

**Arkansas Delta Workforce Innovations in Regional Economic Development
Academy
Implementation Plan**

Executive Summary

For generations the Arkansas Delta has been a region of poverty, low wages, low academic achievement, and low workforce skills. The counties impacted by this project represent those Arkansas counties with the highest percentage of families living below poverty and the highest percentage of children living in poverty. Between January 2000 and May 2005 the region impacted by this project had lost 4,044 jobs, primarily in the manufacturing sector.

This trend can be reversed as the region is poised to benefit from transformational strategies which support the primary economic sectors of the region—agriculture, manufacturing, and transportation, distribution, and logistics (TDL). Historically agriculture has been the primary economic engine of the Arkansas Delta and, with over 2 million acres under cultivation; the region is singularly positioned to participate in the emerging alternative fuel industry. Located at literally the crossroads of America, the region includes, or is adjacent to, the intersections of I-40 and I-55, five class 1A railroads, inter-modal ports, largest cargo airport in the world, the Mississippi River port system, and FedEx Headquarters, as well as other major TDL companies. Interstate-69 has been identified as a finalist in the U.S. Department of Transportation “Corridors of the Future Program”. This strategic interstate will connect Port Huron, Michigan, which is located on the Canadian border, with the Mexican border, thus linking new Canadian ports and Mexican ports with the Arkansas Delta region. The northern portion of the Arkansas Delta region is home to Nucor-Yamato Steel, the largest producer of steel in the western hemisphere and the emerging automotive industry continues to expand in the central portion of the region. The convergence of common interests in the three primary economic sectors holds the promise of economic multipliers which will fuel economic transformation of the region. Development of a skilled workforce, and the expansion of the infrastructure which supports this development, is essential to the economic transformation of the region. In addition, there is a need to support entrepreneurial activities which foster the creation of new business in the small rural communities which dot the Arkansas Delta landscape.

The Arkansas Delta Workforce Innovations in Regional Economic Development (ADWIRED) Academy proposes to bring federal resources to support expansion of the education infrastructure, workforce development infrastructure, and entrepreneurship development to a 17-county region of the Arkansas Delta. Building on the primary economic sectors of the region, the following strategies will enhance innovation, workforce development, education, and business creation by building on solid procedures, using existing statewide relationships, leveraging private and public dollars, and bringing the state’s education, science and technology organizations into a regional consortium that is central to the ADWIRED initiative.

1. Create the Arkansas Delta Workforce Innovations in Regional Economic Development (ADWIRED) Academy to coordinate, govern, and eventually house the activities conducted under the WIRED initiative.
2. Through partnerships with industry, government, philanthropic organizations, and education create:
 - a. an alternative fuel training and education capacity in the Arkansas Delta to support enhanced agriculture production and to foster/support development of the alternative fuel industry in the region;
 - b. a transportation, distribution, and logistics education center of excellence in the Arkansas Delta; and,
 - c. an expansion of the advanced manufacturing support structure in the Arkansas Delta.
3. Expand the education infrastructure necessary to support new technologies and foster economic development in the Arkansas Delta.
4. Establish the entrepreneurship development system necessary to foster the success of high-growth, high-demand businesses and industries in the Arkansas Delta.
5. Expand the workforce development system infrastructure in the Arkansas Delta.

The ADWIRED region consists of 17 counties in the Arkansas Delta as shown in Figure 1, with the region's five community colleges indicated by stars. Memphis, Tennessee, which is located adjacent to the region, is a city of over one million people.

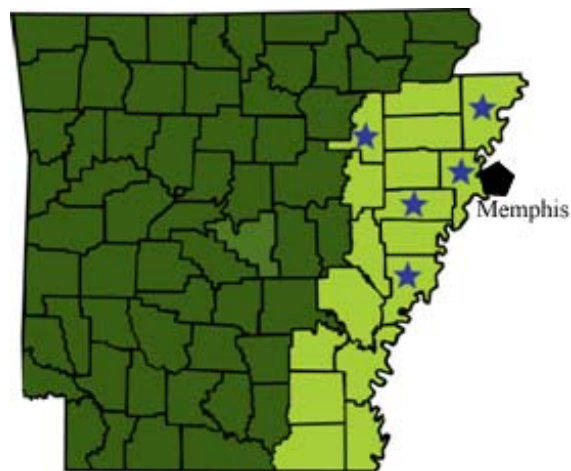


Figure 1: ADWIRED Region

Leveraged Resources

During the past fourteen months the region has aggressively pursued initiatives which would provide resources to support accomplishment of the ADWIRED strategies. These initiatives include:

1. Under Strategy 2c, the region has received a US Department of Labor grant to create the Arkansas Delta Training & Education Consortium (ADTEC). ADTEC is a partnership of 5 community colleges in the region. The grant provides significant funding to build capacity at the community colleges to provide training to the advanced manufacturing and automotive manufacturing industries in the region (see **Attachment 1**). ADTEC was recently selected to receive the Southern Growth Policies Board Innovator of the Year Award. The ADWIRED region has also received a U.S. Department of Labor grant to train heavy-truck drivers which are a critical support component of the manufacturing industry in the region.
2. Under Strategy 2b, the region has received two National Science Foundation grants. The first creates the Mid-America Transportation Technology Education Center (MATTEC). This Center will support a Career Pathway in Transportation & Logistics and will provide a resource for the transportation & logistics industry in the region. This funding also supports creation of an RFID laboratory at Mid-South Community College. The second grant provides funding to increase the number of students choosing careers in science, technology, engineering, and mathematics (STEM). This grant also supports implementation of the baccalaureate portion of the Career Pathway in Advanced Manufacturing (see Goal 2d).
3. The ADWIRED region was selected to participate in a joint National Science Foundation/U.S. Department of Labor pilot project to compete for funding under the National Science Foundation Advanced Technological Education Program. The ADWIRED pilot project solicits funding for a planning grant to create a National Science Foundation Advanced Technological Education Regional Center of Excellence in Transportation, Distribution, and Logistics Education.
4. Under Strategy 5, the Arkansas Department of Workforce Services has acquired the Work Keys (workplace skills assessment and skills development) Software System, which will support workforce development in the region. Work Keys is a web-based tool to help workers improve their employability skills and assist employers to identify prospective employees who have certified skills.
5. Under Strategy 3, Mid-South Community College (lead community college in the ADWIRED initiative) was selected by an Arkansas Department of Higher Education Carl Perkins Task Force to be a pilot site for contextualizing developmental education into Career Pathways by using Key Train to create open-entry/open-exit learning activities related to student's career goals. Key Train is designed to prepared students for success in post-secondary work and the Work Keys tool discussed in paragraph 3 above.

6. The 2007 Arkansas General Assembly passed Senate Bill #482 which supports strategies 2c and 3, by providing funding for:
 - a. Continuation of ADTEC funding (see 1 above) after this grant expires on March 1, 2009.
 - b. Provides funding to create a University Center with 5 baccalaureate programs at Mid-South Community College.

7. In February 2007, the U.S. Department of Labor awarded a Generation-2 WIRED grant in the amount of five million dollars to the Arkansas Department of Workforce Services to support ADWIRED strategies.

Summary of Leveraged Resources

U.S. Department of Labor Grant Titled “Arkansas Delta Training & Education Consortium (ADTEC)”.

Submitted: Fall, 2005.
Applicant: Arkansas Department of Workforce Services on behalf of Mid-South Community College, Arkansas Northeastern College, East Arkansas Community College, and Phillips Community College of the University of Arkansas.
Funding: **\$5,935,402** over a three-year period.
Summary: Funding is to provide capacity at the four community colleges to provide training for the automotive and advanced manufacturing industries located in the 13-county region impacted by the project.
Status: Funded, grant award date was March 1, 2006.

National Science Foundation Grant Titled “Mid-America Transportation Technology Education Center (MATTEC).”

Submitted: October 17, 2005
Applicant: Mid-South Community College
Summary: This proposal requested funding to create a center of excellence in transportation and logistics. Original partners were Mid-South Community College, Northwest Arkansas Community College, East Arkansas Community College, Phillips Community College of the University of Arkansas, Arkansas Northeastern College, Southwest Tennessee Community College, University of Memphis, University of Arkansas at Fayetteville, and the American Society of Transportation and Logistics.
Funding: \$2,972,164 over a four-year period.
Status: Funded at a reduced budget (\$419,000) and scope. Partners are now Mid-South Community College, Northwest Arkansas

Community College, University of Memphis, and the American Society of Transportation and Logistics. Project is for a two-year period. Start date was September, 2006.

National Science Foundation Grant Proposal Titled “Arkansas Delta Science, Technology, Engineering, and Mathematics Talent Expansion Project (ADSTEP)”.

Submitted: February 9, 2006
Applicant: Mid-South Community College (MSCC)
Summary: This proposal was submitted by MSCC on behalf of a partnership which consists of Mid-South Community College, Arkansas Northeastern College, East Arkansas Community College, Phillips Community College of the University of Arkansas, and the University of Arkansas—Fort Smith. The purpose of this 5-year project is to recruit, retain, and graduate more students in the science, technology, engineering, and mathematics (STEM) disciplines, especially African-Americans.
Funding: **\$994,265** over a five-year period.
Status: Funded, start date was September 1, 2006.

Delta Regional Authority Equipment Grant

Submitted: December, 2005
Applicant: Mid-South Community College
Summary: This grant was to fund equipment to training activities for the automotive industry in the Arkansas Delta.
Funding: **\$250,000** over a one-year period.
Status: Funded.

U.S. Department of Labor Workforce Innovations in Regional Economic Development (WIRED) Grant Title “Arkansas Delta Workforce Innovations in Economic Development (ADWIRED).

Submitted: January 7, 2006
Applicant: Governor of Arkansas
Summary: Arkansas recently applied for a \$15 million grant from USDOL for funds to transform the economy of the Arkansas Delta. Arkansas was not one of the 13 final WIRED Academies, but based on the merits of the proposal Arkansas was selected to be one of 13 states to receive funding to support a virtual WIRED academy (a total of

97 proposals were submitted). This funding, which was initially as a \$100,000 planning grant, will ensure that Arkansas is connected to national WIRED projects and is well positioned for a future USDOL initiative. In February, 2007 DOL awarded and additional \$5 million in the form of a WIRED Generation 2 grant.

Funding: \$5.1 million over 3 years
Status: Funded

U.S. Department of Labor Invited Proposal to provide commercial truck driving training as a pilot project for response to national disasters.

Submitted: August, 9, 2006
Applicant: Arkansas Department of Workforce Services
Summary: Arkansas was selected to conduct a pilot project to train workers displaced by disasters in commercial truck driving. This funding will directly support training 100 truck drivers, with emphasis on Katrina evacuees. Funding also supports of a mobile response capacity so that Arkansas can rapidly deploy to a disaster area and provide training which will rapidly prepare displaced workers for employment in the transportation industry, an industry which is critical in the disaster recovery period.

Funding: \$1.35 million over 12 months.

Status: Funded, start date March, 2007

National Science Foundation Scholar-Science, Technology, Engineering, and Mathematics (S-STEM) Grant

Applicant: Mid-South Community College
Submitted: February, 2007
Summary: This grant was submitted on behalf of the 5 ADTEC community colleges. It provides for scholarships in STEM for academically-talented, needy students.

Funding: \$597,840 over 3 years

Status: Pending

Arkansas State General Assembly Senate Bill #482

Applicant: Mid-South Community College

Submitted: March, 2007

Summary: This bill provides for 1) gap funding for ADTEC for the period 1 March 2009 until 30 June 2009 (continues DOL ADTEC grant funding beyond the grant expiration date)--\$569,104; 2) funding for a university center with 5 baccalaureate programs (this was a specific goal of our WIRED grant)--\$3,594,480, and 3) Funding for the Crossroads Coalition, a sub-region in the WIRED region--\$200,000.

Funding: \$4,363,584

Status: Funded

Federal Earmark

Applicant: Mid-South Community College

Summary: This Federal Earmark requests funding to build a transportation technology annex at Mid-South Community College to house the transportation and logistics programs.

Funding: \$1.98 million

Status: Pending

Total awards since March, 2006 \$18,412,251

Total awards minus WIRED \$13,312,251

Total Pending \$2,577,840

Proposed (next 6 months) Leveraged Resource Initiatives

ADWIRED intends to continue this aggressive pursuit of external funding and is currently engaged in the following initiatives which will support economic transformation of the region.

National Science Foundation Planning Grant in the amount of \$70,000

- Will fund a planning grant to support a National Science Foundation proposal to fund a National Science Foundation Regional Center of Excellence in Transportation, Distribution, and Logistics.
-

U.S. Department of Labor Community-Based Job Training Grant in the amount of, approximately, \$2,000,000.

- Will fund capacity at ADTEC community colleges to train and educate the workforce to support the emerging biofuel industry in the region.
-

U.S. Department of Energy Grant in the amount of, approximately \$10,000,000 to \$30,000,000.

- Will fund a 1/10 scale lignocellulose biorefinery in the Arkansas Delta region.
 - Proposed partnership is between emerging biofuel industry, State of Arkansas, ADTEC, Arkansas State University System, and the University of Arkansas System.
-

National Science Foundation Grant in the amount of, approximately, \$3,000,000 to \$4,000,000.

- Will fund creation of a National Science Foundation Regional Center of Excellence in Nanotechnology.
 - University of Arkansas—Little Rock is lead institution. Partners include Mid-South Community College, UA—Hope, and SAU Tech.
-

National Science Foundation Grant in the amount of, approximately, \$3,000,000 to \$4,000,000.

- Will fund creation of a National Science Foundation Regional Center of Excellence in Cybersecurity.
- Lead institution is the University of Tulsa. Partners in Texas, Tennessee, Missouri and Mid-South Community College in Arkansas.

Key Strategies

Strategy 1: Create the Arkansas Delta Workforce Innovations in Regional Economic Development (ADWIRED) Academy.

The creation of the ADWIRED Academy is currently on-going. Dr. Gibson Morris has been identified as the Executive Director. A search has begun for the support staff which will consist of an Assistant Director and Liaison for Special Projects, a Web-Development Specialist, and a Secretary. During the initial phase of the ADWIRED project, the Steering Committee will provide input to the Project Management Team (see **Governance of the Project**). During the final phase of the project, this Steering Committee will be replaced by a Board of Trustees which will become the governing

body for ADWIRED. This Board, which will be appointed by the Arkansas Governor, will provide legal and fiscal oversight of the ADWIRED Academy, to include hiring/firing decisions regarding the Executive Director. Each of the lower tier blocks represents key strategies for transformation. Each of the Directorates (bottom tier of structure) will ultimately be managed by Directors (note the University Center Director was funded by the 2007 Arkansas General Assembly).

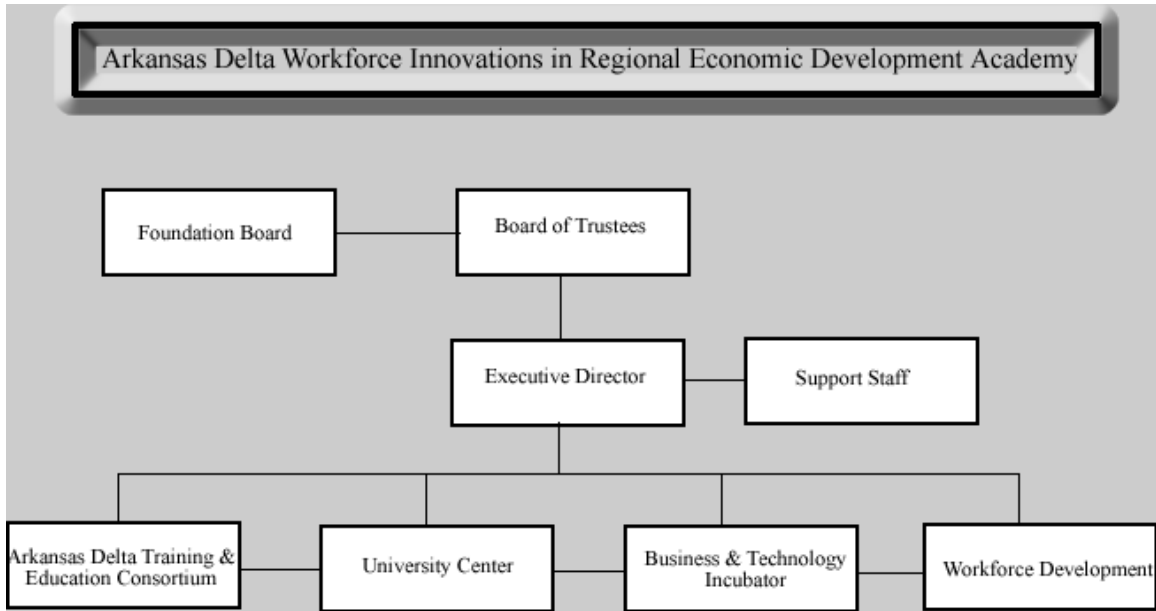


Figure 2: ADWIRED Organizational Structure

Strategy 2: Through partnerships with industry, government, philanthropic organizations, and education create:

- a. **an alternative fuel training and education capacity in the Arkansas Delta to support enhanced agriculture production and to foster/support development of the alternative fuel industry in the region;**
- b. **a transportation, distribution, and logistics education center of excellence in the Arkansas Delta; and,**
- c. **an expansion of the advanced manufacturing support structure in the Arkansas Delta.**

Creation of an alternative fuel training and education capacity in the ADWIRED region will result from leveraging resources to establish an alternative fuel renewable energy training institute. in the Arkansas Delta. This institute will support university partners, community college partners, farmers, the alternative fuel industry, and entrepreneurs. ADWIRED will partner with the Division of Agriculture at the University of Arkansas, the Arkansas Delta Training and Education Consortium (see Attachment 1), and the alternative fuel industry, to accomplish this strategy. During Year 1 of the project, ADWIRED will fund initial start-up costs of this institute. In Years 2 and 3 of the

project, ADWIRED will provide funding to partially support faculty and staff at the institute (see **Budget and Budget Narrative**). These faculty and staff will support farmer's decisions on crop selection and cultivation; training of the workforce needed to support the alternative fuel industry; undergraduate student internships; and training and education opportunities; entrepreneurs and their efforts to attract venture capital to support new business creation; and existing industry expansion and success.

Creation of a transportation, distribution, and logistics education center leverages other investments from the National Science Foundation (NSF) and U.S. Department of Labor (see **Leveraged Resources**). This center will include a RFID laboratory (funded with a NSF grant) and an engine test facility. The RFID laboratory will be established in Year 1 of the project. In Year 1 and Year 2 of the project, ADWIRED will provide funding to support faculty, staff, and equipment for this center (see **Budget and Budget Narrative**). The faculty and staff will support an engine test facility which will provide a resource to "spin-off" companies in bio-lubricants and other emerging technologies associated with the alternative fuel industry. This facility will also support the alternative fuel certification process. These faculty and staff will also support a RFID laboratory which will be integrated with an advanced manufacturing simulation laboratory. This laboratory will provide students with "hands-on" experiences in a high-tech manufacturing environment. This laboratory will also provide existing and new business and industry a "test-bed" for RFID implementation at their companies. A specific goal of ADWIRED is the creation of a new RFID tag production company in the region. This center will foster advanced technological education; the creation of new companies; and direct support/expansion of existing companies in the region.

The expansion of the advanced manufacturing support structure in the Arkansas Delta is on-going under the U.S. Department of Labor ADTEC grant. Recent support of the Arkansas General Assembly to continue to fund ADTEC supports this strategy. ADTEC will continue to be the primary training and education component of ADWIRED which will support the advanced manufacturing industries in the region (see **Attachment 1** for an ADTEC description).

Strategy 3: Expand the education infrastructure necessary to support new technologies and foster economic development in the Arkansas Delta.

With funding from the Arkansas General Assembly, a University Center will be established at Mid-South Community College with distance-learning classrooms funded at each of the other four community colleges in the region. This funding will support importation of five baccalaureate programs which will directly support the primary economic sectors of the region. Together with importation of the Bachelor of Applied Science degree (funded with a NSF grant), these six baccalaureate programs will significantly increase access to higher education throughout the ADWIRED region. This NSF grant also funds dedicated counselors to recruit and retain students in science, technology, engineering, and mathematics careers (see **Leveraged Resources**). These counselors currently target 33 school districts in the region. Each of the school districts is rural in nature, and twenty-eight of the thirty-three partnering school districts (84.9% of the districts) are classified as high-poverty (defined by over 50% of the students being in the free or reduced lunch program). The entire public school population of all partnering

school districts is 48,371 students, which is also classified as high-poverty, with 76.8% of the entire region's public school population in the free or reduced lunch program.. ADWIRED will enhance this advising/counseling capacity by funding dedicated workforce counselors who will provide K-12 students access to the concept of work. These counselors will team with the dedicated NSF counselors to facilitate the creation of a workforce pipeline for regional businesses and industries These counselors will also facilitate inclusion of entrepreneurial concepts into high school programs. This activity will focus initially on students in the 11th and 12th grades. Funding is also included to support the recruitment and retention of math/science secondary teachers in the region. This workforce is in preparing students for careers in science, technology, engineering and mathematics (STEM) (see **Budget and Budget Narrative**).

Strategy 4: Establish the entrepreneurship development system necessary to support the high-growth, high-demand businesses and industries in the Arkansas Delta.

In Year 1 of the project, ADWIRED will partner with the Arkansas Science & Technology Authority and the Arkansas Association of Two-Year Colleges to foster the introduction of entrepreneurship at high schools and community colleges by facilitating professional development of the education workforce in the principles and strategies of entrepreneurship. Beginning in Year 2 of the project, funds are committed to foster development of entrepreneurship in the region which will foster business innovation and success (see **Budget and Budget Narrative**). ADWIRED will build on existing partnerships in the region, such as the Crossroads Coalition, to facilitate new partnerships in the region and assist those partnerships in fostering a positive culture for business and industry expansion. ADWIRED will seek partnerships with the Delta Economic Develop Center at Arkansas State University and the Economic Development Institute at the University of Arkansas.

Strategy 5: Expand the workforce development system infrastructure in the Arkansas Delta.

In Year 1 of the project, ADWIRED, in partnership with the Arkansas Department of Workforce Services, Arkansas Workforce Investment Board, and the Eastern Arkansas Workforce Investment Board will consolidate all functions of the Eastern Workforce Investment Board on the Mid-South Community College campus. This consolidation of the workforce investment system component and the post-secondary training and education component will provide students/clients and industry a single source for a skilled workforce. This pilot project will leverage investments by the U.S. Department of Labor, National Science Foundation, and the State of Arkansas to unify the K-12 system, post-secondary system, and workforce investment system around the common strategic goal to provide regional businesses and industries a workforce across a continuum of workforce skills.

In Year 1 of the project, ADWIRED will fund a dedicated server for ADTEC. This server will house Web sites which will support ADWIRED, ADTEC, and the future transportation, distribution, and logistics education center.

In Year 1 of the project, ADWIRED will fund a comprehensive study by the National Science Foundation supported South Carolina Advanced Technological Education (SCATE) National Resource Center on the creation of a new model for workforce development. This model will redress the historic and political disjuncture between the K-12 system, community colleges, universities, and the workforce investment system. This initiative will seek to establish a workforce development education institute, which includes the K-12 system, postsecondary system, and workforce investment system, at a single location. This institute will support creation of a workforce development pipeline which begins in high school; connects students to Career Pathways in education; provides students with employable skills and, most importantly, provide students employable skills such as professional ethics, accountability, and an understanding of the world of work. Unified assessment tools such as Key Train and WorkKeys will be utilized for both students in the pipeline and traditional WIA clients. The overarching goal is to provide a single, comprehensive response to regional employer needs. This initiative will partner Mid-South Community College, the Eastern Workforce Investment Board, 6 partnering school districts, and partners in the new University Center.

In Year 1 of the project, ADWIRED will provide funding to support an Asset Map of the ADWIRED region which will be used to support planning and implementation processes in support of ADWIRED transformational strategies. This Asset Map will include not only labor market information, but other resources such as health facilities, educational facilities and programs, industry locations, and transportation, distribution, and logistics resources.

In Years 2 and 3 of the project, ADWIRED will support expansion of the math/science teacher workforce. The small amount of funding allocated to this initiative will be used to leverage private and public dollars to positively impact the K-12 systems capacity to support student choices in science, technology, engineering and mathematics careers.

Governance of the Project

The Governor of Arkansas has appointed a Project Management Team which consists of Dr. Gibson Morris, Dr. Glen Fenter, and Artee Williams to provide daily oversight of implementation of ADWIRED strategies. Dr. Gibson Morris will act as the ADWIRED Executive Director, Dr. Glen Fenter is President of Mid-South Community College, and Artee Williams is Director of the Arkansas Department of Workforce Services. A Steering Committee (see Attachment 1) is currently being reviewed for appointment by the Arkansas Governor. This Steering Committee consists of representatives of key stakeholders in the ADWIRED region who will provide input and guidance to the Project Management Team, and will facilitate the accomplishment of ADWIRED strategies. This Steering Committee will meet quarterly. During the grant period this Steering Committee will ultimately transition to a Board of Trustees.

Operations

The funding provided by the WIRED Generation-2 grant is not sufficient to implement transformational strategies, but rather is considered “seed” money. ADWIRED will continue to aggressively pursue public and private dollars. Therefore, a major component of ADWIRED operations will be partnership building and acquisition of external funding to support ADWIRED strategies. In the first quarter of the project key staff will be hired and assigned operational duties and projects.

Budget Allocations and Fiscal Management

Overall fiscal management will reside with the Arkansas Department of Workforce Services. See Attachment 2 for the **Budget and Budget Narrative**.

Anticipated Technical Needs

ADWIRED anticipates a need for technical assistance in the following areas:

1. Implementation of a regional resource mapping tool;
2. Training for the ADWIRED Accountability specialist in available Workforce Investment System data tools, and the national accountability reporting system.

Accountability

An ADWIRED Accountability Framework will be developed during the first quarter after the Implementation Plan is approved. This Framework will be based on the criteria contained in Assistant Secretary DeRocco’s April 27, 2007 Memorandum to WIRED Regions titled “WIRED Performance Reporting: Implementing Your Regional Accountability (Generation I and II Grantees)”, and information presented at the Workforce3One Webinar presented on May 14, 2007, titled “WIRED Performance Reporting—Implementing a Regional Accountability Framework”. This Framework will address the source of trainees which will be reported via WIA systems, and thus subject to Common Measures, and trainees which are a product of WIRED activities. The ADWIRED region includes three Workforce Investment Boards (WIBs)—all of the Eastern WIB, and portions of the Southeastern WIB and Northeastern WIB. During Year 1 of the project, the Accountability Framework will be piloted with the Eastern WIB, then, in Year 2, expanded to include the other partnering WIBS

Arkansas Delta Training and Education Consortium (ADTEC)

The Arkansas Delta Training and Education Consortium (ADTEC), established in late 2005, provides for a regional response to workforce development for the Arkansas Delta. Funded by a U.S. Department of Labor grant, ADTEC is a partnership of five community colleges (Mid-South Community College, Arkansas Northeastern College, East Arkansas Community College, Arkansas State University—Newport, and Phillips Community College of the University of Arkansas System) that are dedicated to raising the skill level of the workforce and transforming the economy of the Arkansas Delta. Additional goals of the Consortium are as follows:

- To provide a comprehensive, regional approach to education/training
- To share faculty, equipment, curriculum, and best practices
- To provide a broad range of services at lower overall cost
- To promote regional economic development

The ADTEC impact region consists of 12 Arkansas Delta counties, as shown in Figure 1.

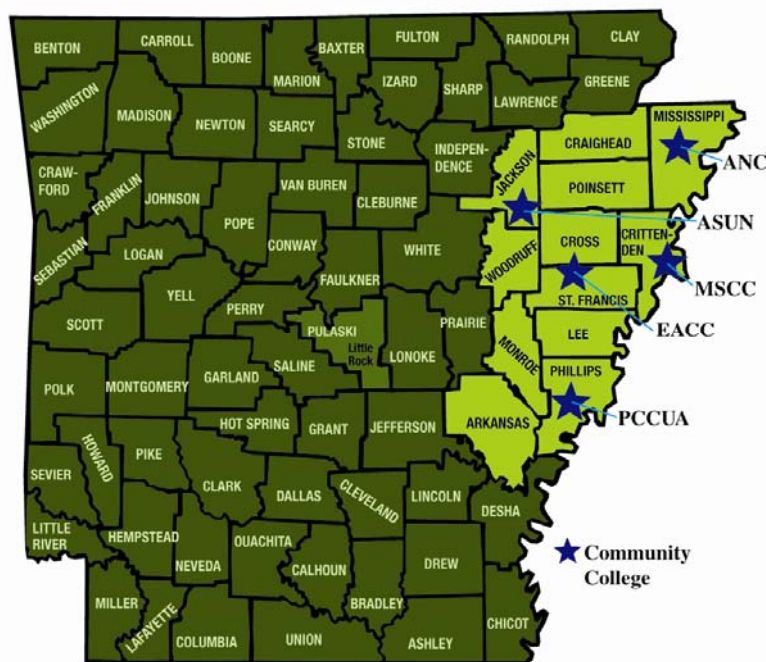


Figure 1: ADTEC region

The partnership is unique in that all member colleges have collaborated to share curriculum, support strategies, and a wide range of industry input regarding training needs while pursuing the ultimate goal of growing jobs and economic opportunity in the region. Figure 2 depicts the industry demand-driven workforce development strategy of ADTEC. This strategy was used to develop a Career Pathway in Advanced Manufacturing, shown in Figure 3, which has employable exit-points at high school

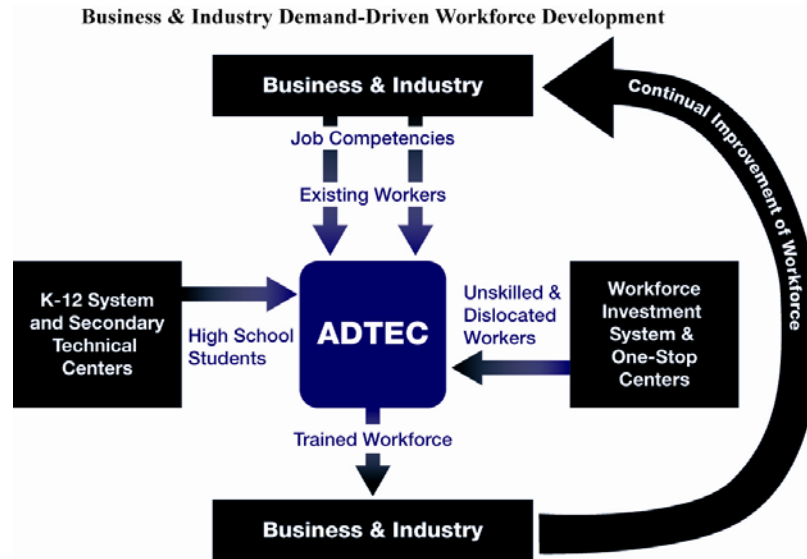


Figure 2: Industry demand-driven workforce development

school graduation and award of a Certificate of Proficiency in Advanced Manufacturing; award of a Technical Certificate in Advanced Manufacturing; award of an Associate of Applied Science Degree in Advanced Manufacturing; and award of a Bachelor of Applied Science Degree. Thirteen representatives from manufacturing industries located in the ADTEC colleges' service areas, such as Hino, DENSO, Nucor-Yamato Steel, JR Simplot, Producers Rice Mill, American Greetings, and Maverick Tube LP, have participated in two DACUM (**D**eveloping **A** **C**urricul**U**M) workshops to help shape advanced manufacturing curriculum in terms of regional industry needs. Moreover, student learning will be measured by industry-defined competencies, and program success will be measured against a common set of outcome indicators to ensure that resources are deployed in an efficient and effective manner.

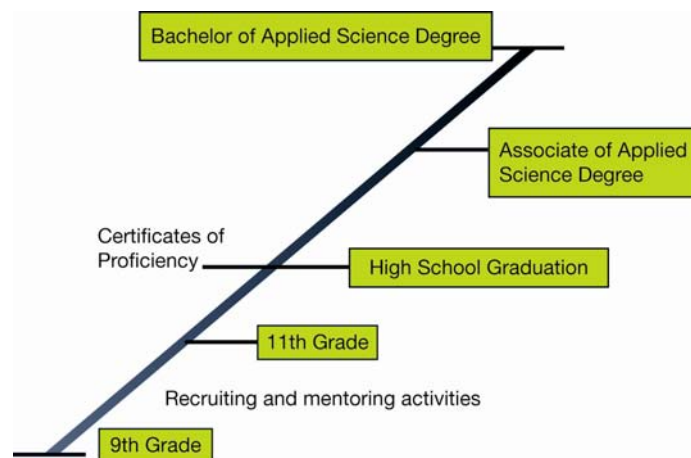


Figure 2: Career Pathway in Advanced Manufacturing

High school juniors and seniors have the opportunity to enter an education/career pathway by enrolling in college-level programs on each consortium college campus, while concurrently earning high school and college credit. Students who successfully complete designated two-year programs earn a certificate of proficiency and up to 24 college credits that apply toward a technical certificate and associate of applied science degree, which are additional exit points on the education/career pathway. Students may stop out at any exit point with a college credential in hand, go to work in the selected field of study, and return at any time (whether employed or not) to re-enter the pathway and achieve the next educational level.

College students, adult learners, incumbent workers, and unemployed individuals may also enter a selected education/career pathway at designated entry points and advance through different levels of learning and educational attainment. The short-term, more immediate successes and ability to repeatedly re-enter the workforce and/or continue an educational pathway inspire student motivation, encourage related employment, and foster lifelong learning principles.

This 21st Century Model of Higher Education is a catalyst for economic growth—an education/career pathway that culminates in baccalaureate degree attainment for the high minority and impoverished population in the Arkansas Delta. The 12-county region which comprises ADTEC was recently selected by the U.S. Department of Labor to receive a Workforce Innovations in Regional Economic Development (WIRED) planning grant. As the workforce training arm of the WIRED project, ADTEC is a critical component in the transformation of the economy of the Arkansas Delta. Recently, the Department of Labor awarded a 2nd Generation WIRED grant, titled “Arkansas Delta Workforce Innovations in Regional Economic Development (ADWIRED). The ADWIRED region consists of 17 counties in the Arkansas Delta, 12 of which are the ADTEC counties. ADTEC has also been selected to receive the Southern Growth Policies Board 2007 Innovator of the Year Award.

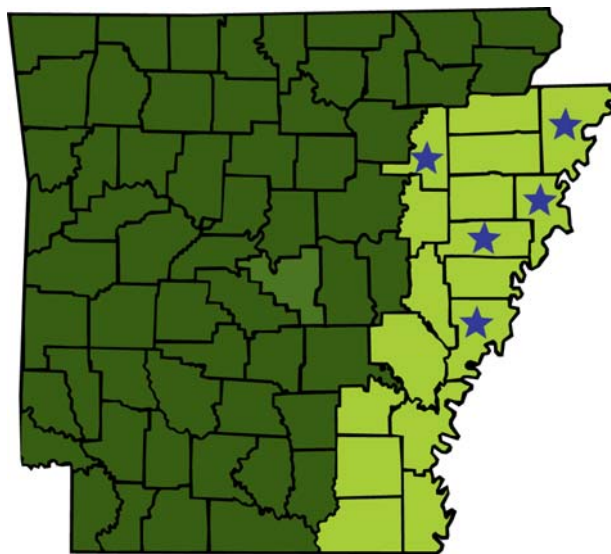


Figure 4: ADWIRED region

Proposed ADWIRED Steering Committee

State

Artee Williams—Director, Arkansas Department of Workforce Services
Colette Honorable—Director, Arkansas Workforce Investment Board
Dr. John Ahlen—President, Arkansas Science & Technology Authority
Richard Bell—Arkansas Secretary of Agriculture
Bill Walker—Director, Arkansas Department of Workforce Education
Maria Haley—Director, Arkansas Department of Economic Development

Region

Dr. Glen Fenter—President, Mid-South Community College
Mike Shook—COO, Patriot Bio-Fuels
Dr. Robert Potts—Chancellor, Arkansas State University
Steve Jones—Executive Council, Eastern Arkansas WIB
Dan Kennedy—CEO, Riceland Foods
Ben Steinberg—President, Southern Financial Services
Stanley Reed—Arkansas Farm Bureau
Lane Kidd—Director, Arkansas Trucking Association
Joe Stratman—Vice President and General Manager, Nucor-Yamato Steel
Darrel Smith—Superintendent of Wynne School District

Attachment 1

Generation-2 ADWIRED Budget

Cost Center	Year 1	Year 2	Year 3	Total
<u>Alternative Fuel Institute—Original Budget was \$2,638,400 under Biofuel R&D Cost Center</u>				
Initial Start-up	\$100,000			\$100,000
Personnel		\$247,059	\$247,059	\$494,118
Fringes		\$88,941	\$88,941	\$177,882
Total	\$100,000	\$336,000	\$336,000	\$772,000

Creation of an alternative fuel training and education capacity in the ADWIRED region will result from leveraging resources to establish an alternative fuel renewable energy training institute. in the Arkansas Delta. This institute will support university partners, farmers, the alternative fuel industry, and entrepreneurs. ADWIRED will partner with the Division of Agriculture at the University of Arkansas, the Arkansas Delta Training and Education Consortium (see Attachment 1), and the alternative fuel industry, to accomplish this strategy. During Year 1 of the project, ADWIRED will fund initial start-up costs of this institute. In Years 2 and 3 of the project, ADWIRED will provide funding to partially support faculty and staff at the institute. These faculty and staff will support farmer’s decisions on crop selection and cultivation; training of the workforce needed to support the alternative fuel industry; undergraduate student internships; and training and education opportunities; entrepreneurs and their efforts to attract venture capital to support new business creation; and existing industry expansion and success.

Geospatial R&D—Original Budget was \$1,599,900

Transferred to Transportation Technology Center Program **\$519,967**

Since submission of the ADWIRED proposal in January 2006, a number of events have occurred, which mandate modification of two cost centers in the original ADWIRED budget. These cost centers are **Geospatial R&D** and **Engine Test Facility**. Each of these cost centers were attached to strategies which support one of the main economies of the ADWIRED region—transportation and logistics. The first event that occurred is reduction of the original budget from \$15 million to \$5 million. The second event is a National Science Foundation grant which funds development of part of a Career Pathway in Transportation and Logistics. This grant also funds creation of a Radio Frequency Identification (RFID) laboratory at Mid-South Community College. The third event which occurred is a U.S. Department of Labor grant to support 1) training of heavy-truck drivers; 2) development of an apprenticeship program which would connect these workers to the Career Pathway in Transportation and Logistics; and 3) development of a

rapid response system which could deploy to a “Katrina-type” disaster area and train displaced workers for jobs to help in the recovery process. These original cost centers are now included in a new cost center titled “Transportation and Logistics Education Center”.

Baccalaureate Programs—Original Budget was \$1,688,440

This strategy was funded by the 2007 Arkansas General Assembly.

Access to LamdaRail—Original Budget was \$1,500,000

Statewide access to the LamdaRail was funded, in part, by Arkansas General Improvement Funds. Included in this funding is connectivity for the two universities in the ADWIRED region. Broader access to this high speed network is not feasible for other partners in the region in the foreseeable future, so this requirement is deleted from the budget.

Engine Test Facility—Original Budget was \$3,433,260.

Transferred to Transportation Technology Center Program \$942,513
See statement under **Geospatial R&D.**

University Center Support—Original Budget was \$432,000

Funded by the 2007 Arkansas General Assembly

BUSINESS & TECHNOLOGY INCUBATOR—Original Budget was for \$638,400

Grants to support regional

entrepreneurship \$0 \$250,000 \$250,000 \$500,000

In Year 1 of the project, ADWIRED will partner with the Arkansas Science & Technology Authority, the Arkansas Association of Two-Year Colleges, and other public and private entities to foster the introduction of entrepreneurship at high schools and community colleges by facilitating professional development of the education workforce in the principles and strategies of entrepreneurship. Beginning in Year 2 of the project, funds are committed to foster development of entrepreneurship in the region which will foster business innovation and success (see **Budget and Budget Narrative**). ADWIRED will build on existing partnerships in the region, such as the Crossroads Coalition to facilitate new partnerships in the region and assist these partnerships in fostering a positive business and industry environment. ADWIRED will seek partnerships with the

Delta Economic Develop Center at Arkansas State University and the Economic Development Institute at the University of Arkansas.

WORKFORCE DEVELOPMENT—Original Budget was for \$1,771,400

Personnel

Director/Coordinator	\$30,000	\$30,000	\$30,000	\$90,000
Secretary	\$19,000	\$20,000	\$21,000	\$60,000
WIRED				
Accountability	\$50,000	\$50,000	\$50,000	\$150,000
Total Personnel	\$99,000	\$100,000	101,000	\$300,000
Fringes	\$35,640	\$36,000	\$36,360	\$108,000
Asset Map	\$150,000			\$150,000

Workforce Development

Opportunities

Math/Science Teachers		\$30,000	\$30,000	\$60,000
Business Seminars	\$90,000			\$90,000

ADWIRED/ADTEC

Server	\$12,000			\$12,000
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Study on new

Workforce Development

College (SCATE)	\$100,000			\$100,000
TOTAL	\$486,640	\$166,000	\$167,360	\$820,000

A major portion (\$1,065,000) of the original budget funded acquisition of WorkKeys for the ADWIRED region. Alternative funding for this capacity has been found. The modified budget also reflects “rethinking” of the most efficient utilization of reduced funding to impact workforce development in the region. The Coordinator will be partially funded by ADWIRED. This position will coordinate activities at the consolidated Workforce Development Center on the Mid-South Community College campus. This Center will house all components of the WIA system—One-Stop Center, TANF program, Unemployment Services, etc. Funding is included for a dedicated accountability person who will be responsible for chronicling and tracking WIRED outcomes. Funding is included to develop the math/science teaching workforce. This modest funding will be used to leverage greater funds from the private and public sector for this purpose. Funding is included to support business training seminars in the Arkansas Delta which

will foster the creation of new jobs in the region. Funds are also included to develop a comprehensive Asset Map of the ADWIRED region. Funding is included to acquire a dedicated server which will support ADWIRED and the Arkansas Delta Training & Education Consortium (ADTEC). Funding is included to support a study on the creation of a new workforce development college which will include the K-12 system, higher education, and the workforce investment system. This study will be accomplished by the National Science Foundation supported South Carolina Advanced Technological Education (SCATE) National Resource Center.

AREA SECONDARY TECHNICAL CENTERS—Original Budget was for

\$638,000

Workforce Development

Counselors for ADTEC \$175,000 \$175,000 \$175,000 \$525,000

These workforce development counselors will be assigned to the Arkansas Delta Training & Education Consortium partnering community colleges. These counselors will work directly for the ADTEC Project Coordinators, to recruit K-12 students into careers in agriculture, manufacturing, or transportation and logistics.

PROJECT SUPPORT—Original Budget was for \$850,200

Cost Center	Year 1	Year 2	Year 3	Total
Personnel				
Executive Director	\$80,000	\$80,000	\$80,000	\$240,000
Asst Director & Special Projects	\$65,000	\$65,000	\$65,000	\$195,000
Media/Web Sp.	\$35,000	\$35,000	\$35,000	\$105,000
Secretary	\$19,000	\$19,000	\$19,000	\$57,000
Total	\$199,000	\$199,000	\$199,000	\$597,000
Fringe Benefits (36%)	\$71,640	\$71,640	\$71,640	\$214,920
Total Personnel	\$270,640	\$270,640	\$270,640	\$811,920
Travel	\$20,000	\$20,000	\$20,000	\$60,000
Facilities, Supplies Operations, Maintenance	\$38,200	\$38,200	\$38,200	\$114,600
TOTAL	\$328,840	\$328,840	\$328,840	\$986,520

This budget reflects the original ADWIRED funding, plus the separate cost center budget (\$360,000) for facilities and operations (now deleted) is included in this cost center.

Arkansas Department of Workforce Services—Original Budget was for \$450,000

ADWS	\$50,000	\$50,000	\$50,000	\$150,000
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This cost center provides funding (3%) for ADWS to support and monitor the grant.

New Cost Center—Transportation Technology Center

Director		\$60,000	\$60,000	\$120,000
Faculty/Technicians		\$225,500	\$225,500	\$450,000
Total Personnel		\$285,000	\$285,000	\$570,000
Fringes		\$102,600	\$102,600	\$205,200
Planning Grant (NSF)	\$70,000			\$70,000
Curriculum Development	\$10,000			\$10,000
Equipment		\$195,640	\$196,240	\$391,880
TOTAL	\$80,000	\$583,240	\$583,240	\$1,246,480

This new cost center incorporates funds from the original **Geospatial R&D** and **Engine Test Facility** cost centers. This new cost center provides funding to support the Transportation and Logistics Education Center. This Center will house the heavy-truck driver training program, the engine test facility, the current diesel maintenance program, Career Pathway in Transportation and Logistics, and RFID laboratory. This Center will also be the co-location of the National Science Foundation funded center titled “Mid-America Transportation Technology Education Center (MATTEC), which is located on the Mid-South Community College campus. The amount of up \$70,000 is budgeted to support the joint DOL/NSF pilot project which seeks to obtain \$70,000 from the National Science Foundation to fund a planning grant which will be used to support an application to NSF for a Regional Center of Excellence in Transportation, Distribution, and Logistics Education. The amount of \$10,000 is budgeted to jointly fund, with the Arkansas Department of Workforce Education (\$10,000) the development of curriculum frameworks to support a Career Pathway in Transportation, Distribution, and Logistics.

Planning Grant Awarded to Arkansas Department of Workforce Services \$100,000

Travel	\$33,333	\$33,333	33,334	\$100,000
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These original planning funds have been used prior to the award of the \$5,000,000 WIRED Generation-2 grant. The funds remaining in this original planning grant will be used to support travel for Arkansas Department of Workforce Services personnel, other State agency personnel, and WIRED region personnel.

<u>ORIGINAL TOTAL</u>	<u>\$5,000,000</u>	<u>\$5,000,000</u>	<u>\$5,000,000</u>	<u>\$15,000,000</u>
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<u>REVISED TOTAL</u>	<u>\$1,313,813</u>	<u>\$1,892,413</u>	<u>\$1,893,774</u>	<u>\$5,100,000</u>
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