the two cornerstones of the Governor's office that are inseparable—education and economic development. Without a sufficient number of jobs, taxpayer money is wasted when qualified and trained citizens have to leave the state to find jobs. Conversely, without an educated and trained workforce, the state is unable to attract jobs. Governor Beebe said the most important element in a state's infrastructure is the quality of its workforce. He acknowledged the commitment Senator English and the legislature has made by studying existing workforce training programs and emphasizing the importance of coordinating the various programs to meet the needs of business and industry.

Discussion of Building the Next Generation of Skilled Manufacturing Employees— Influencing Secondary and Post-Secondary Education Reform and Improving and Expanding Manufacturing in the United States through Education, Innovation, and Research

Jennifer McNelly, President, the Manufacturing Institute, National Association of Manufacturers (NAM), was recognized. Ms. McNelly told attendees that manufacturers need new workforce training strategies. The primary goal for manufacturers is to change the perception of careers in the industry. She discussed two programs for manufacturers that was held in 2013, "Dream It, Do It", with attendees totaling 250,000 students, 50,000 parents, and 11,000 educators in 31 states. Another successful conference, "Get Skills to Work – Veterans in Manufacturing" is a program focused on bridging the manufacturing skills gap, beginning with veterans. Total conference participants were 50,000 veterans, with 10,000 who obtained jobs, and 5,000 who received training. Ms. McNelly encouraged employers to engage in long-term partnerships with schools, and for educators to promote manufacturing careers.

Overview of Reimagining Higher Education and Workforce Training in Arkansas, plus Development of Economic Strategies on Local and State Levels

Ted Abernathy, Managing Partner, Economic Leadership and Economic Advisor, Southern Governors Association, told Summit attendees that in the U.S. 3,100 counties, and half of the U.S. population lives in only 146 counties. He said data shows the central and northwestern areas of Arkansas have the most population growth, but 61% of Arkansans live in small cities and rural areas. The urbanization of the U.S. population is impacting economics, and technology continues to impact and change industry. Mr. Abernathy discussed re-imagining workforce development. Important elements include:

- engage learners and disconnected youth
- realign relationships and resources
- strengthen the connection between education and job skills
- re-think credentials and their value in the workplace
- expose students to the world of work

Mr. Abernathy said that in order for states to become more competitive they must take new approaches and focus on training a skilled labor force.

There being no further business, the session adjourned at 11:45 a.m.

JOINT PERFORMANCE REVIEW COMMITTEE

OCTOBER 13, 2014

MINUTES

The Joint Performance Review Committee met Monday, October 13, 2014 at 10:30 a.m. in Room 102 at the Hot Springs Convention Center, Hot Springs, Arkansas. The meeting was held during the 26th Annual Conference of the Arkansas Association of Two-Year Colleges (AATY).

Committee members present were Senator Jane English, Senate Co-Chair, and Representatives Douglas House, and Brent Talley.

Other members present were Representatives Denny Altes and Kim Hammer.

Breakout Session "Hard Hats and High Heels: Recruitment and Retention of Students in Nontraditional Occupations"

Committee members attended the conference breakout session. Monieca West, Perkins Federal Program Manager, Arkansas Department of Education, was the guest speaker. She gave a Power Point presentation and discussed nontraditional students. She said that having both male and female perspectives in each occupation results in a more competitive workforce and increases organizational performance. Adding nontraditional students into occupations addresses the skills shortage which currently exist in the manufacturing industry. Ms. West outlined strategies educators can use to encourage female students to pursue nontraditional occupations.

Strategy #1 (Image) when images of workplace settings are shown featuring females, pictures should include females alongside males in the work environment. Females should be shown working on the job, and in the appropriate clothing for the job. She gave the example of a female plumber and a female construction worker, which are nontraditional roles for women.

Strategy #2 (Create Critical Mass) it takes a team to reorient school culture. Begin by creating awareness. Seek an advocate within a school to develop goals. Posters, word of mouth, peer support, news stories, and employer involvement can all be used to interest students in working in nontraditional roles.

Strategy #3 (Keep it Real) use video outreach materials such as career videos and You Tube videos showing "a day in the life" of females on the job. Portray real world settings. Portray what it's like to be a female in a male-dominated field. Seek out females to share their experiences working in nontraditional work settings. Helping people is important to females and should be used as a key recruiting tool. Inform high school age females what to expect in college.

Strategy #4 (Role Models) finding role models is the most important strategy. Role models help define perception. Alumni are the best first choice. Students already working in the field is the second best choice. Work with advisory boards and professional associations. Seek self-employed retired women from a nontraditional field. Use in-class presentations, special events, and mentors.

Strategy #5 (Level the playing field for all students) close the experience gap by providing students with building blocks or bridge skills. Teach students an explicit problem-solving process, design exercises that reward guessing and intuition, encourage females to problem solve rather than giving them the answer, and use the model of failure + persistence = success. Include critical spatial reasoning skills in instruction so that female students are less likely to drop out. Teach tool identification/use and occupation language. Teach needed math in context and in a way that students can understand. Create a female-friendly and respectful environment – don't single out females, don't use the word nontraditional, don't lecture on the importance of diversity, and don't wait for females to request proper-fitting equipment, and don't wait for females to seek assistance.

Strategy #6 (Change School Culture) support nontraditional participation in existing clubs that are career related or create new ones to fill gaps. Market what is important to each gender, especially important for females. Personal encouragement is the strongest strategy for increasing student participation in nontraditional fields. Include family members, school staff, and female role models. Proactively encourage girls to explore all nontraditional career options.

Strategy #7 (Engage the community) establish relationships with business and industry. Relationships become resources for special events such as career fairs, internships, job shadowing, and apprenticeships. Collaborate with companies who want to advance women who are currently in lower pay/skill positions to higher positions. Use community organizations – Girl Scouts, Big Brothers/Big Sisters, Boys and Girls Clubs, and look for after-school opportunities. High schools and colleges must work collaboratively to increase the nontraditional pipeline from junior high to employment. Ms. West closed with the following reasons nontraditional occupations are important:

- ❖ Helps to make informed career choices
- ❖ Provides economic security for families
- ❖ Creates a competitive workforce
- ❖ Helps reduce skills shortages
- ❖ Improves performance for all students
- ❖ Provides fair and equitable opportunities

There being no further business, the session adjourned at 11:45 a.m.