

# Harrison Daily Times

Serving Harrison and the Best of the Ozarks since 1876

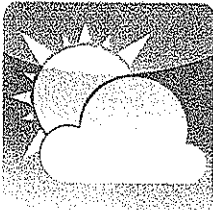
[harrisdaily.com](http://harrisdaily.com)

## LOCAL



Cribbs promoted to vice president of clinical services and chief nursing officer at NARMC. 10A

## WEATHER



Intervals of clouds and sunshine. A stray shower or thunderstorm is possible. High around 95F. Winds SE at 5 to 10 mph.

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## New Northark prez takes over



LEE H. DUNLAP/STAFF

Dr. Randy Esters (left), new President of North Arkansas College, gives his first President's Report to members of the Board of Trustees during the regular meeting held at the South Campus facility.

### Esters attends first board meeting

By DAVID HOLSTED  
[davidh@harrisdaily.com](mailto:davidh@harrisdaily.com)

Dr. Bill Baker, the first president of North Arkansas College, had some advice for Randy Esters, the fourth and newest of the school.

"Just let 'em know you love 'em," Esters said, relaying Baker's counsel.

On his 14th day as head Pioneer, Esters appeared at his first board of trustees meeting, and he wasted no time in making a favorable impression on his new colleagues.

"He's hit the ground running," said board chairman Scott Miller, who noted a buzz of excitement within the Bennie Ellis Conference Room.

Esters reported that he has spent

the first two weeks of his administration getting to know people in the community. His contacts included Baker, who headed the college upon its start 42 years ago.

"It was probably the most productive four hours I've had since I've been here," Esters said, of his visit with Baker.

Esters, in his president's report, gave a bit of good news. Early reports, he said, showed Northark's enrollment for the fall semester at 1,532. That is up 30 over the fall 2015 semester.

Esters went on to say that would seem to indicate that enrollment, which has been dropping in recent years, has finally leveled off and might even begin to rise.

Esters offered a word of caution.

See ESTERS, 9A

## School board meets Tuesday night

Staff Report  
[dailytimes@harrisdaily.com](mailto:dailytimes@harrisdaily.com)

The Harrison Board of Education will hold its July meeting at 6 p.m. Tuesday at the administration building located at 110 South Cherry Street.

The board will hear an update on the construction of the gymnasium/fine arts centers at Harrison High School and the additions to Harrison Middle School.

The board will also consider an approval of a High School conversion charter application. This is in response to the HALO (Harrison Advanced Learning Opportunities) program which will begin this fall semester.

The school hosted a public meeting last week to discuss the charter conversion.

At that meeting, Superintendent Melinda Moss said the conversion would allow the school to roll waivers it received into a comprehensive program, using the customized program at HHS to build on past successes.

By building partnerships with local industries, some students could achieve industrial certifications that would lead to meaningful employment directly after graduation.

Moss said the HALO program isn't just for students who aren't going on to college. Some could use the industrial certifications when they go on to seek a four-year degree.

High School principal Bill Keaster said some students' goal is to get out of school, but they might not know what they want to do then.

It could give them a leg up on their competition if they achieve an industrial certification before entering the workforce, as well as real-world experience as they move on to college.

See SCHOOL, 9A

**LEE H. DUNLAP/STAFF**  
A member of the audience at Thursday night's forum called "The Proposed Jail Tax Under the Microscope" asks a question to members of the panel.

that there was no debt to retire, there was no talk of adding onto the jail and there was no talk of increasing the reserve, Lewis asked if

partment budgets were already tight, he said, and if the jail tax could be continued, it would free up money for the county General Fund.

## SCHOOL:

From 1A

"Our ultimate goal is what's best for students," Keaster said. Also to be considered Tuesday night will be a food services contract and additional student organizations and their sponsorships.

The meeting is open to the public.

The board met in special session last Tuesday night and voted to expand salary for a summer school teacher.

Matt Piper works in the school's summer program for educationally disadvantaged students, which is funded through a McKinney-Vento, Title I Set Aside grant.

Susan Gilley, assistant superintendent, told the board that school hours in the summer are 8 a.m. to 5 p.m., but some parents hadn't been able to pick up children at the precise time. So, Piper has to stay with them until parents arrive.

In addition and as the program developed, it became clear that Piper was using far more preparation time that

considered in the original salary agreement.

Gilley said Piper didn't ask for additional salary, but she asked the board to approve up to 20 additional hours at \$25 an hour for Piper's salary, although she said Piper probably wouldn't use all those hours.

Board member Jon Burnside said he still hears from former students who say Piper was their favorite teacher, and other board members agreed.

With members Roz Slavik, Mitch Magness, Mark Martin, Wordna Deere, Rhonda Purdy, Burnside and president John Sherman present, the board voted unanimously to approve Gilley's request.

The board also met in executive session for about 10 minutes to approve Moss' request for some personnel adjustments.

The board voted to hire:

- Justin Hurtt as a Middle School math teacher to replace DeeAnn McCoy.

- Joni Bennett as Skyline Heights Elementary teacher to replace Mary Wilburn. Wilburn was transferred to the position of fourth grade teacher at Forest Heights Elementary to

replace Mandy Mistler.

- Ashley Carlton as an ABC special education paraprofessional in the new position at Woodland Heights Elementary.

- Teri Caudle as a cook at the Junior High to replace Lori Estes, whose resignation was accepted that night as well. Estes was transferred to child nutrition manager at the Junior High.

The board accepted Deanne Edgell's resignation as child nutrition manager at the Junior High and transfer her to the same position at Skyline Heights Elementary to replace Linda Shekels.

The board also voted to accept the resignation of Kira Burns, a Lifeskills paraprofessional at Forest Heights Elementary, and transfer her to the Woodland Heights teacher self-contained Special Education Teacher to replace Tammie Bright.

Finally, the board approved supplemental salary for Rhonda Watson as sophomore class sponsor, Allison Harris as junior class sponsor, and Anne Milburn and Christina Yearick as senior class sponsors.

## ESTERS:

From 1A

"It's not time to join hands and sing 'Kumbaya' yet," he said.

Esters commented on the Regional Workforce Implementation Grant that Northark received from the Arkansas Department of Higher

but instead praised the Northark officials for their tireless efforts in securing the grant.

Esters said the grant was huge not only for Northark, but for North Arkansas Regional Medical Center and Harrison.

Don Sugg, Vice President of Finance and Administration, reported that preliminary figures

year. At the same time, expenditures this year were \$12,781,542, down from \$13,064,038 last year.

Rodney Arnold, Vice President of Institutional Advancement, reported that the Northark Foundation had collected \$811,000 through May. The foundation's assets totaled almost \$6.5 million.

dent housing become a reality. Arnold said that a Campus Housing Committee had been established to study the matter. The committee is made up of Esters, Arnold, Sugg, Bill Lovell, Jerry Jackson, Jay Herrin and Micki Somers.

In other business, the board approved the hires of Chad Hathaway

PepsiCo, Inc. (PEP)	110.94	109.66	109.21	+0.45
Regions Financial Corp. (RF)	10.87	9.12	9.16	+0.04
Tyson Foods Inc. (TSN)	70.65	69.57	69.89	+0.32
UPS (UPS)	111.83	111.03	110.90	-0.13
Verizon Communications (VZ)	56.95	55.84	55.93	+0.09
Walgreens (WBA)	97.30	82.51	82.78	+0.27
Walmart Stores (WMT)	74.35	73.67	73.84	+0.17
WestRock Company (WRK)	64.74	42.51	43.25	+0.74
Windstream Corp. (WIN)	9.60	9.46	9.50	+0.04
Gold	\$1,823.50	\$1,326.50	\$1,328.40	+1.90
Silver	\$46.078	\$20.125	\$20.044	-0.081
DJ Industrials:	18,516.55	18,516.55	18,533.05	+16.50
S&P 500:	2,163.75	2,161.74	2,166.89	+5.15
Nasdaq Comp:	5,218.86	5,029.59	5,055.78	+26.19



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## Christmas in July!



**BE A SMART  
SANTA ...  
LAYAWAY YOUR  
FRAMING NOW!**

Our easy layaway plan will help make the holidays affordable by allowing you to pay for your purchases in installments that fit your budget.

**DEB'S FRAMES**



INSIDE: Lead Hill Annual Picnic Celebration July 1-2. 3A

\$1.00

# Harrison Daily Times

Serving Harrison and the Best of the Ozarks since 1878

Tuesday, June 21, 2016

## DEATHS

Lily Bezzeloni, 88  
Deanna Davis, 64  
Frank Sodal Jr., 66  
Darlene Kelley, 76  
Melba Lead, 71  
Ginger Walsh, 70  
Reba Wick, 91  
Marilyn Wilkes, 92

## SPORTS



Harrison offensive dries up over weekend. 1B

## LOCAL



USDA celebrates National Homeownership Month. 9A

## WEATHER



Some sun in the morning with increasing clouds during the afternoon. A stray shower or thunderstorm is possible. High 66. Winds SW at 5 to 10 mph.

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## Assessor, deputy arrested for theft

Staff Report

JASPER — Formerly State Treasurer, County Assessor Mel Anderson, 32, and Deputy Assessor Debra McCarthen, 35, both of Verdun, have been arrested for theft of property from their office.

According to criminal information filed by FBI in the U.S. District Court in Arkansas, United through the Division of Legislative Audit in December 2015 reported Arkansas State Police to investigate purchases in the Assessor's Office.

Anderson reported the purchases belong to the Newton County Assessor's Office but have used to purchase materials to install a house in the unincorporated area. The purchases allegedly took place between 2010 and 2015.

Investigators also showed that both women made personal payments to the credit card accounts, the information states. Both women filed a complaint of theft of property, a check, before the information states. The amount of the check accounts amounted a total of \$13,941 for unauthorised credit card charges.

The Newton County Quorum Court is set to meet next Monday to discuss a vacancy in the office and appoint someone to fill it.

Stacia McCarthen is a working attorney in a Republican and was not opposed to the current political field.

It was unclear whether there is plan to get another candidate on the ballot for that election.

Stacia McCarthen reportedly resigned the office last Friday. Debra McCarthen is Stacia McCarthen's daughter-in-law. Both were removed from the office Friday.

## All-wheel drive graders eyed



James Couch, a 30-year veteran road grader operator with Boone County, shows off the ability of an all-wheel drive road grader during a demonstration last week for some county officials.

By JAMES L. WHITE  
jwhite@hdtimes.com

Some Boone County officials got a chance to look at an all-wheel drive grader the county might have from Biggs Caterpillar.

In Joe Roberts' demonstration, the grader had to go over a log pile that was about 10 feet high and 10 feet wide.

100 feet. Thursday at the county shop property.

Roberts said he had enough of the kind of road that is common in the county, the kind graders have to deal with all the time.

The all-wheel drive graders, he said, are also powered by the regular graders that only have power on the rear.

## 19th Elk Festival announced



A Dutch Oven Cook-off will be part of the Elk Festival again this year beginning Saturday morning.

Staff Report

JASPER — The Dutch Oven Festival, Inc. will be having the 19th annual Dutch Oven Festival on Friday, June 24, and Saturday, June 25, at the Jesse Lee Square from 8 a.m. to 6 p.m. and Bradley Park from 9 a.m. to 11 p.m. on both days.

The festival celebrates the success of the National Elk Festival. The festival includes award winning food trucks, art and craft, music and entertainment, silent auction, Dutch Oven Cook-off, a contest for a locally grown small dairy, Arkansas State Championship Elk Calling contest, fireworks and more. There will be elk hunting permits. The Arkansas Game and Fish Commission will be giving opportunities for an all-wheel drive grader to the Dutch Oven Elk Festival.

The festival is free to attend.

## There is Hope for Horses Organization rescues abused animals



Hope for Horses co-founder Jo Ann Joseph (left) rides Olive, while warrior Lis Mendelick rides Clyde during the Spring Festival on June 11 at the Harrison County Fairgrounds.

Staff Report

Jo Ann Joseph smiled that she passed by the animals and reached home every day. As a horse lover, it drove her insane to see the animal in that and condition.

It concerned that no one should have the animals, Joseph and her partner, Carla Finney, founded Hope for Horses in September 2014.

Working in the rescue of about 100 horses and local law enforcement agencies, Hope for Horses has adopted suspected cases of abuse in the state, Kentucky.

John, Maria and Nancy partners. Working with the design of a five person horse shop for horses has an emergency kit, transportation and more items.

Applying before the Missouri County Quorum Court on June 14, Joseph reported that since its beginning, Hope for Horses has:

- Rescued 20 stray neglected horses
- Conducted nine humane animal investigations
- Seen an education on our streets
- Provided care, food care and working to assist owners in humane practices.

## Public hearing on charter status

Staff Report

The Harrison School Board will hold a public meeting on July 12 to discuss Harrison High School's plan to apply to the Arkansas Department of Education for Charter School Status.

The Harrison Charter School Status resulted from last month's approval by the state board for Harrison High School Advancing Learning Opportunities (H.A.L.O.), which is a flexible learning program that will allow students to tailor their curriculum to their individual needs. During a first year, H.A.L.O. will involve about 300 students in grades 10 and 11. High school officials hope to eventually expand the program to include grades 9 and 12.

Parents and students are encouraged to attend the presentation. A question and answer period will follow.

The regular July meeting of the Harrison Board of Education will be held on July 19.



Melinda Moss &lt;moss@hps.k12.ar.us&gt;

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**Paper Copy**


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Susan Gilley &lt;sgilley@hps.k12.ar.us&gt;

Thu, Jul 7, 2016 at 2:40 PM

To: Melinda Moss &lt;moss@hps.k12.ar.us&gt;, Bill Keaster &lt;bkeaster@hps.k12.ar.us&gt;

Here is the blown up version

# Public hearing on charter status



**Staff Report**  
dailytimes@harrison.k12.ar.us

The Harrison School District will hold a public meeting on July 12 to discuss Harrison High School's plan to apply to the Arkansas Department of Education for Conversion Charter School Status. The meeting will be at 6 p.m. in the Harrison High School Library.

The Conversion Charter School Status resulted from last month's approval by the state board for Harrison High's Harrison Advanced Learning Opportunities or HALO, which is a flexible learning program that will allow students to tailor their instruction to their individual needs. During its first year, HALO will involve about 100 students in grades 10 and 11. High school officials hope to eventually expand the program to include grades 9 and 12.

Parents and students are encouraged to attend the presentation. A question and answer period will follow.

The regular July meeting of the Harrison Board of Education will be held on July 19.

--  
 Susan Gilley  
 Executive Director  
 Federal Programs and Instructional Technology  
 110 S. Cherry Street  
 Harrison, AR 72601  
 870-741-7600  
 870-505-1616

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# HARRISON HIGH SCHOOL CONVERSION CHARTER PUBLIC HEARING

A Public Meeting to discuss Harrison High School's plan to apply for Conversion Charter School Status.

**WHERE: HARRISON HIGH SCHOOL LIBRARY**

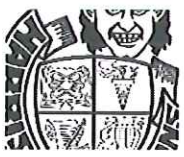
**WHEN: TUESDAY, JULY 12, 2016 AT 6:00 P.M.**

Parents and Students are encouraged to attend the presentation.

A question and answer period will follow the presentation.

The regular scheduled school board meeting will be held:

Harrison School Board Meeting  
Harrison Administration Building  
Tuesday, July 19, 2016, 6:00 p.m.



# Harrison High School Golden Goblins

3 mins • 

Important information concerning  
conversion charter public hearing.

## HARRISON HIGH SCHOOL CONVERSION CHARTER PUBLIC HEARING

A Public Meeting to discuss Harrison High School's  
plan to  
apply for Conversion Charter School Status.

**WHERE: HARRISON HIGH SCHOOL LIBRARY**

**WHEN: TUESDAY, JULY 12, 2016 AT 6:00 P.M.**

Parents and Students are encouraged to attend the  
presentation.

A question and answer period will follow the  
presentation.

The regular scheduled school board meeting will be  
held:



**HHSGobs**

@HHSGoblins

Important information  
concerning conversion charter  
public hearing.

**HARRISON HIGH SCHOOL  
CONVERSION CHARTER  
PUBLIC HEARING**

A Public Meeting to discuss Harrison High School's  
plan to  
apply for Conversion Charter School Status.

**WHERE: HARRISON HIGH SCHOOL LIBRARY**

**WHEN: TUESDAY, JULY 12, 2016 AT 6:00 P.M.**

Parents and Students are encouraged to attend the  
presentation.

A question and answer period will follow the  
presentation.





Harrison High School  
Conversion Charter  
Public Hearing

Harrison High School Library

Agenda

Welcome – Mr. John Sherman, Board President

Background Information and Description of  
Conversion Charter School  
Dr. Moss, Superintendent

Charter School Overview – Mr. Bill Keaster,  
Principal

Programs of Study – Mr. Rance King, Counselor

Question and Answer Session

# Harrison High School Conversion Charter

## Public Hearing

Tuesday, July 12, 2017 6:00 p.m.

Print Name

Signature

Print Name	Signature
James L. White	JLW
MARK MARTIN	Mark Martin
Wardna Deere	Wardna Deere
John SHERMAN	John Sherman
Mitch Magness	Mitch Magness
Teresa Magness	Teresa Magness
Susan Gilley	Susan Gilley
Bill Keaslee	Bill Keaslee
Melinda Moss	Melinda Moss
Amy Deere	Amy Deere
Debbie Martin	Debbie Martin
RENÉE SWANSON	Renée Swanson
Tina Allgeier	Tina Allgeier
Madison Allgeier	Madison Allgeier
Rickell Alfred	
Walter Cole	
Doris Ellison	Doris Ellison
Michele E. Carroll	







# Public hearing on charter status at Harrison High School; Personnel moves made

Staff Report [dailytimes@harrisdaily.com](mailto:dailytimes@harrisdaily.com) | Posted: Friday, June 24, 2016 7:15 am

The Harrison School District will hold a public meeting on July 12 to discuss Harrison High School's plan to apply to the Arkansas Department of Education for Conversion Charter School Status. The meeting will be at 6 p.m. in the Harrison High School Library.

The Conversion Charter School Status resulted from last month's approval by the state board for Harrison High's Harrison AdvancED Learning Opportunities or HALO, which is a flexible learning program that will allow students to tailor their instruction to their individual needs. During its first year, HALO will involve about 100 students in grades 10 and 11. High school officials hope to eventually expand the program to include grades 9 and 12.

Parents and students are encouraged to attend the presentation. A question and answer period will follow.

The regular July meeting of the Harrison Board of Education will be held on July 19.

At this week's meeting, the board took several personnel moves.

Recommendations for election, all contingent upon certification, criminal background and maltreatment check included:

Certified

- Doug Blevins, band director at Harrison Junior High School
- Tonya Blevins, assistant band director at Harrison Junior High School
- Krista Flud, math teacher at Harrison Junior High School, replacing Christine Reading
- Kearstin Greenhaw, special education resource teacher at Harrison High School, replacing Rachel Lancaster
- Becky Morse, special education teacher for early childhood, replacing Tolisa Shatwell
- Shane Jackson, physical education/coach at Harrison Junior High School, replacing Chris Keylon (transferred to Harrison High School)
- Stephanie Benton, English teacher at Harrison Junior High School, replacing Angi Boaz
- Alicia Morris, cheer sponsor at Harrison Junior High School, replacing DeeAnn McCoy



2015 Sun Logo

## Classified

- Laken Curtis, special education paraprofessional at Harrison Junior High School, replacing Emily Goulet
- Emily Crow, Title I paraprofessional at Skyline Heights Elementary School, replacing JoAnn McEntire
- Champagne Crook, ABC pre-school paraprofessional at Woodland Heights Elementary School, new position
- Jessica Clark, ABC pre-school paraprofessional at Woodland Height Elementary School, new position
- Stephanie Bolen, cook at Forest Heights Elementary School, replacing Rosel Johnson

## Recommendations for resignation/retirement Included:

- Angi Boaz, English teacher at Harrison Junior High School
- DeeAnn McCoy, math teacher at Harrison Middle School and cheer sponsor at Harrison Junior High School

Michele Carroll was recommended for transfer from teacher at Forest Heights Elementary School to librarian at Harrison High School.

# BOONE COUNTY ECONOMIC DEVELOPMENT CORPORATION

P.O. Box 1695

Harrison, AR. 72601

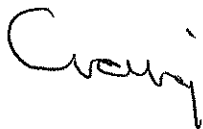
To whom it may concern,

The Boone County Economic Development Corporation in conjunction with the Harrison School District are developing a program to assist local manufacturers in educating , training and recruitment efforts toward qualified students. This program is designed to fall under the "HALO" curriculum already in place at the Harrison School District.

The BCEDC has allocated funding for special training programs to enhance this effort by contracting with the Manufacturers Skills Standards Council. This non profit entity offers a complete training, safety program for high school students that will give them special skills to enter a manufacturers facility for job placement. This program will not only aid students in finding a quality job it will also positively affect the skilled workforce in our community .

An internship program for high school students is also part of the overall plan. This internship will consist of safety, training and actual skilled work labs on site at each manufacturer. The BCEDC and the Harrison School District in conjunction with the Department of Labor are working together on this pilot project.

Sincerely,



Craig Campbell

President/BCEDC





# North Arkansas College

Your College. Your Way.

Dr. Melinda Moss, Superintendent  
Harrison School District  
110 S. Cherry St.  
Harrison, AR 72601

Dear Dr. Moss:

North Arkansas College (Northark) values our important partnership with the Harrison School District. The work of the Regional Workforce Planning Grant team has been instrumental in providing key stakeholders with opportunities to collaborate together in development of new models of educational delivery. Recent observations indicate that the Harrison School District continues to provide quality and relevant educational offerings that prepare students to both pursue post-secondary educational opportunities and to become productive members of the workforce. The proposal for the District's Conversion Charter Application provides opportunities for expanded implementation and application of teacher-facilitated, personalized learning experiences tailored to students' needs. This will further permit added flexibility into the overall instructional day and promote the potential of blending industry certification and concurrent credit preparation to expand students' post-graduation workforce and educational credentials.

Northark fully supports these efforts and looks forward to a continued partnership with Harrison High School to ensure pathways are available for students to pursue post-secondary education and career/workforce certifications. These strategies to increase student engagement toward college and career preparation are a priority for Northark and of utmost importance in our response to critical workforce needs in our community.

We are committed to our continued collaboration with the Harrison School District and look forward to moving ahead together to support students and other stakeholders as we work to build our future workforce.

Sincerely,

Dr. Gwen Gresham  
Vice President of Academic Affairs



*Our Mission* is to provide high quality, affordable, convenient opportunities for learning and community enrichment.

*Our Vision* is to be a premier institution, achieving excellence through innovation, technology, continuous improvement, and quality instruction.

*Our Values* are CLEAR: Commitment • Learning • Integrity • Accountability • Respect



September 2, 2016

Melinda Moss, Superintendent  
Harrison School District  
110 S. Cherry St.  
Harrison, AR 72601

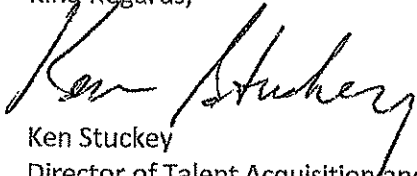
Dear Dr. Moss,

The purpose of my letter is to outline the goals of our relationship with Harrison Schools and what you can expect from Pace Industries, Inc. I cannot think of a better partnership than with Harrison as an educational partner for our largest plant in the Pace Industries system nationwide. We are excited about the potential of growing our Harrison facility with talent from your high school and providing the students with a career track that will provide a good living for those that choose manufacturing as a career and specifically Pace. My letter will outline bullet points of what we have determined is our course of action to facilitate a great result from both your efforts and our efforts.

- Assist in establishing a national certification program through MSSC (Manufacturing Skills Standards Council) as early as the 10th grade this year and working towards expanding the program in the 2017-2018 school year.
- Provide industry experts to come to the school and assist in teaching the MSSC material. These would not be full time instructors but would assist with “real world experience” to add to their classroom instruction.
- Guarantee a personal interview for students who obtain their MSSC “Certified Production Technician Certificate.”
- Establish an internship program by the summer of 2017 to educate students as to the careers available in Harrison at Pace and spending time observing what those careers are like on a day to day basis.
- To start any MSSC Certified Production Technician at \$0.50 to \$1.00 more per hour than the current starting wage for that role.
- Work with Amitrol’s Education Division or MSSC to provide a portion of the funding for the e-learning portion of the “CPT” material. That amount can only be determined after all costs are calculated.

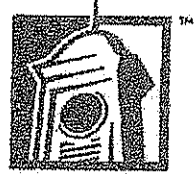
Dr. Moss, I hope you can see from my letter that we are extremely committed to making our partnership with Harrison Schools a great one. If you have any concerns or need clarification, please don't hesitate to contact me.

Kind Regards,

A handwritten signature in black ink that reads "Ken Stuckey". The signature is written in a cursive style with a large, prominent initial "K".

Ken Stuckey  
Director of Talent Acquisition and Development  
Pace Industries, Inc. Corporate Office  
481 S. Shiloh Dr.  
Fayetteville, AR 72704





ARKANSAS  
TECH  
UNIVERSITY

# Concurrent Enrollment Memorandum of Understanding

To: Karen Eoff, Director for Southeast Arkansas Co-op

From: Shauna Donnell, Director of Admissions, Assistant Vice President for Enrollment Management  
Jessica Brock, Associate Director of Concurrent Enrollment

Re: Concurrent Enrollment ATU Main Campus Memorandum of Understanding

Date: Thursday, June 09, 2016

## Concurrent Enrollment Main Campus Memorandum of Understanding

Arkansas Tech University partners with area high schools and co-ops to enable qualified students the opportunity to receive high school and college credit concurrently. Each party agrees that it will not discriminate based on race, color, national origin, sex, sexual orientation, gender identity, religion, age, veteran status, genetic information, or disability. Additionally, the parties acknowledge and agree as follows:

1. Name and address of the university and the participating school district or high school.

ATU Concurrent Contact	ATU Billing Contact	Virtual Arkansas Contact
Jessica Brock jbrock15@atu.edu 479-356-2188 Arkansas Tech University Office of Admissions Brown Hall Suite 104 Russellville AR 72801	Colleen Bennett cbennett20@atu.edu 479-964-0583 ext 3703 Arkansas Tech University Office of Student Accounts Brown Hall Suite 241 Russellville AR 72801	Karen Eoff, Director karen.eoff@searkcoop.com 870-367-6848 Southeast Arkansas Co-op 1022 Scogin Dr Monticello AR 71655

2. Academic calendar with dates the university and the high school must comply.  
<http://www.atu.edu/academics/catalog/calendar.html>

Fall Semester Opens August 15, 2016	
Registration	August 15 - 23
Classes begin	August 24
Last day to officially withdraw/drop courses with full reduction of tuition and fees	August 30
Last day to register and add courses/change sections	August 30
Labor Day holiday	September 5
Last day to officially withdraw/drop courses with 80 percent reduction of tuition	September 28
Deadline for degree audit (transcript evaluation), December 2017 graduates	October 7
Mid-term	October 12
Fall break	October 20-21
Early registration for spring semester	October 24 - December 6
Thanksgiving holidays	7:00 a.m., November 23 - 7:00 a.m., November 28
Last day to drop courses with a "W" or change from credit to audit	November 28
Students follow regular Monday class schedule	Monday, December 5
Students follow regular Wednesday class schedule	Tuesday, December 6
Reading Day	8:00 a.m. - 3:00 p.m., Wednesday, December 7
End of course examinations (see exam week schedule)	7:00 p.m., December 7 - 5:30 p.m., December 13
Graduation	December 16 - 17

Spring Semester Opens January 3, 2017	
Registration	January 3 - 13
Marlin Luther King Day holiday	January 16
Classes begin	January 17
Last day to officially withdraw/drop courses with full reduction of tuition and fees	January 23
Last day to register and add courses/change sections	January 23
Last day to officially withdraw/drop courses with 80 percent reduction of tuition	February 20
Deadline for degree audit (transcript evaluation), May 2018 graduates	March 3
Mid-term	March 6
Spring holidays	7:00 a.m., March 20 to 7:00 a.m., March 27
Deadline for degree audit (transcript evaluation), summer 2018 graduates	March 27
Early registration for summer and fall semesters	March 27 - May 2
Last day to drop courses with a "W" or change from credit to audit	April 23
Students follow regular Monday class schedule	Monday, May 1
Students follow regular Wednesday class schedule	Tuesday, May 2
Reading Day	8:00 a.m. - 5:00 p.m., Wednesday, May 3
End of course examinations (see exam week schedule)	7:00 p.m., May 3-5:30 p.m., May 9
Graduation	May 11-13

3. Guidelines and requirements for approval of instructors.
  - The course must be taught by an instructor who meets or exceeds the qualifications required under §6-16-1203(b). This statute provides in pertinent part as follows:
  - "(b) An instructor of an endorsed concurrent enrollment course shall have:
    - (1)(a) No less than a master's degree that includes at least eighteen hours of completed course work in the subject area of the endorsed concurrent enrollment course.
    - (b) The instructor's credential shall be approved by the academic unit or chief academic officer of the institution of higher education offering the endorsed concurrent enrollment course; and
    - (2) The relevant credentials and experience necessary to teach from the syllabus approved by the institution of higher education granting the course credit.
  - If the instructor of record is unable to complete the course, a replacement instructor must meet qualifications required under §6-16-1203(b) if there is remaining course content to be taught.
  - High school instructors will not be compensated by Arkansas Tech University, but will be invited to participate in university designated faculty activities.
  - Must meet all other requirements set out in the Department of Higher Education Concurrent Enrollment Policy Summary and other regulations.
4. Guidelines for approval and assessment of courses.
  - Prior to participation, course offerings must be general education courses and approved by Arkansas Tech University's Academic Department Head of the appropriate discipline.
  - Arkansas Tech University may send a university liaison to observe classroom performance at any time within the term.
  - Arkansas Tech University requires that each course offered be evaluated by the students in the last week of classes. Students will be given ample school time to evaluate their experience via online resources provided by Arkansas Tech University.
5. Guidelines and requirements for admission and eligibility of students.
  - Each student must meet admission requirements of a minimum subcomposite ACT score of 19 or equivalent test score in reading. English, math, and science classes require an additional minimum subcomposite ACT score of 19 or equivalent test score in the respective subject area. A 2.00 cumulative GPA and completion of the eighth grade at a public high school or accredited nonpublic secondary school are also required.
  - Students must apply and be admitted for their initial term or semester attended. Students must reapply if there is a break in consecutive enrollment terms. Students must have the approval of their legal guardian and secondary school official to participate. Students will be admitted by Arkansas Tech University as non-degree seeking.
6. Requirements for syllabi.
  - Prior to participation, instructors course syllabi and textbook selection or other instructional

appropriate discipline.

7. **Non-compliance statement.**
  - If either party is not in compliance with regulations, procedures for termination listed under statement #8 should be followed.
8. **Length of time covered by the MOU and procedures for termination of MOU.**
  - MOUs must be signed and reviewed annually by June 15<sup>th</sup>.
  - At any point that standards cannot be met as set forth in this memorandum, or by State mandated guidelines, either party may terminate participation. Procedures for termination will be to contact appropriate administration, investigate the issue, identify a solution agreeable to both parties, document agreement, monitor and adjust as necessary and evaluate effectiveness. If after final evaluation, either party is not satisfied with the outcome, the agreement may be terminated.
9. **Description of the concurrent billing process.**
  - Arkansas Tech University will charge full tuition and fees for students enrolled under this agreement through third party billing. High School/Co-op will pay student tuition and fees, in turn, allowing the student not to incur any expense.
  - Arkansas Tech University will be charged for approved operational cost, to include, instructor salaries/benefits, facility rate, equipment maintenance and supplies, and other reasonable overhead expenses. The operational costs billed to Arkansas Tech University shall be itemized by instructional expenses and administrative expenses and shall not exceed the total cost of student tuition and fees.
  - No billing or registration changes will be made after the university 80% tuition reduction period.
  - Expense invoicing and tuition/fee reimbursement deadlines to Arkansas Tech University will be as followed: March 15 for a spring term and October 15 for a fall term. If an off-schedule class is offered, a second billing cycle will be processed immediately after the 80% refund deadline for that specific class. If expense invoicing and tuition/fee reimbursement deadlines to Arkansas Tech University are not followed, concurrent students will not be eligible for registration for future terms.
10. **A list of all college courses that may be offered for concurrent credit during the school year.**

ATU Course	Course	ACTS Common Course
Beginning Spanish I	SPAN 1013	SPAN 1013
Beginning Spanish II	SPAN 1023	SPAN 1023
College Algebra	MATH 1113	MATH 1103
College Mathematics	MATH 1003	MATH 1003
Composition I	ENGL 1013	ENGL 1013
Composition II	ENGL 1023	ENGL 1023
Experiencing Art	ART 2123	ARTA 1003
General Psychology	PSY 2003	PSYC 1103
Intermediate Spanish I	SPAN 2013	SPAN 2013
Intermediate Spanish II	SPAN 2023	SPAN 2023
Intro to Computer Based Systems	COMS 1003	CPSI 1003
Intro to Education	MLED 2003	No Common Course Index
Intro to Music	MUS 2003	MUSC 1003
Intro to Theatre	TH 2273	DRAM 1003
Intro to Biological Sciences	BIOL 1014	BIOL 1004
Personal Health & Wellness	HLED 1513	HEAL 1003
Physical Activity - Badminton	PE 1411	No Common Course Index
Plane Trigonometry	MATH 1203	MATH 1203
Public Speaking	COMM/SPH 2003	No Common Course Index
Survey of American History	HIST 1903	No Common Course Index
Survey of Chemistry	CHEM 1113	CHEM 1214
Survey of Chemistry Lab	CHEM 1111	CHEM 1111
US History to 1877	HIST 2003	HIST 2113
US History since 1877	HIST 2013	HIST 2123
World History to 1500	HIST 1503	HIST 1113
World History since 1500	HIST 1513	HIST 1123

11. The unit of high school credit that will be awarded for each college course must be noted for each concurrent course along with the high school course replacement/substitution.
- Students can earn college credit and/or one unit of high school credit for successful completion of each three semester hour general education concurrent course. Concurrent course grades for high school students must be recorded permanently on the college/university transcript.
  - High school course equivalency code will be provided by the high school.

ATU Course	Course	ACTS Common Course	High School Course Code
Beginning Spanish I	SPAN 1013	SPAN 1013	549900
Beginning Spanish II	SPAN 1023	SPAN 1023	549900
College Algebra	MATH 1113	MATH 1103	539900
College Mathematics	MATH 1003	MATH 1003	539900
Composition I	ENGL 1013	ENGL 1013	519930
Composition II	ENGL 1023	ENGL 1023	519940
Experiencing Art	ART 2123	ARTA 1003	559000
General Psychology	PSY 2003	PSYC 1103	
Intermediate Spanish I	SPAN 2013	SPAN 2013	549900
Intermediate Spanish II	SPAN 2023	SPAN 2023	549900
Intro to Computer Based Systems	COMS 1003	CPSI 1003	
Intro to Education	MLED 2003	No Common Course Index	
Intro to Music	MUS 2003	MUSC 1003	
Intro to Theatre	TH 2273	DRAM 1003	
Intro to Biological Sciences	BIOL 1014	BIOL 1004	
Personal Health & Wellness	HLED 1513	HEAL 1003	
Physical Activity - Badminton	PE 1411	No Common Course Index	
Plane Trigonometry	MATH 1203	MATH 1203	
Public Speaking	COMM/SPH 2003	No Common Course Index	514000
Survey of American History	HIST 1903	No Common Course Index	
Survey of Chemistry	CHEM 1113	CHEM 1214	
Survey of Chemistry Lab	CHEM 1111	CHEM 1111	
US History to 1877	HIST 2003	HIST 2113	579920
US History since 1877	HIST 2013	HIST 2123	579920
World History to 1500	HIST 1503	HIST 1113	579910
World History since 1500	HIST 1513	HIST 1123	579910

12. The high school/school district or the college/university can modify or terminate the written, signed concurrent agreement during the annual review period.
- The parties agree that the high school, school district, or Arkansas Tech University can modify or terminate the written, signed agreement during the annual review period. For purposes of clarity, the annual review period is June 1-15.
13. A statement from the high school and college/university that the student and parents have been advised of their rights and responsibilities related to concurrent enrollment.
- The high school must distribute to parents and students the Arkansas Tech University concurrent student handbook and information sheet at the beginning of each term which outlines requirements for student participation in the concurrent program. As part of the admission process, each student is required to submit the student MOU containing the approval of their legal guardian and secondary school official.
14. ATU and Virtual Arkansas acknowledge that the MOU is compliant with ADHE policy.
- By affixing their signature hereto, the parties hereby acknowledge that this Memorandum of Understanding is compliant with Arkansas Department of Higher Education policy.
15. Miscellaneous
- Arkansas Tech University's concurrent program does not offer blended AD -



- conduct to participate in the university program.
- Arkansas Tech University faculty who observe on-site will have passed a criminal background check and have completed the child maltreatment training course.
  - Concurrent instructors who have three consecutive terms of unsuccessful faculty on-site evaluations, or are unable to follow guidelines provided in the Concurrent Faculty Handbook, will be dismissed from the concurrent program.
  - All concurrent instructors are required to attend the annual faculty orientation for concurrent enrollment where course content, course delivery, student assessment, evaluation and professional development in the field of study will be covered.
  - Common course finals used at Arkansas Tech University must also be used at the high school site.
  - Concurrent class grades on the high school transcript must be equivalent to the grades reflected on the university transcript.
  - A student that would like to withdraw from a course must do so during the designated timeframe indicated on the Arkansas Tech University academic calendar <http://www.atu.edu/catalog/undergraduate/calendar.php>.
  - Discrete classes that totally separate concurrent credit students from non-concurrent credit students may be prohibitive to operate; therefore, classes with a mixed population must have at least a majority of the students enrolled for concurrent credit. In addition, all high school students enrolled in the concurrent course must meet the same requirements for completion of the course regardless of whether the student is registered for college credit.
  - Students who do not comply with the Arkansas Tech University Code of Conduct may be dismissed from the program permanently. Students who do not comply with their high schools code of conduct may also be dismissed from the program permanently. Dismissal from the program may result in a failing grade.
  - The Arkansas Department of Education has granted high school administration approval to identify and require the completion of two college courses to meet state content requirements for high school graduation.
  - Students will not be charged an add/drop fee for adding or dropping classes. However, students who incur other non-course related charges (e.g. library fines) will be responsible for those charges.
  - Students will receive the opportunity to utilize on-campus library and/or other academic resources.
  - Concurrently enrolled students will be provided the opportunity for academic guidance counseling via the university's Admission Office.
  - Students added to this program will automatically be added to the university's recruitment database.

AHECB Policy 5.16, a copy of which is attached, is incorporated herein in its entirety.

<u>Robin E Bower</u>	<u>7.12.16</u>	<u>Karen Coff</u>	<u>6/27/2016</u>
Name of University Official	Date	Name of High School/Co-op Official	Date

Virtual Arkansas Courses Offered Fall 2016

Course	Instructor
Experiencing Art	Ted Smith
Beginning Spanish I	Sarah Lawson
College Algebra	Becky Belvin
College Algebra	Regina Gorman
College Mathematics	Becky Belvin
Comp I	Andrea Glenn
Comp I	Monica Wheeler
Comp I	Rhonda Williams
Comp I	Tammara Mitchell
Intermediate Spanish I	Sarah Lawson
Public Speaking	Jennifer White
US History to 1877	Adrienne Sadovsky
World History to 1500	Jonathan Skaggs
<i>Public Speaking</i>	<i>Samantha Carpenter</i>

Virtual Arkansas Courses Offered Spring 2017

Course	Instructor
Experiencing Art	Ted Smith
Beginning Spanish II	Sarah Lawson
College Algebra	Becky Belvin
College Algebra	Regina Gorman
Comp II	Andrea Glenn
Comp II	Monica Wheeler
Comp II	Rhonda Williams
Comp II	Tammara Mitchell
Intermediate Spanish II	Sarah Lawson
Public Speaking	Jennifer White
US History Since 1877	Adrienne Sadovsky
World History Since 1500	Jonathan Skaggs
<i>Public Speaking</i>	<i>Samantha Carpenter</i>



## Memorandum of Understanding

North Arkansas College  
and  
Harrison High School



Harrison High School and North Arkansas College (Northark) agree to the following Memorandum of Understanding (MOU) concerning the implementation of a graduation requirement for Harrison High School students (*excluding students with IEP's exempt from federal and state mandated exams*) beginning with the graduating class of 2016.

As part of the graduation requirements, Harrison High School will require the above mentioned graduating seniors to complete the application process for admittance to Northark. At the Harrison High School graduation or award ceremony, a Northark official will hand-deliver the Northark acceptance letter or certificate to each qualifying student. Upon acceptance, Harrison High students may choose to attend other colleges, but will be prepared for Northark should it be their college of choice. This process is intended to encourage all Harrison High School students to pursue higher education.

The complete Northark application process requires applicants to submit 4 items: the official application for admission, immunization records, placement scores, and high school transcripts. In addition to the application process, students are strongly encouraged to complete the federal eligibility forms to qualify for financial aid that may significantly reduce the cost of attending Northark.

Northark will provide on-site assistance to Harrison High School seniors and their parents to complete the admissions process and the Free Application for Federal Student Aid (FAFSA). This process should be completed prior to January 31<sup>st</sup>.

### Application for Admissions

The Northark Admissions staff will assist Harrison High students in completing the online application for admission.

### Immunization Records

The Harrison High School guidance counselor will provide copies of student immunization records to Northark.

### Placement scores (*ACT or COMPASS tests*)

For those students who do not already have college placement scores, Northark will administer COMPASS placement tests at the High School. Northark will assume the costs of the COMPASS tests on behalf of the Harrison High students.

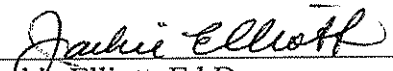
### High School Transcript

The Harrison High School guidance counselor will provide official high school transcripts to Northark immediately following high school graduation.


**Enrollment**

Northark will make every effort to allow Harrison High School students who have completed the application process to enroll at the earliest available time for first time freshmen.


This agreement will be in effect between Northark and Harrison High School until June 15 of each year. At that time, this MOU will be reviewed by all parties and a new agreement will be prepared for the next academic year.

  
\_\_\_\_\_  
Jackie Elliott, Ed.D.  
President  
North Arkansas College


7-9-15  
Date

  
\_\_\_\_\_  
Melinda Moss, Ed.D.  
Superintendent  
Harrison School District

7/9/15  
Date


  
\_\_\_\_\_  
Bill Keaster  
Principal  
Harrison School District


7/9/15  
Date

  
\_\_\_\_\_  
Randy Scaggs  
Director of Admissions  
North Arkansas College

7/9/15  
Date

**Harrison School Board**

  
\_\_\_\_\_  
John Sherman

**Northark Board of Trustees**  
  
\_\_\_\_\_  
David Evans



**MEMORANDUM OF UNDERSTANDING**  
**To**  
**OFFER CONCURRENT ENROLLMENT COURSES**  
**Academic Year 2016-17**

*Concurrent Enrollment • Northark Technical Center • Articulated Credit*

*North Arkansas College  
1515 Pioneer Drive  
Harrison, AR 72601*

and

*Harrison School District  
925 Goblin Drive  
Harrison, AR 72601*

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Under the terms of this Memorandum of Understanding (MOU), North Arkansas College and Harrison High School agree to allow high school students to enroll in college/university courses offered on the Harrison High School campus and in select courses offered on the campus of North Arkansas College.

**Authority to offer Concurrent Courses**

Arkansas Statute 6-18-223 authorizes Arkansas High School students to enroll in college/university courses to earn credit that will be applicable to a college degree and concurrently to a high school diploma.

The Concurrent Enrollment Policy of the Arkansas Higher Education Coordinating Board (AHECB Policy 5.16) includes guidelines for establishing and maintaining concurrent courses, but not limited to, requirements for faculty teaching concurrent courses, ownership by the College/University for the courses offered at the high school, eligibility of students, and funding of the concurrent program.

**Accreditation/Approval**

As a concurrent program accredited by the National Alliance of Concurrent Enrollment Partnerships (NACEP), North Arkansas College Concurrent Enrollment Partnership adheres to the NACEP requirements and ADHE policies.

As a program approved by the Arkansas Department of Higher Education (ADHE), North Arkansas College Concurrent Program adheres to requirements of the Arkansas Higher Education Coordinating Board (AHECB) to offer concurrent courses.

All Arkansas colleges and universities offering concurrent courses will submit concurrent-related data and information to ADHE.

**Oversight of Concurrent Courses**

The college/university administration will be responsible for all aspects of the concurrent course, including hiring/designating an Institutional Concurrent Coordinator, and participating in the faculty selection, orientation, and evaluation processes.

**Contact Person**

The College/University Concurrent Enrollment Coordinator will be the contact for the concurrent enrollment partnership. The high school will provide a Concurrent Liaison/Coordinator to serve as the High School contact for the partnership.

**College/University Concurrent Enrollment Contact Information:**

Name: Nell Bonds  
Title: Dean of Outreach  
Phone Number: 870-391-3181  
E-mail Address: nbonds@northark.edu

**High School Concurrent Enrollment Contact Information:**

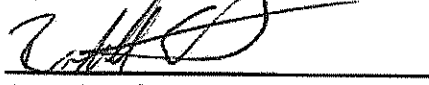
Name: Mr. Bill Keaster, Principal  
Phone Number: 870-741-8223  
E-mail Address: bkeaster@hps.k12.ar.us

**Effective Date**

This MOU is effective when signed by the College/University President/Chancellor and the High School Principal. The MOU will remain in effect for one academic year, unless terminated by either institution. Either party may terminate this agreement by serving the other with written notice one semester in advance.

**Official Signatures**

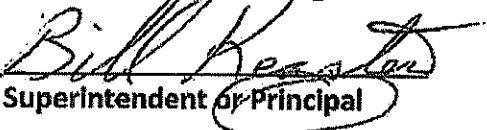
The signatures below confirm that this Memorandum of Understanding is acceptable and is agreed to by North Arkansas College and Harrison High School and that both parties understand the requirements for offering concurrent courses.



President/Chancellor Signature

7-26-16

Date

  
Superintendent or Principal

7/14/16

Date

## **Concurrent Enrollment Program**

### **Requirements for Concurrent Instructors – General Education Courses**

To ensure that concurrent courses meet the same standard as those offered on the college/university campus, high school faculty must meet the same academic qualifications required by the college/university faculty. The college/university Concurrent Coordinator and the college/university Academic Unit must review and approve the credentials of each concurrent instructor. Credentials include:

- A master's degree that includes 18 graduate hours in the teaching field.
- Current curriculum vitae/resume
- Transcripts
- Syllabi for all concurrent courses previously taught by faculty new to the institution's concurrent program.
- Other information requested by the college/university.

### **Requirements for Concurrent Instructors - Career and Technical Education (CTE) Courses**

- Faculty members teaching in career-technical areas must hold at least an associate degree or appropriate industry-related licensure/certification.
- Current curriculum vitae/resume
- Transcripts
- Syllabi for all concurrent courses previously taught by faculty new to the institution's concurrent program.
- Other information requested by the college/university.

### **Concurrent Courses – General Education**

- Freshman and/or sophomore-level courses listed in the course catalog, and approved for concurrent credit by the college/university approval process.
- Courses offered for concurrent credit **will** meet the same standards as courses taught on the college/university campus.
- Concurrent faculty will use the same course syllabi that is used on the college campus.
- General Education courses offered for concurrent credit must be listed in the Arkansas Course Transfer System (ACTS)
- General Education courses offered for concurrent credit must be listed in the MOU between the high school and college/university.

### **Concurrent Courses – CTE**

- (CTE) courses offered for concurrent credit must be listed in the Memorandum of Understanding (MOU) between the high school and college/university.

### **Course Location/Classroom Arrangements**

- Courses offered for traditional concurrent credit will be taught on the high school campus.
- For the course to be identified as a concurrent course, students must be enrolled for college credit.
- It is expected that one course will be offered in each classroom used for concurrent courses, with a concurrent-qualified teacher teaching the course.
- Concurrent courses offered online will be monitored by a concurrent-qualified instructor.
- Distance delivered concurrent courses will be monitored by a concurrent-qualified instructor.
- It is understood that a high school may have a concurrent agreement with more than one college/university; however, there should not be unnecessary duplication of college course offerings.



*Note: If there is not agreement among multiple institutions offering college courses at one high school/school district, the college/university seeking clarification on the implementation of the concurrent enrollment policy must contact the ADHE Director in writing and follow the AHECB Policy Off-Campus Instruction Policy-Criteria for Conflict Resolution.*

**Student Requirements for Concurrent Courses Listed in ACTS**

- Minimum ACT composite score of 19 (or equivalent placement score)
  - Minimum ACT Reading score of 19
  - Minimum ACT Math score of 21 (19 – if 5-day per week section)
  - Minimum ACT English score of 19
- Classification as a Freshman, Sophomore, Junior or Senior.

**Tuition for Concurrent Courses**

Concurrent students will be charged tuition, per state policy. Institutions not charging and collecting concurrent tuition will not be allowed to report concurrent enrollments for funding purposes.

Concurrent General Education courses at North Arkansas College will be offered to high school students at a rate of **\$50 per credit hour** for up to **6 credit hours per semester**. Additional college courses may be taken during the semester, however regular tuition and fees will be applied to courses taken above the 6 credit hour limit.

Concurrent CTE courses offered through the Northark Technical Center will utilize funding provided by the Arkansas Department of Career Education (ACE). The Sending School District will be billed for Student Training Fees at a rate of \$1,000 per student for a 3 hour block (.25 FTE). An amount of \$3,250.00 per FTE will be reimbursed by ACE the following school year. The School District agrees to mail the training fees to Northark Technical Center when billed. Neither the Sending High School nor students enrolled in concurrent credit classes will be billed for tuition and fees for courses taken through the Northark Technical Center.

**Course list**

North Arkansas College has approved the following courses to be taught by the coinciding teachers during the 2016-2017 academic year. This list will be used for registration processing and course maintenance purposes. It will be used to ensure proper processing of enrollments and management of courses. By signing this MOU, the superintendent or principal acknowledge that this list is accurate to the best of their knowledge and that the district agrees to the standards and policies outlined in this document.

<b>High School Course</b>	<b>College Course/Course Number</b>	<b>College Credit</b>	<b>High School Units</b>
Northark English Comp I - 41300A	English Composition I/ENGL 1013	3	1
Northark English Comp II – 41300B	English Composition II/ENGL 1023	3	1
Northark College Algebra – 539900	College Algebra/MAT 1223	3	1
	World Civilization I/HIST 1113	3	1
	World Civilization II/HIST 1123	3	1
	United States History I/HIST 2003	3	1
	United States History II/HIST 2013	3	1
	Psychology/PSYC 2003	3	1
	CCNA – Network Fundamentals/CIT 1103	3	1

### High School Faculty/College Faculty Credentials – Concurrent Courses

Faculty Name	Degrees Earned (College name and degree)	Program of Study	Assigned Subject Area	Concurrent Courses taught in the past 5 years
Shannon Edmonson (Harrison)	M.Ed. Reading, University of Central Arkansas and B.S., Business Administration & Secondary Ed. , College of the Ozarks	Reading	English Composition	10
JoAnn Walden (Northark)	M.Ed. University of Houston, University Park B.S. University of Houston, Clear Lake City A.A., San Jacinto College	Education and Mathematics	College Algebra	4
John Gripka (Northark)	B.S.E., M.A. Missouri State University	Social Sciences	World Civilization	2
Peter Destefano (Northark)	J.D., Law, Fordham University	Law	U.S. History	2
Danny Thomas (Northark)	E.D.S. Counseling & Psychology from Arkansas State University, M.R.C Counseling and Psychology from Arkansas State University	Counseling & Psychology	Psychology	2
Craig Cates (Northark)	A.A.S. Electronics Technology, North Arkansas College B.S.E., Education, Truman State University	Computer Science	Computer Science	0
Sherry Jennings (Northark)	Master of Arts, Math Education, University of Central Arkansas	Math	Math – College Algebra	6

### High School Faculty/College Faculty Credentials – Northark Technical Center Courses

Faculty Name	Degrees Earned (College name and degree)	Program of Study	Assigned Subject Area	Concurrent Courses taught in the past 5 years
Adam Stoner	Associate of Applied Science General Technology – North Arkansas College	Automotive Repair Technology  Collision Repair Technology	Automotive Electronics	3
Jacob Williams	Bachelor of Science Degree – Arkansas State University	Biology Minor – Emergency Management	Pharmacology and EMT	6

Michelle Hirsch	Associate Degree Nursing, Iowa Central Community College	Nursing	Certified Nursing Assistant	20
James Reed	Bachelor of Science Degree – University of Arkansas	Agriculture	Project Lead the Way and Engineering Graphics	5
Dustin Burleson	Manufacturing Technology Technical Certificate – North Arkansas College	Manufacturing	Manufacturing	2
David Zirkle	Bachelor of Science Degree – Central Baptist College	Leadership and Ministry	Construction Technology, Blueprint Reading and Estimating, Electrical Wiring	12
Kevin Parker	Associate of Applied Science – North Arkansas College	Automotive	Automotive	20
John Levy	Bachelor of Science Electrical Engineering – University of Arkansas	Engineering	Engineering – Project Lead the Way, Electric Motors, Basic Electronics	10
Stephen Block	Associate of Applied Science – General Technology – North Arkansas College	Collision Repair Technology	Collision Repair	4
David Nicholson	Associate of Applied Science – General Technology – North Arkansas College	Construction Technology and Welding	Construction Technology, Plumbing, Industrial Safety, Electrical	15

### NTC Programs 2015-16

Automotive Service Technology
Automotive Collision Repair Technology
Pre-Engineering (includes Project Lead the Way [PLTW])
Construction Technology
Welding Technology
Health Sciences Technology
Digital Media

### High School Articulated Courses

Annual Articulated Course Agreements are signed each year and the complete course listing is located at [www.northark.edu/admissions/high-school-students/articulated-credit/course-listings](http://www.northark.edu/admissions/high-school-students/articulated-credit/course-listings).



## APPENDIX A

### Concurrent Enrollment Program Procedures

#### Recruitment and Admissions

- A. Recruitment of qualified students into concurrent courses will be supported by high school faculty, staff, and administration.
- B. Students must meet course prerequisites established by the college and may be required to successfully complete Northark's placement testing for classes. A minimum reading score of ACT 19 (or equivalent Compass score) is required for concurrent class eligibility. Other requirements for student placement scores for specific content areas are listed in MOU above.
- C. Students who desire to enroll in concurrent courses will complete a Northark Application for Admission and will be required, as a condition of admission, to agree that student records may be shared between and available to each institution.
- D. Registration forms and tuition payment will be completed according to pre-established college deadlines. Any withdrawals from a Northark concurrent enrollment class will be the same as those posted on the official Northark academic calendar for fall and spring semesters. Concurrent course instructors are responsible for being aware of these dates and informing students appropriately.

#### Program Roles & Responsibilities

- A. Northark will have final authority on curriculum, textbook selection and teacher selection. Northark will approve all concurrent course instructors. Instructors teaching Liberal Arts courses must have a Master's Degree with a minimum of 18 graduate hours in the area of instruction.
- B. North Arkansas College will evaluate high school concurrent course instructors in accordance with part-time evaluation instructor practices and policies and in adherence with NACEP standards.
- C. North Arkansas College will conduct an evaluation of each concurrent course to ensure the class is college level. Students enrolled in concurrent courses will be held to the same standards of achievement as students in on-campus courses.
- D. Concurrent enrollment instructors are required to maintain course syllabi and are responsible for ensuring that content is appropriate to each course, as described in the official course syllabus and in the catalog. The course content must achieve the coverage indicated by the course description in the Northark catalog.
- E. Program compliance will be reviewed by the appropriate Northark Department Chairs and Deans each time a class is taught to ensure NACEP standards are being met.
- F. Failure by faculty to satisfactorily comply with the agreed upon roles and responsibilities will result in immediate cancellation of course for college-level credit by North Arkansas College.
- G. Concurrent students and their parents are advised of their responsibilities regarding Northark concurrent courses through the enrollment process using the Concurrent Student Enrollment Form and informational packets provided prior to the start of the semester.

## **Conduct & Grievance**

Students, faculty, and staff of concurrent enrollment programs should consult the Northark Student Handbook, or the Northark Technical Center (NTC) Handbook for information regarding issues of conduct and/or grievance.

- A. Students participating in the concurrent enrollment program at the high school shall comply with the conduct standards of the high school. Students enrolled at the Northark Technical Center shall comply with conduct standards outlined in the NTC Handbook.
- B. Complaints regarding instruction provided by high school concurrent instructors will be handled in accordance with the School District policies and procedures in collaboration with North Arkansas College department chairs, academic deans, and the Executive Vice President of Learning, as required. Complaints regarding instruction provided by North Arkansas College faculty will be handled per Northark policies and procedures in collaboration with high school administration, as required. All other complaints and/or grievances will be addressed following procedures outlined in the Northark Student Handbook.

## **Program Support**

- A. Students register for concurrent courses by completing a Northark application for admission and by providing documentation of required placement test scores.
- B. The Northark Admissions Office processes concurrent student application materials and the Northark Registrar's Office enrolls students in the desired concurrent credit course(s) once all required documentation is submitted. Concurrent enrollment lists are forwarded to the Northark Student Accounts Office for tracking and receipt of student payments.
- C. The Northark Outreach Office sends students a copy of their registration and informational materials such as student identification number, login information and other materials needed for students to access services such as course grades and transcript information as needed.
- D. Class rosters are available on the Northark Portal for High School Concurrent Faculty and Northark Faculty to access as needed for concurrent courses.

## **Concurrent Credit Costs**

- A. Students who do not have minimum ACT placement scores must complete the ACCUPLACER placement test to determine student readiness for college-level work. A \$6.00 fee may be required to cover the cost of this exam.
- B. Concurrent Credit Students will be charged \$50/per credit hour for tuition and fees payable either at the time of class registration, or prior to established payment deadlines each semester. Students may enroll in up to 6 credit hours per semester at the concurrent credit rate. Additional classes may be taken above the 6 credit hour limit, however students will be charged the regular rate of tuition and fees.
- C. Harrison High School will provide textbooks and other required instructional materials for concurrent classes at no charge to the student. In lieu of receiving the contractual service agreement funding for a particular course, the high school may opt to work with Northark to purchase textbooks for students.

- D. Each concurrent course must have a minimum enrollment of 10 students to be taught at the high school. Course enrollment lower than 10 must be approved by Northark in order to be offered for concurrent credit. Northark will reimburse the high school through a contractual service agreement for each course taught by high school faculty. If the high school schedule requires additional sections of a course, Northark will reimburse the high school through a contractual service agreement at a rate of 1 course section per 25 students, not to exceed the number of sections of a course on the high school's schedule.
  
- E. A contractual service agreement in the amount of \$1,500 will be paid to Harrison High School for each course section taught by HHS faculty.

## APPENDIX B

### Northark Technical Center Program Procedures

Northark Technical Center is a secondary education center designed to provide specialized technical training while preparing students for the challenges that face them during postsecondary studies and employment in high-demand, high-wage, and high-skill fields. All of this is offered at no cost to the student, through a partnership between the students sending high school, the Arkansas Department of Career Education (ACE), and North Arkansas College.

1. Northark Technical Center faculty instruct career and technical education courses in the programs of Automotive Service Technology, Automotive Collision Repair Technology, Pre-engineering (includes Project Lead the Way [PLTW]), Construction Technology, Welding Technology, Health Science Technology, and Digital Media.
2. The Sending School District agrees to send qualified students to the Center who are in grades 10-12 and are in good standing with the District.
3. Northark Technical Center personnel will submit grades to the designated Sending School personnel at the conclusion of each marking period.
4. Student rosters (for the purpose of billing the sending school districts) will be settled at the conclusion of North Arkansas College's 8th class day each semester.
5. The Sending School District will be billed for Student Training Fees at a rate of \$1,000 per student for a 3 hour block (.25 FTE). An amount of \$3,250.00 per FTE will be reimbursed by ACE the following school year. The School District agrees to mail the training fees to Northark Technical Center when billed.
6. Neither the Sending High School nor students enrolled in concurrent credit classes will be billed for tuition and fees for courses taken through the Northark Technical Center.
7. Course supplies and materials including classroom books and student computers while on site are the responsibility of Northark Technical Center.
8. Student discipline shall be the responsibility of the Director of the Technical Center, in conjunction with the Sending High School Principal. Student conduct shall be governed by the Northark Technical Center student handbook and the North Arkansas College student handbook while on any North Arkansas College campus or during any school sponsored activity. Northark Technical Center and Participating Schools also agree that in the event that Northark Technical Center personnel determine that student discipline requires that a student be removed from the program, all remaining discipline of that student will be the responsibility of the home school of the student being disciplined.
9. Northark Technical Center will take necessary steps to make the program accessible for students with disabilities in cooperation with the respective home schools of students in need of accommodations. The home high school agrees to provide required student modifications to the Northark Technical Center Program Manager.
10. Students taking classes at Northark Technical Center will receive both secondary career and technical education credit at their home school, as well as receive college credit (where applicable) transcribed through North Arkansas College leading to a Certificate of Proficiency, Technical Certificate or Associate Degree credential.
11. Students enrolled in courses where they are eligible to receive three semester hours of college credit from North Arkansas College may receive the equivalent of one unit of high school credit in the same subject area in accordance



with Arkansas Department of Education Rules Governing Concurrent College and High School Credit (ADE 307-3, 4.04).

12. All student records are kept confidential in accordance with Family Educational Rights and Privacy Act (FERPA).

## APPENDIX C

# Articulated Course Program Procedures

### Purpose and goals

Topics covered in introductory or foundational courses required as part of Associate of Applied Science, Technical Certificate, and Certificate of Proficiency programs at North Arkansas College (Northark) may also be thoroughly covered in high school classes or career and technical (CTE) programs of study depending upon specific high school offerings. Articulation agreements with secondary institutions allow these classes to be evaluated and documented as equivalent to specific post-secondary courses. High school students who complete articulated courses gain the following benefits:

- Elimination of duplicated coursework between high school and college
- Better preparation for college work in their chosen area of interest
- Significant savings in tuition and book costs since articulated courses are available at no cost to the student.

Northark benefits from these agreements since they provide an incentive for talented high school students to attend Northark after graduation. Additionally, students who have completed articulated courses are better prepared for college work and are able to begin their college program of study at a more advanced level. Articulated courses are an important part of Northark's effort to provide a seamless transition from secondary to post-secondary educational opportunities.

Course articulation may be established for individual courses via North Arkansas College's Articulated Credit Procedures.

### Establishment of Course Articulation:

1. Articulation Agreements document requirements that must be satisfied by high school courses or course sequences in order to be considered equivalent to specific Northark courses. By mutual agreement between Northark and the participating high school, students completing these articulated courses with a grade of "A" or "B" will receive Northark college credit for these courses upon enrollment at Northark. Northark will not charge tuition or fees for course credit earned under approved Articulated Course Agreements. Articulated courses are designed to fit Northark non-transfer programs of study.
2. Participating high schools will appoint an Articulated Credit Program Coordinator (ACPC) to coordinate Articulated Course proposals, procedures, and processes for their school. The ACPC is assumed to be the high school principal if not otherwise designated. High school teachers are encouraged to propose courses or course sequences as candidates for articulation through their ACPC.
3. The Northark Academic Dean responsible for the college courses for which articulation agreements are in place or proposed will conduct in-service training for participating college and high school personnel. This training will typically be held each summer to provide an opportunity for all concerned to review existing articulation agreements, propose new agreements, and discuss improvements to be made to our Articulated Credit program. This training will be coordinated with the Ozarks Unlimited Resources (OUR) Cooperative's in-service training schedule to simplify scheduling for high school teachers.
4. In order to be accepted for articulated credit, a close correlation between the Curriculum Frameworks for the articulated high school course(s) and the learning objectives/course outcomes listed on the Official Course Syllabus for the articulated college course must exist. Thoughtful collaboration is required between high school and college instructors in order to properly document this correlation with an Articulated Course Agreement. Maintaining the academic integrity of this process is crucial in order to avoid harm to the student who takes

articulated credit courses in good faith and to avoid jeopardizing college wide and individual program accreditation standards.

5. As part of this collaboration, college instructors should review and make recommendations to high school instructors regarding examinations given during or at the end of a course with the goal of ensuring the same level of rigor in the articulated high school course as in the associated college course. However, students successfully completing an articulated course will not be required to take additional testing at Northark before being awarded credit for the course.
6. The learning objectives and outcomes on Official Course Syllabi are regularly updated based on input from program advisory boards, changes in technology, and evolution of the job market. Annual course articulation in-service training sessions will be used to update all concerned with such changes, but the key to a successful articulated credit program is frequent communication between high school and college instructors involved with the articulation agreement. Northark's Academic Deans may require additional criteria for successful completion of articulated credit courses, such as a practical component, particular grade level, or a minimum grade point average, but these requirements will be clearly specified in the articulation agreement.
7. In general, articulated courses fit into a program of study leading to an Associate of Applied Science degree or to completion of a Technical Certificate or Certificate of Proficiency program. Every effort will be made to ensure that high school students are aware of the courses in these programs and how articulated courses can expedite their progress.

#### **Administrative Procedures for Course Articulation:**

1. The school district Articulated Credit Program Coordinators (ACPCs) should formally request course articulation through the responsible Northark Academic Dean using the "North Arkansas College Course Articulation Request" form. All Articulated Credit Program documents and forms are available on Northark's website.
2. The appropriate Northark Academic Dean will designate a full time faculty member, typically the Curriculum Manager for the course under consideration, as the point of contact for the high school instructor of the articulated course. The college and high school instructors will collaborate on the requirements for articulation and mutually determine whether the articulation proposal can reasonably be achieved under the procedures described above. This collaboration should address the correlation of high school Curriculum Frameworks and college Official Syllabus Learning Objectives/Course Outcomes, establish testing policies, develop a test-item bank, and identify resources and other conditions necessary to complete the articulation agreement. Frequently this process results in improvements to the Official Course Syllabus for the college course in that objectives are more focused and measurable and accurately reflect the demands of the work place.
3. When the details of the Course Articulation Agreement have been agreed upon by the instructors involved, they will sign the agreement and forward it to the appropriate Northark Dean for review and signature. A copy of the signed agreement will then be forwarded to the high school ACPC to formalize the articulation agreement. Typically, signatures on Course Articulation Agreements are obtained during the annual Articulated Credit meeting of college and high school faculty. Once the Course Articulation Agreement is signed by all parties, it becomes effective and students should be encouraged to take advantage of the opportunity it offers.
4. Northark will maintain a matrix of articulated courses for each academic year by high school. This matrix will be posted on the Northark website. This website will serve as the reference for admissions personnel in determining whether or not high school students may be eligible for articulated credit.

## Administrative Procedures for Awarding Articulated Course Credit:

1. A student may earn no more than one-third (1/3) of the credits required for an Associate of Arts, Associate of Science, Associate of Applied Science, or Technical Certificate degree and no more than one-half (1/2) the credits required for a Certificate of Proficiency through articulated credit and other nontraditional methods (CLEP, AP, challenge tests, correspondence courses, and credit by certification examination). Credits earned in excess of these amounts will still be posted to the students' transcripts; however, they will be treated as excess electives and not counted towards the credit hours needed for graduation.
2. Students who are enrolled in a high school course at the time it is approved for articulation are eligible for articulated credit at the end of that academic year.
3. Once a course is formally articulated, high school students must earn either an "A" or a "B" in the course in order to receive college credit.
4. A high school student or high school graduate desiring articulated credit must provide documentation of his/her successful completion of an Articulated Course via a signed form provided by Northark available online from that student's high school teacher or counselor that includes the high school course name, articulated college course name (ex. CIS 1103 – Intro to Information Technology), student's name and identification number, graduation year and letter grade for the course. High school courses still in progress may be listed on this form for early enrollment advising purposes. In the event that a signed form from the high school cannot be obtained, articulated credit based on evaluation of the student's high school transcript may be requested by the student.
5. Students will present the signed official form to their advisers when they enroll for classes.
6. To avoid exceeding maximum credit limits imposed by financial aid guidelines, students are encouraged to request only transcription of articulated credit applicable to their program of study.
7. Recording of Articulated Credit on the Student's Northark Transcript:
  - Credit for articulated courses will be entered on the student's Northark transcript as soon as the student has successfully completed at least one Northark course.
  - Any Articulated Credit earned will be placed at the top of the student's transcript before the listing of any courses taken through Northark and clearly identified as "Articulated Credit Earned."
  - Credit earned will be designated with a "CR" on the student's transcript. There will be no specific grade recorded on the transcript and the date will be omitted.
  - For consistency with other college programs, Articulated Course Credit must be transcribed within two years of completion of high school graduation.





**Act 1131 of 2015**

**Regional Workforce Implementation Grant**

**APPLICATION COVER SHEET**

*DUE JUNE 1, 2016*

<b>To:</b>	Arkansas Department of Higher Education														
<b>Requesting Institution:</b>	North Arkansas College														
<b>Title of Project:</b>	Advanced Manufacturing & Emerging Clinical Healthcare Workforce Initiative														
<b>Project Partners:</b>	<table border="0"> <tr> <td>1. ASU Mountain Home</td> <td>6. Northark Technical Center</td> </tr> <tr> <td>2. OUR Educational Services Cooperative</td> <td>7. North Arkansas Partnership for Health Education</td> </tr> <tr> <td>3. PACE Industries</td> <td>8. Tyson Foods</td> </tr> <tr> <td>4. Wabash Wood Products</td> <td>9. Claridge Products, Inc.</td> </tr> <tr> <td>5. North Arkansas Regional Medical Center (NARMC)</td> <td>10. Ducommun</td> </tr> <tr> <td></td> <td>11. Baxter Healthcare</td> </tr> <tr> <td></td> <td>12. WestRock</td> </tr> </table>	1. ASU Mountain Home	6. Northark Technical Center	2. OUR Educational Services Cooperative	7. North Arkansas Partnership for Health Education	3. PACE Industries	8. Tyson Foods	4. Wabash Wood Products	9. Claridge Products, Inc.	5. North Arkansas Regional Medical Center (NARMC)	10. Ducommun		11. Baxter Healthcare		12. WestRock
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	11. Baxter Healthcare														
	12. WestRock														
<b>Requested Budget:</b>	\$1,000,000.00														
<b>Date Submitted:</b>	5/26/2016														
<b>Applicant Contact:</b>	Dr. Jackie Elliott, President Nell Bonds, Dean of Outreach Melissa Bray, Regional Workforce Grant Analyst														
<b>Applicant's Information:</b>	1515 Pioneer Drive Harrison, AR 72601														
	870-391-3212 870-391-3181 or 870-391-3182														
	jelliott@northark.edu nbonds@northark.edu or mbray@northark.edu														

**Authorized Signatures for Institution (Please see attached signature page)**

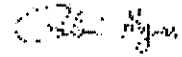
**North Arkansas College**

Lead Institution

  
Authorized Official

**ASU Mountain Home**

Partner

  
Authorized Official

**OUR Educational Services Cooperative**

Partner

  
Authorized Official

**PACE Industries**

Partner

  
Authorized Official

**Wabash Wood Products**

Partner

  
Authorized Official

**Northark Technical Center**

Partner

  
Authorized Official

**North Arkansas Regional Medical Center (NARMC)**

Partner

  
Authorized Official

**North Arkansas Partnership for Health Education (NAPHE)**

Partner

  
Authorized Official

**Claridge Products, Inc.**

Partner

  
Authorized Official

**Ducommun**

Partner

  
Authorized Official

**Tyson Foods**

Partner

  
Authorized Official

**Baxter Healthcare**

Partner

  
Authorized Official

**WestRock**

Partner

  
Authorized Official

**Act 1131 of 2015**  
**Regional Workforce Implementation Grant Application**

*Please complete each section of this application and submit to the Arkansas Department of Higher Education by **June 1, 2016**. Applications should be emailed to [ADHE.Workforce.Grant@adhe.edu](mailto:ADHE.Workforce.Grant@adhe.edu). Please note that only projects that were awarded a planning grant are eligible to apply for an implementation 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 creation of the program and/or acquisition of equipment will address those labor needs.

*Essential Components:*

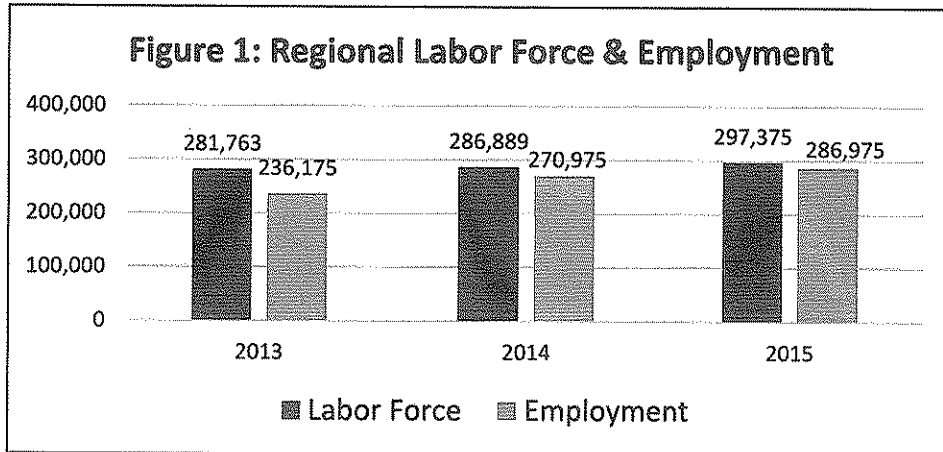
- Regional data demonstrating the need for action - provide empirical data that illustrates needs of the local workforce, with a particular emphasis on anticipated or future needs.
- Clear linkages between grant activities and local needs- clearly illustrate how the proposed grant project is directly 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:

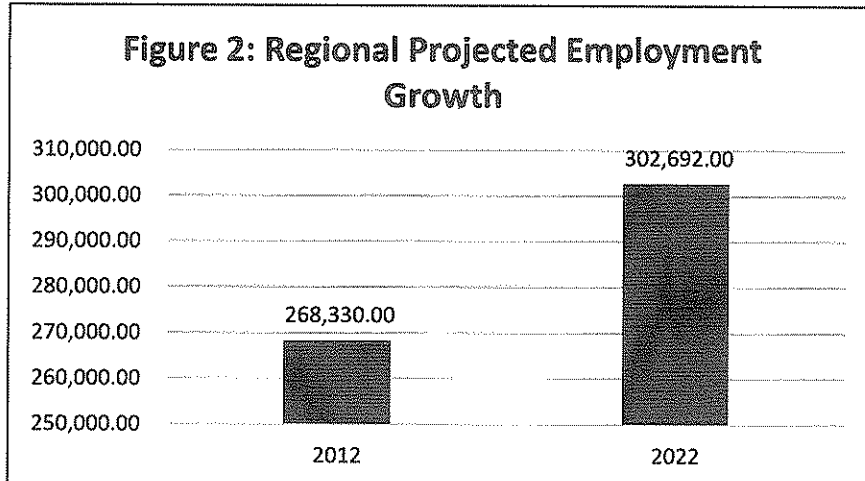
	<b>Exemplary</b>	<b>Superior</b>	<b>Adequate</b>	<b>Needs Improvement</b>
<b>Program Need (20 Pts)</b>	Significantly addresses a top 3 workforce need in the region. (18–20 Pts)	Addresses in a more limited way a top 3 workforce need in the region. (15–17 Pts)	Addresses in a limited way a less critical 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.

Northwest Arkansas Region 5 (Baxter, Benton, Boone, Carroll, Madison, Marion, Newton, Searcy, and Washington) has a current labor force of over 297,000 with just over 95% of the labor force actively employed as shown in **Figure 1** (Arkansas Department of Workforce Services, 2015).



As shown in Figure 1, the labor force and those actively employed in the Northwest Arkansas Region 5 grew from 2013 to 2015 by 2% and 3% respectively. The Region is projected to experience an overall growth of 14% from 2012 to 2022 as shown in **Figure 2** (Arkansas Department of Workforce Services, 2015).

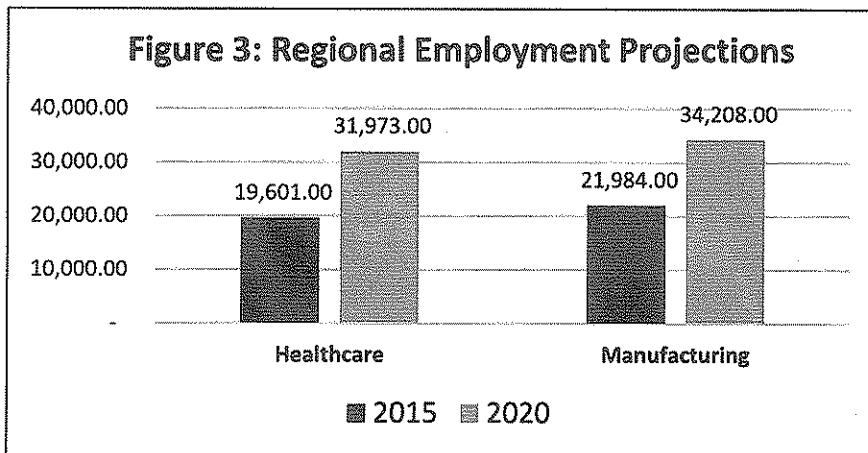


The Region relies heavily on large manufacturing industries like PACE Industries, Wabash Wood Products, Tyson Foods and Baxter Healthcare Corporation for regional employment opportunities. Three of these manufacturing industries have recently expanded or have future expansions planned in our local region. Tyson Foods Inc. reports that beginning in July, 2016 a \$136 million plant will be built across the street from another one of the company's plants in Green Forest, AR with a corridor connecting the two. Tyson officials are projecting this will bring about 85 more jobs to the region, where it already has more than 2,600 employees. PACE Industries currently has 470 employees and will be expanding at their Harrison Division and will need three additional CNC Machining Process Engineers, six additional CNC Programmer/Technicians/Setup, and 30 additional CNC

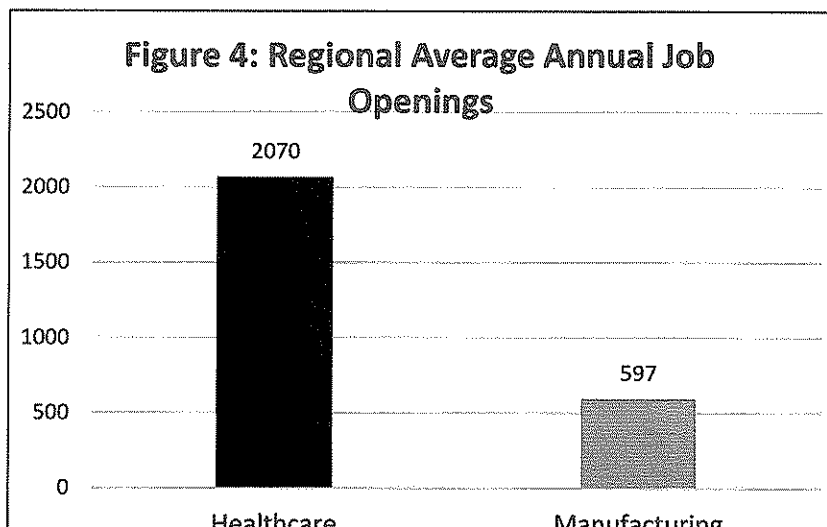
Robotic/Machining Operators over the next 4 years. Baxter Healthcare in Mountain Home, AR which is one of the largest plastics and medical device manufacturing plants recently announced adding approximately 225 full-time employees over the next five years. Baxter Healthcare currently employs approximately 1,000 people.

Three counties within the Region lack large employers which contributes to more than 21% of the Region's population commuting for employment (Arkansas Economic Development Commission). Like manufacturing, healthcare constitutes another top employer in the Region such as North Arkansas Regional Medical Center and Baxter Regional Medical Center.

Manufacturing, as the top employment industry for the Region, constitutes 12% of all jobs. Healthcare related occupations equate to 19% of employment in the Region (Arkansas Department of Workforce Services, 2015). Occupational Projections for 2015-2022 indicate that the top projected employment growth areas for the Region include manufacturing by 7% and healthcare by 11% as shown in **Figure 3** (Arkansas Department of Workforce Services, 2015).

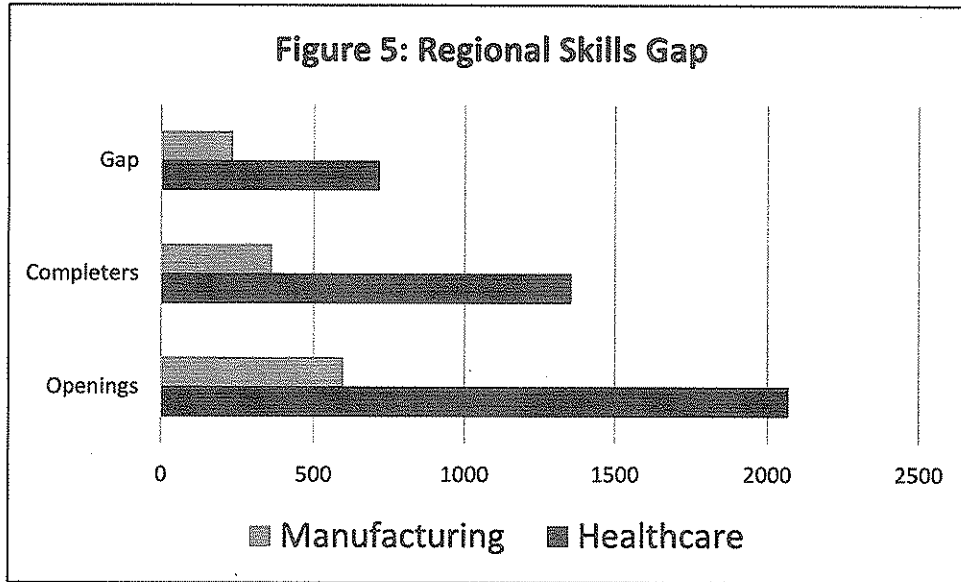


While employment projections for the Region are favorable, a high number of job vacancies continue to create challenges for healthcare and manufacturing with over 2,000 combined open positions as shown in **Figure 4** (Arkansas Department of Workforce Services, 2015). Given that healthcare and manufacturing are the top regional employers, this creates an enormous gap in the labor force. With a significant number of regional residents unemployed and under skilled, the need to fill vacancies with a skilled workforce is extremely critical to the vitality of the region.





While there are jobs available in the region, many go unfilled because of the lack of a regionally skilled workforce. Based on data from the Arkansas Department of Career Education, the skills gap was calculated for Northwest Arkansas Region 5 to be 716 job openings (34%) for healthcare and 234 job openings (39%) for manufacturing as shown in **Figure 5**. The skills gap indicated the number of individuals completing a certificate and/or degree in a healthcare field and a manufacturing technology field each year in the region compared to the number of job vacancies in those particular fields.



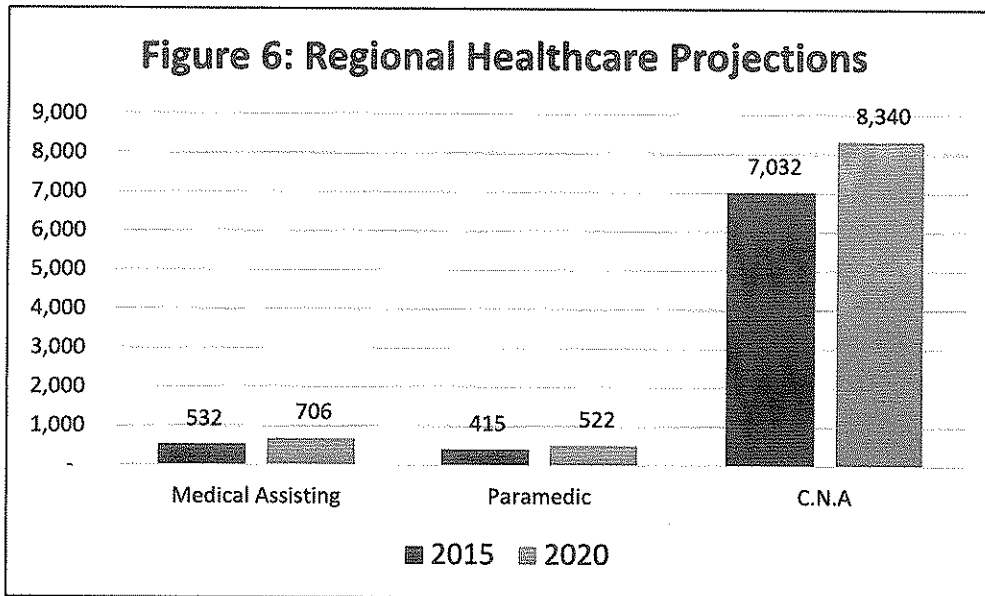
Adding to the challenge of employment vacancies and completion gap, many regional employers experience difficulty retraining a skilled workforce. The Northwest Arkansas Region 5 Local Workforce Investment Board reports a significant gap in work-ready basic skills such as work habits, conduct, communication, team work, and customer service. The lack of these basic skills contribute significantly to the 29% employee turnover rate in the Northwest Arkansas Region.

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

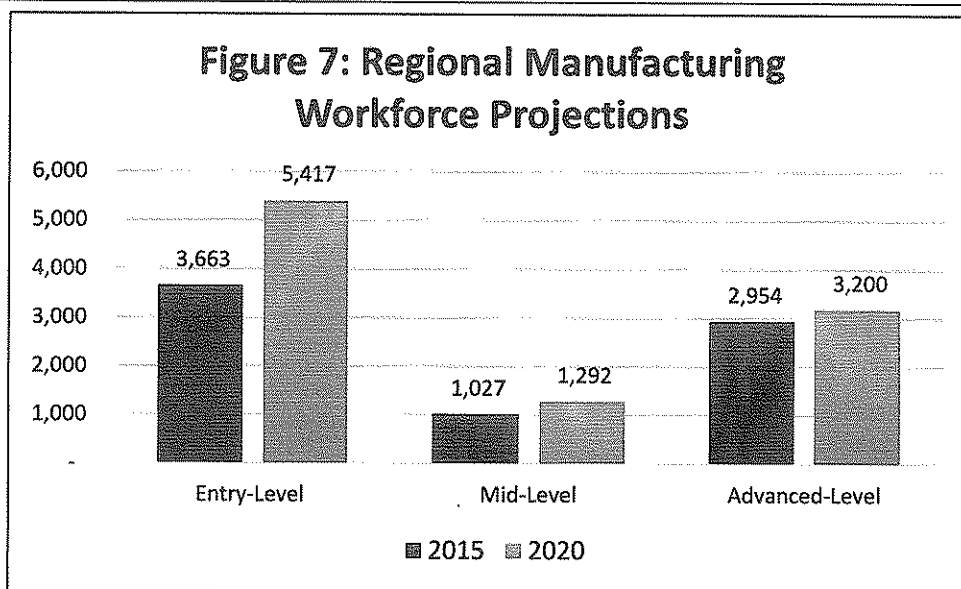
To meet the current employment gap as well as the projected future needs, North Arkansas College (Northark) has developed, during the planning grant timeline, multi-track, employer-driven, competency-based, hands-on, certification pathways for entry-, mid-, and advanced level training in healthcare and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

The skills gap for the Northwest Arkansas Region demonstrates the high demand for education and training to address current unmet workforce needs. The 2020 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.

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. The U.S. Bureau of Labor Statistics WIOA Region 5 reports a forecasted **12%** increase in employment growth for entry-level healthcare workers by 2020. Like the gap in entry-level healthcare positions, there is a current and forecasted need for additional mid-level healthcare positions. For example, North Arkansas Regional Medical Center (NARMC) reports a need for Certified Nursing Assistants (C.N.A.) with advanced skills to meet acute care needs. Mid-level healthcare positions are projected to increase **53%** by 2020 (Arkansas Department of Workforce Services, 2014). 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 6** demonstrates the occupational projected need for medical assistants, a 26% increase, certified nursing assistants (C.N.A.), a 19% increase, and community paramedics, a 25% increase, in the region by 2020.



Similar to the gap in regional needs for healthcare positions, there is a sizable gap in entry-, mid-, and advanced-level advanced manufacturing technicians. The WIOA Region 5 reports a forecasted 48% increase in employment growth for entry-level production and maintenance occupations by 2020. Regional projections for entry (48%), mid- (26%) and advanced-level (8%) industrial maintenance technicians far exceed current openings as shown in **Figure 7**.



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

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.

In working with regional healthcare providers, four new academic programs have been developed to address the critical workforce gap.

**Figure 8: New Academic Programs**

Program	Type	Length	Credential/Workforce
Clinical Medical Assistant	Job-Ready	5 months	Certificate of Proficiency
Administrative Medical Assistant	Job-Ready	5 months	Certificate of Proficiency
Medical Assistant	Job & Career-Ready	10 months	Technical Certificate
Community Paramedic	Career-Ready	5 months	Workforce Training

The Clinical Medical Assistant (CMA) and Administrative Medical Assistant (AMA) programs are designed to address entry-level Regional healthcare workforce needs in the area of medical assisting. Both programs are designed to be completed in one semester leading to a certificate of proficiency, and both can serve as a career-ready gateway for individuals already working as certified nursing assistants (C.N.A.). The main distinction between the CMA and AMA is that the CMA program

prepares a graduate to work as a valuable aid to complete many of the routine tasks involved in patient care in outpatient clinics or offices, specialty clinics, or hospitals. The AMA program prepares a graduate to work as a valuable aid in the non-patient care aspects of the physician practice by completing patient-related paperwork, appointment scheduling, filing records, handling insurance, performing billing, coding and bookkeeping responsibilities. CMAs and AMAs can earn \$20,000 to \$30,000 a year. The full Medical Assistant (MA) technical certificate program is designed to allow a graduate to practice more fully in an outpatient clinical setting. The MA program is designed to be completed in two semesters leading to a technical certificate and can be a Career-Ready Pathway for certified CMAs and AMAs.

The new Medical Assisting Programs will require equipment for classroom and laboratory use. The classroom equipment includes, projector, mobile computer/tablet devices for electronic medical records (EMR), and EMR simulation software. Classroom instructional supplies will support the additional curriculum requirements above and beyond the C.N.A. curriculum. The current C.N.A. lab, which will also support the medical assisting program will be upgraded with additional beds, hydraulic and digital scales, laboratory monitoring devices, EKG and Holter monitoring devices, physical assessment equipment (e.g. otoscopes, ophthalmoscopes, and mobile vital-sign carts), out-patient surgery instruments and supplies/equipment particular to an outpatient clinic setting. The lab space will include a simulation clinic setting. This equipment will allow student to gain real world hands-on experiences under the supervision of clinic personnel and the college program director. Medical Assistants are in very high demand in the modern field of healthcare. This program will help fill that demand in our regional workforce area.

The Community Paramedic Workforce Training Program is a partnership between Northark and North Arkansas Regional Medical Center (NARMC) to expand the skills of trained and licensed emergency medical technicians and paramedics. Advanced training is provided in the areas of home assessment of compliance with medical plan of care and preventive measures to reduce ambulance transports or hospital readmissions for chronically ill patients. This program will address the projected needs for community-based paramedics in the region. This Career-Ready Pathway is a short-term workforce training comprised of 300 hours of skill development and training. Community Paramedics can earn \$46,600 to \$60,000 per year.

In addition to the new programs, Northark will expand Certified Nursing Assistant (C.N.A.) offerings as another Job-Ready Pathway for high school students and adults to address the current and projected regional workforce gap. The Northark Technical Center will add morning course offerings in healthcare programs for area high school partners in response to scheduling demands and student needs. C.N.A.'s typically earn \$15,600 to \$21,840 per year.

In working with regional manufacturing and industry, Northark and industry partners have developed one new program for entry-level and job-ready positions in Workforce Technology (WT). Added to the need for skilled technicians, employers report a significant need for work-ready skills not traditionally included in post-secondary educational training programs. As a result, the Workforce Technology Program is designed to meet those basic skill needs (which includes Technical Math, Technical Communications and Industrial Safety) as well as prepare high school students and adults with a post-secondary certificate in workforce technology. The Workforce Technology Program is one semester in length, leading to a certificate of proficiency. Students who have completed the Workforce Technology Program are prepared for entry level positions in regional industry and can earn up to \$20,800 to \$32,500 a year.

In addition to the new Workforce Technology Program, Northark has expanded or restructured two existing programs into stackable credentials to address the gaps in regional entry- and mid-level manufacturing and to provide career progression opportunities for advanced-level manufacturing needs. The expanded program includes Manufacturing Technology (MT) and Engineering Technology has now been restructured into Industrial Electronics Technician (IET). Both programs have options for one semester leading to a certificate of proficiency or two semesters leading to a technical certificate. Both program tracks for the certificate of proficiency and technical certificate are designed to prepare job- and career ready high school students and adults. The Industrial Electronics Technician program has a second year of study that culminates in an Associate of Applied Science Degree which includes an Internship and is designed as a Career-Ready Pathway. Manufacturing Maintenance Technicians can earn up to \$57,100 a year, and Industrial Electronic Technicians have the earning potential of \$70,000 a year with the Associate's Degree.

Additional equipment will be needed for the expansion of the Advanced Manufacturing programs. The addition of a CNC lathe and CNC mill with the current equipment supplied by North Arkansas College will allow for more hands on training as well as increased numbers in the program by 25%. The Fanuc robot and related equipment used in conjunction with the "in-kind" die cast machine and custom conductor will create a real world advanced manufacturing training cell which will allow specialized training in this high demand, high skill and high wage field. The advanced manufacturing training cell can then be used for Workforce training, train "fast-track" operators, and incumbent workers already employed by our industry partners. In order for North Arkansas College students to be competitive in the job industry, we must provide the education and training on up to date, real world equipment currently used by our regional industries.

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 in the regional workforce pool. The proposed approach will build an alliance that will provide clear linkages between secondary and postsecondary credentials and the needs of employers. Partners have repeatedly stressed their demand for employability skills and the need for this to be addressed beginning as early as middle school. In response, Northark has aligned curricular pathways with educational (K-12 and ASUMH) and industry partners to close the skills gap by helping students understand 21<sup>st</sup>-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.

North Arkansas College currently serves as a Secondary Career Center 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 students each year. 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 are planned to solve the scheduling barriers of partnering high schools.

The implementation grant will permit Northark to promote the pathways for manufacturing and healthcare and the opportunities for Job-Ready and Career-Ready credentials. These educational pathways, beginning as early as the fifth grade, will include basic employability skills (i.e. attendance tracking and reporting to mimic time clock accountability), aptitude testing and career inventory assessments, student career exploration and planning, employment internships, and work-based learning experiences. It is 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 is to provide regional high school teachers, staff and counselors with professional development to enhance students' academic and technical readiness for college and careers.

**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.  
*NOTE: Equipment may not be purchased during the planning phase*
- Performance assessment- clearly define measurable outcomes to be achieved through implementation 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:

	<b>Exemplary</b>	<b>Superior</b>	<b>Adequate</b>	<b>Needs Improvement</b>
<b>Program Plan (25 Pts)</b>	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.

<b>Phase I: August – December, 2016</b>			
<b>Month</b>	<b>Activities</b>	<b>Participants</b>	<b>Expected Outcomes</b>
<b>August, 2016</b>	Establish MOU with ASUMH	Grant Coordinator, ASUMH Grant Coordinator	MOU finalized for Manufacturing/Mechatronics
<b>August, 2016</b>	Customized Workforce Training: (Programmable Logic Controller training, OSHA training, Lean Manufacturing, etc.)	Claridge Products Tyson Foods PACE Industries Wabash Wood Products	20 individuals trained
<b>August-December, 2016</b>	Marketing campaign for PACE Scholarship & Manufacturing Programs	Grant Coordinator, ASUMH Grant Coordinator, Northark Technical Campus	25 students enrolled in Advanced Manufacturing Programs
<b>August, 2016</b>	Purchase equipment for Expanding Advanced Manufacturing Programs: Install In-kind equipment from Industry partners	Grant Coordinator, Academic program faculty and deans, Business Office, Industry partners	Equipment is purchased and in place prior to end of semester.
<b>September, 2016</b>	Implementation of Community Paramedic Program	NARMC Paramedics, NAPHE partners	Community Paramedic workforce training completed by end of semester

<b>November, 2016</b>	Purchase Instructional Materials/Software for Medical Assisting Program	Grant Coordinator, Academic program faculty and deans, Business Office	Instructional materials are purchased and in place prior to the end of the semester
<b>Phase II: January – July, 2017</b>			
<b>Month</b>	<b>Activities</b>	<b>Participants</b>	<b>Expected Outcomes</b>
<b>January, 2017</b>	Curriculum proposal completed for Community Paramedic to be credit bearing	Academic program Faculty and Deans, NAPHE and NARMC	Curriculum proposal approved and submitted to ADHE
<b>January, 2017</b>	Purchase equipment for Medical Assisting Program	Grant Coordinator, Academic program faculty and deans, Business Office	Equipment is purchased and in place prior to end of semester.
<b>January, 2017</b>	Implementation of Medical Assisting Program	Grant Coordinator, Academic program faculty, and deans	Administrative Medical Assisting CP program enrollment of a minimum of 15 students by start of spring semester.
<b>January, 2017</b>	Implement morning Healthcare Programs for high school students	Healthcare Instructor, High School Counselors	10 students enrolled
<b>January, 2017</b>	Purchase VEX IQ Kits for 16 area school districts	Grant Coordinator, OUR Coop, Business Office	Kits purchased and in place in 16 area school districts prior to the end of the semester
<b>January, 2017</b>	Purchase Time Clock/Attendance Tracking Equipment & Software	Grant Coordinator, Director Northark Technical Center, Business Office	Implement Time Clock/Attendance Tracking program for Healthcare and Manufacturing programs prior to end of semester
<b>January-March, 2017</b>	Marketing campaign for new programs and time offerings	Grant Coordinator	20 students enrolled in CMA TC program to begin Fall 2017.
<b>April, 2017</b>	Administer Aptitude/Interest Career Assessments grades 5-12	Grant Coordinator, Jr. High & High School Counselors	Aptitude/Career Assessment strategies implemented by end of academic year.
<b>June-July, 2017</b>	Professional Development for Regional Schools & College Personnel	Grant Coordinator, Jr. High & High School Counselors, Jr. High/High School and College Faculty	Professional Development activities completed by a minimum of 20 educational partner participants in the region.

<b>Phase III: August – December, 2017</b>			
<b>Month</b>	<b>Activities</b>	<b>Participants</b>	<b>Expected Outcomes</b>
<b>August, 2017</b>	Offer morning manufacturing courses for high schools students	High school students attending the Northark Technical Center, College Faculty	NTC students' successful completion (75%) of morning course offerings.
<b>August, 2017</b>	Coordinate with Regional High Schools to offer Introduction to Craft Skills Courses (NCCER Core Curriculum)	Grant Coordinator, Jr. High & High School Counselors, Jr. High/High School and College Faculty, and Deans	High school students' successful completion (75%) of Intro course.
<b>August, 2017</b>	Begin NCCER Core Curriculum Courses-College	Grant Coordinator, Academic program Faculty, and Deans	College students' successful completion (75%) of NCCER Core course.
<b>August, 2017</b>	Implementation of Medical Assisting Programs	Grant Coordinator, Academic program Faculty, and Deans	CMA Program launched with 20 students enrolled during academic year 2017-18.
<b>August-October, 2017</b>	Marketing campaign for new programs and time offerings	Grant Coordinator	By end of semester, 10 new high school students will complete NTC morning course offerings.
<b>Phase IV: January – July 2018</b>			
<b>Month</b>	<b>Activities</b>	<b>Participants</b>	<b>Expected Outcomes</b>
<b>January-March, 2018</b>	Marketing campaign for Advanced Manufacturing & Healthcare Career Opportunities	Grant Coordinator	By end of semester, 10 TCs awarded for Medical Assisting and a combined 18 TCs for Advanced Manufacturing programs.
<b>April, 2018</b>	Aptitude/Interest & Career Assessments grades 5-12	Grant Coordinator, Jr. High & High School Counselors	Aptitude/Career Assessment strategies implemented by end of academic year.
<b>June-July, 2018</b>	Professional Development for Regional Schools & College Personnel	Grant Coordinator, Jr. High & High School Counselors, Jr. High/High School and College Faculty	Professional Development activities completed by a minimum of 20 educational partner participants in the region.

**Measureable 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 (34% to 16%).**

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 Continuing Education Units (CEU) for healthcare workers.

**Objective 2: To reduce the regional skills gap in manufacturing careers (39% to 17%).**

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.

**Healthcare Outcomes**

<b>Outcome 1.1</b>	<b>Increase Total Number of Healthcare Credentials Awarded</b>					
Program	2015-2016 Baseline	Phase I	Phase II	Phase III	Phase IV	Total
Clinical Medical Assistant (CP)	0	0	0	23	8	31
Administrative Medical Assistant (CP)	0	0	18	0	22	40
Medical Assistant (TC)	0	0	0	5	10	15
C.N.A. (CP)	47	60	70	80	90	300
Community Paramedic	0	5	0	5	0	10

<b>Outcome 1.2</b>	<b>Increase Number of High School Graduates</b>					
Program	2015-2016 Baseline	Phase I	Phase II	Phase III	Phase IV	Total
Clinical Medical Assistant (CP) only taught starting in Phase IV	0	0	0	0	8	8
C.N.A. (CP) 1 year program	23		30		40	70

<b>Outcome 1.3</b>	<b>Increase Number CEUs for Healthcare Workers</b>					
Program	2015-2016 Baseline	Phase I	Phase II	Phase III	Phase IV	Total
Healthcare Workers CEUs	50	60	65	75	80	280

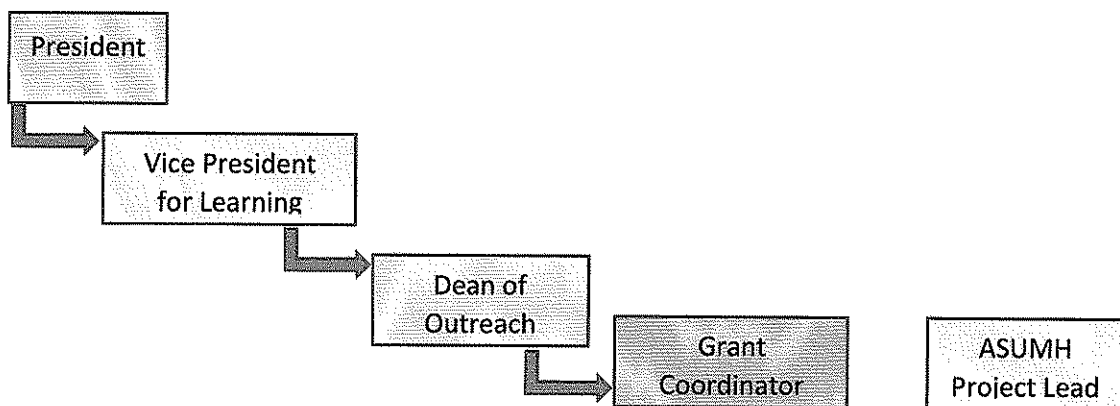
<b>Manufacturing Outcomes</b>						
<b>Outcome 2.1</b>	<b>Increase Total Number of Manufacturing Credentials Awarded</b>					
Program	2015-2016 Baseline	Phase I	Phase II	Phase III	Phase IV	Total
Workforce Technology (CP)	0	10	13	10	15	48
Manufacturing Technology (CP)	10	6	11	10	15	42
Industrial Electronics Technician (TC) starting in Phase III	0	0	0	0	18	18
Industrial Electronics Technician (AAS)	5	0	8	0	18	26

<b>Outcome 2.2</b>	<b>Increase Number of High School Graduates</b>					
Program	2015-2016 Baseline	Phase I	Phase II	Phase III	Phase IV	Total
Advanced Manufacturing programs (Workforce Technology and Manufacturing Technology) 1 year programs for High School	6	0	6	0	10	16

<b>Outcome 2.3</b>	<b>Number of Manufacturing Workforce Training Hours</b>					
Program	2015-2016 Baseline	Phase I	Phase II	Phase III	Phase IV	Total
Manufacturing Workforce Training	60	110	120	130	140	500

**Governance**

The governance structure will include project oversight by the Dean of Outreach. The Dean will supervise the proposed personnel, manage the project budget, and provide direct oversight for project planning. The organizational structure of Northark, the proposed project, and the relationship with ASUMH 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 Dean of Outreach and Grant Coordinator will have direct access to the Vice President of Learning and will communicate regularly with the ASUMH Project Lead. The Grant Coordinator will document all project activities and report weekly to the Dean of Outreach, monthly to the Vice President of Learning, and quarterly to the President. The Grant Coordinator will communicate via monthly meetings with the members of the project steering committee which is made up of partner representatives and Northark faculty and staff members.

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.

**Educational Pathways**

The Healthcare pathways are outlined in the table below.

Pathway	New	Expanded	Length	Credit Hours	Credential	Stackable
Clinical Medical Assistant	x		Semester	21	CP	CP to TC
Administrative Medical Assistant	x		Semester	21	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	Workforce	-	Above AAS
CP - Certificate of Proficiency TC - Technical Certificate AAS - Associate of Applied Science						

The Clinical Medical Assistant and Administrative Medical Assistant are new programs and are designed as entry-level academic pathways leading to a certificate of proficiency. The Medical Assistant Pathway is a new program designed for mid-level healthcare employment and leads to a technical certificate. The Medical Assistant Pathway is designed to serve as a stackable credential for students completing the Clinical Medical Assistant, Administrative Medical Assistant, and C.N.A. programs. The expansion of the C.N.A. Program includes extended offerings to high school students and adults through morning and evening courses. The C.N.A. Program leads to a certificate of proficiency and entry-level healthcare employment. The Community Paramedic Pathway is a new program for individuals who possess an Associate of Applied Science Degree as a paramedic to move into an advanced-level healthcare career.

**The Manufacturing pathways are outlined in the table below.**

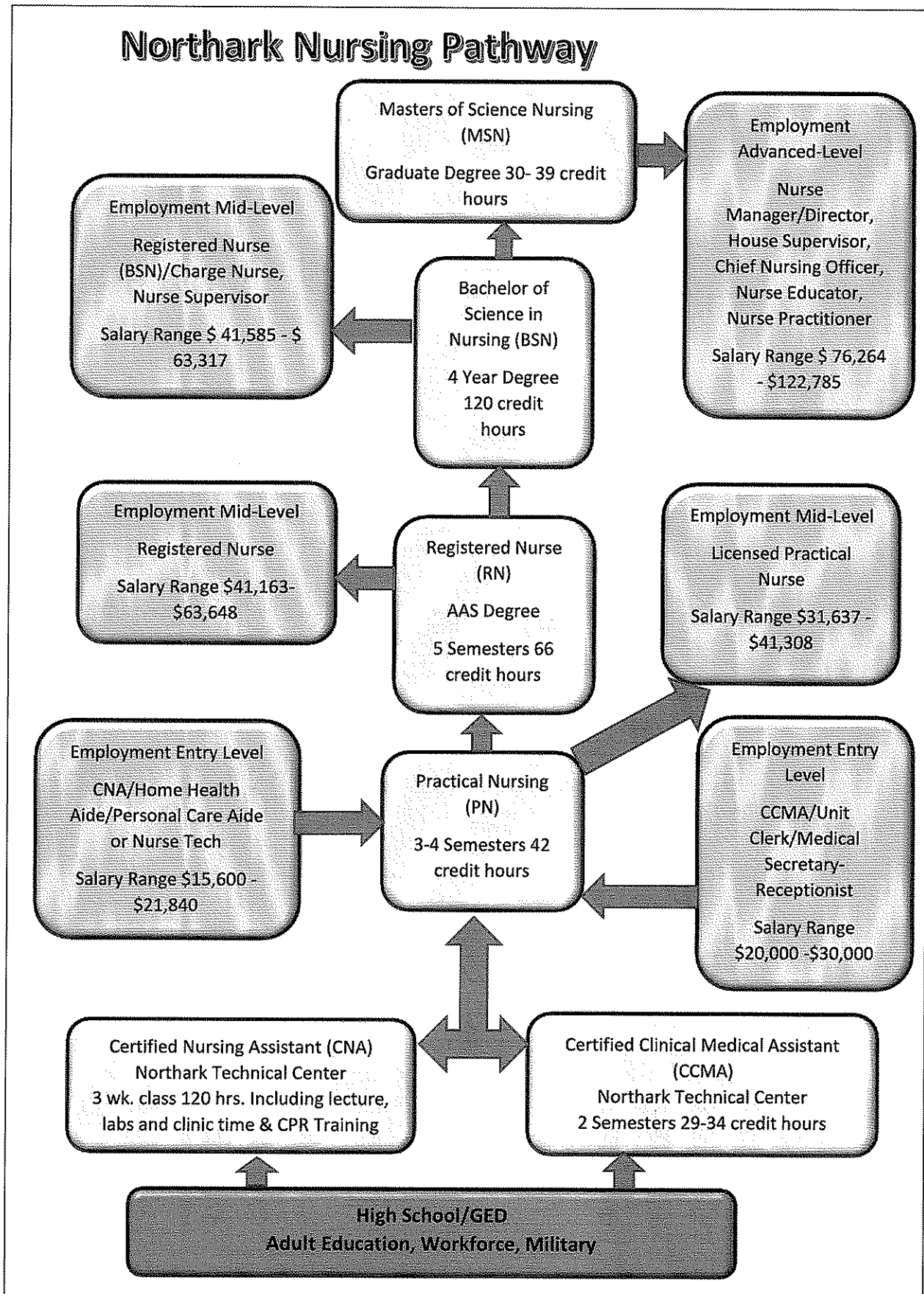
Pathway	New	Expanded	Length	Credit Hours	Credential	Stackable
Workforce Technology	x		Semester	21	CP	CP to TC
Manufacturing Technology		x	Semester	17-19	CP	CP to TC
Manufacturing Technology		x	1-year	32-35	TC	TC to AAS
Industrial Electronics Technician		x	Semester	14-16	CP	TC to AAS
Industrial Electronics Technician		x	1-year	28-30	TC	TC to AAS
Industrial Electronics Technician (includes internship)		x	2-year	62-64	AAS	to BAS

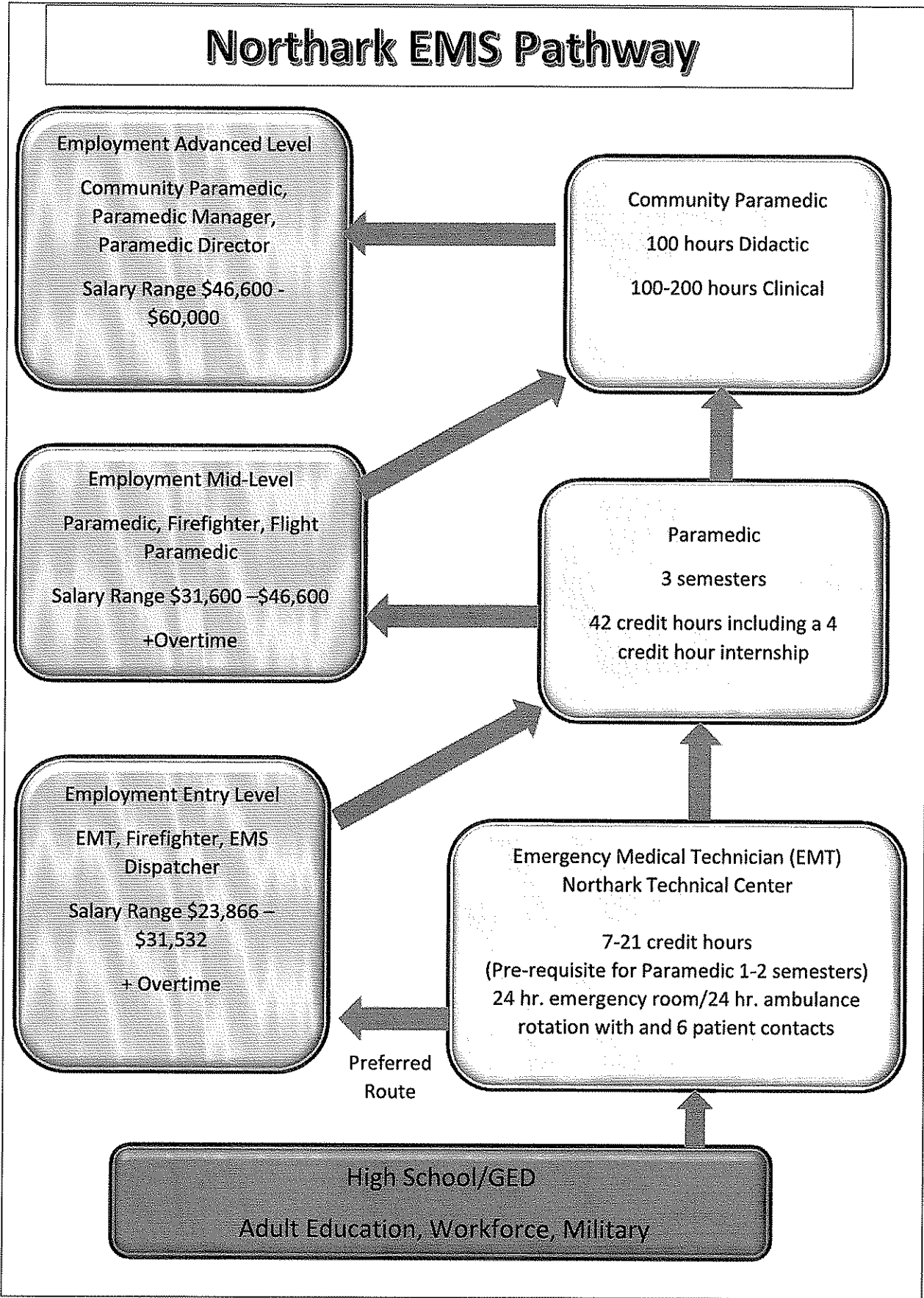
CP - Certificate of Proficiency  
 TC - Technical Certificate  
 AAS - Associate of Applied Science

The new Workforce Technology Pathway is a new program designed for entry-level employment in manufacturing and leads to a certificate of proficiency. The Manufacturing Technology and Industrial Electronics Technician Pathways have been expanded and restructured to include morning (Northark Technical Center expanded) and evening (workforce) offerings and both are designed for entry- (certificate of proficiency) or mid-level (technical certificate) employment in manufacturing. For both pathways, the certificate of proficiency is designed to lead to the technical certificate after another semester of coursework. The Industrial Electronics Technician Pathway can lead to an Associate of Applied Science Degree for advanced-level career opportunities in manufacturing. Students in these programs will also obtain OSHA certification.

**(See Northark Pathways Graphics Below)**

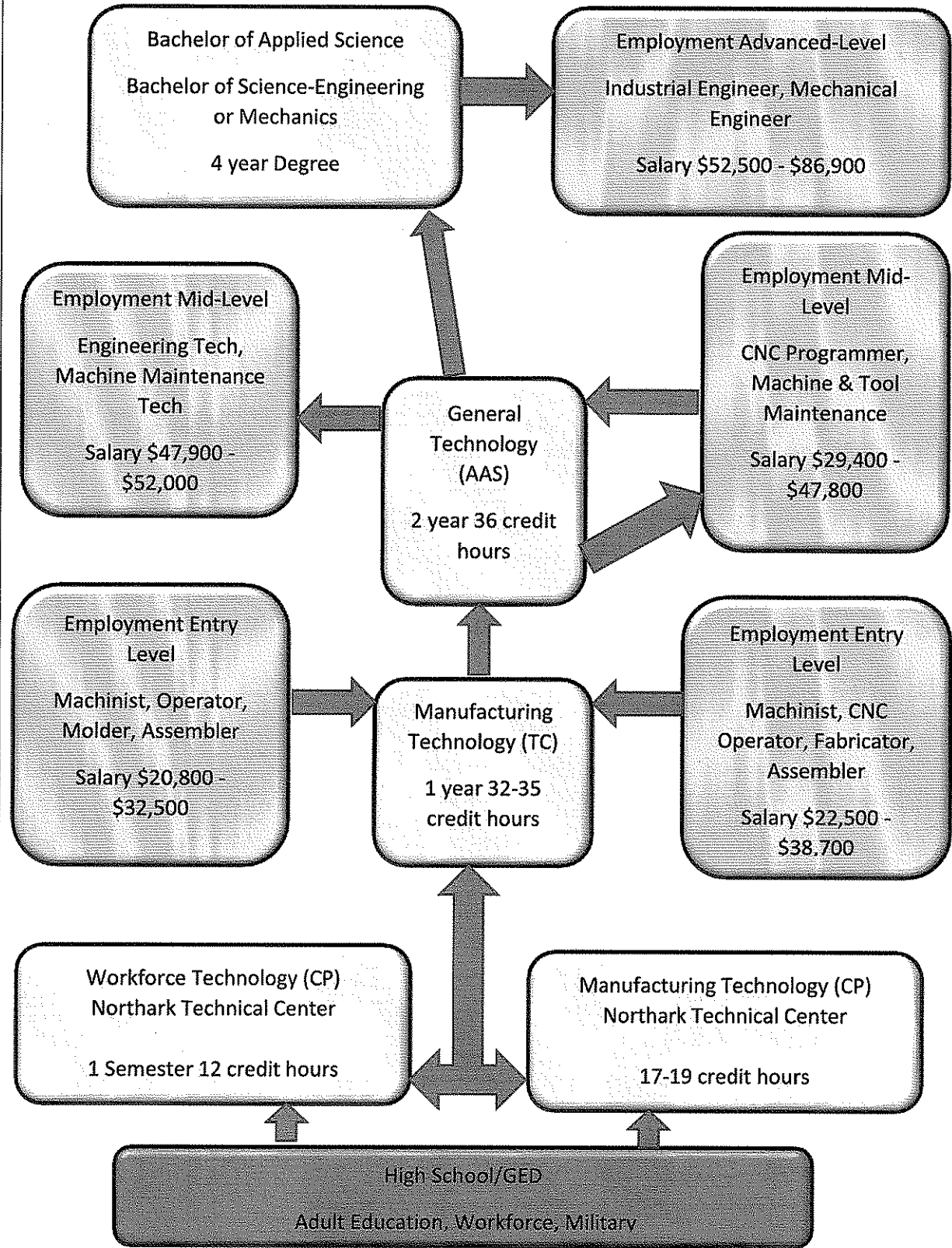
# Northark Nursing Pathway



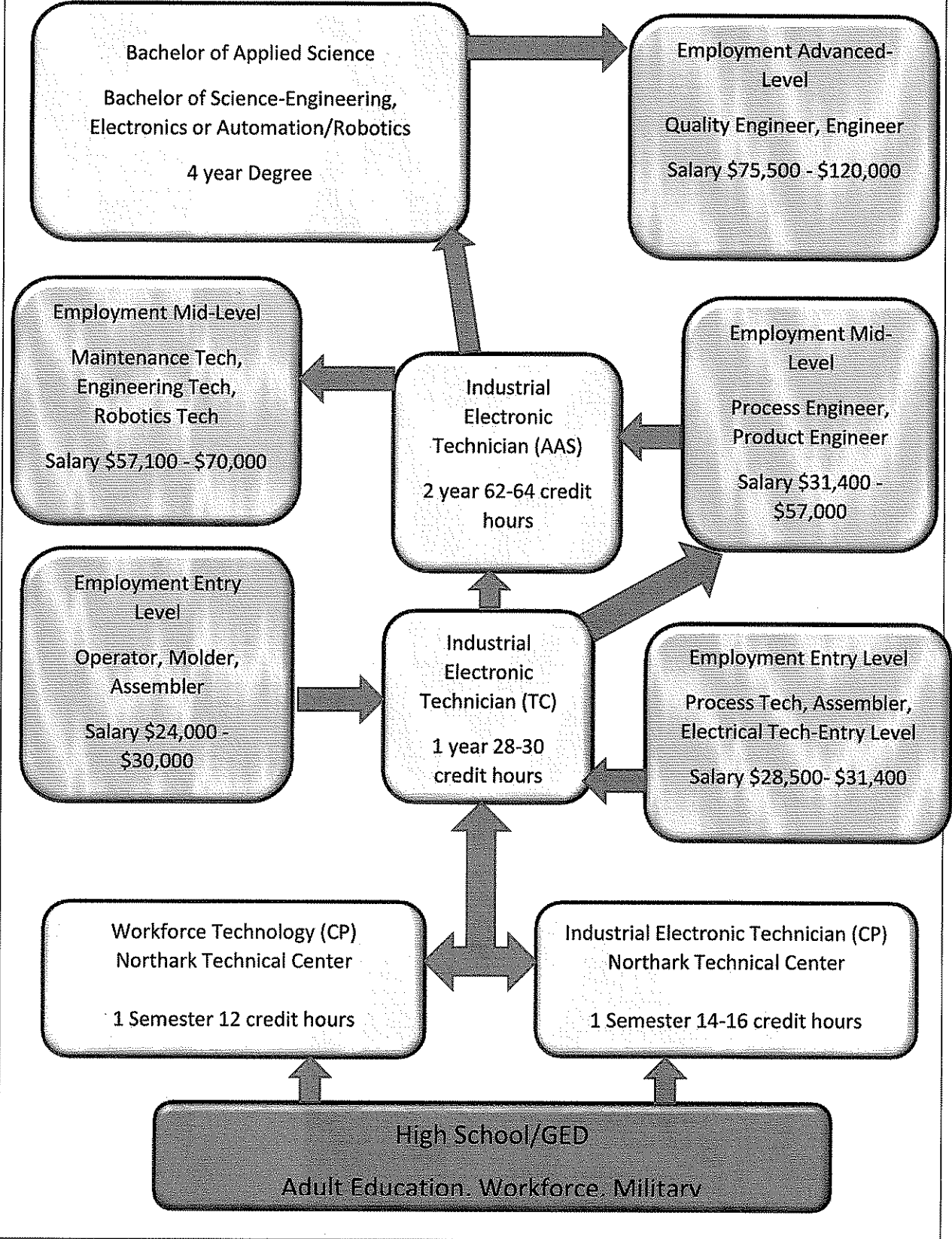




# Northark Advanced Manufacturing Pathway



# Northark Industrial Electronics Technician Pathway



Support services including advising students and marketing of the programs will be coordinated and administered by the Grant Coordinator. Students will have new opportunities to participate in robotics programs (using VEX IQ Kits), industry and college tours, interact with local employers, and complete aptitude and interest assessments beginning in the middle school grades. High school students will engage in new opportunities in manufacturing and healthcare programs through enhanced course offerings at the Northark Technical Center and introductory courses onsite at the high schools. Marketing and communication of opportunities such as the Best Robotics competition will be extended to include additional high schools in the region. College programs will expand internship opportunities for students, grow concurrent credit opportunities, incorporate employability skills, attendance tracking equipment and software (time clock system), and enhance credit bearing and workforce development programs to meet regional industry needs.

Grant strategies will also include educating parents, students, workers that are unemployed, unskilled, or under-skilled, 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 offers free GED classes and testing and English as a Second Language (ESL) classes through our Adult Education program allowing us to reach a wide range of potential students. Educational outreach programs for prospective students will include multiple strategies to support awareness of these opportunities with diverse student populations. In addition, Northark's Adult Education program is launching a new Accelerating Opportunity Program the fall of 2016 that will complement these efforts. Students who have not received their GED or high school diploma or students who have a high school diploma but score below an 11<sup>th</sup> grade functioning level in reading and math, will have the opportunity to enroll in the Adult Ed program while also concurrently receiving occupational training in technical program areas. For example, through this program adult education students may enroll in the Healthcare Job-Ready Pathway at Northark through the Pre-Allied Health Certificate of Proficiency and become a Certified Nursing Assistant (CNA). This allows for completion of an industry certification concurrently with basic skills instruction and accelerates the pace for completion of credentials. These students may then continue along this career pathway toward completion of the new Medical Assisting program options as they prepare to enter the workforce. 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.

Additional activities including professional development opportunities for high school and college faculty and staff, and parent programs are key components of marketing and awareness strategies to educate students and all stakeholders on employment opportunities and regional workforce development needs. The Grant Coordinator will lead these efforts to ensure that progress is made toward identified objectives and outcomes.

### **Role of Equipment**

The new medical assisting programs will require equipment for classroom and laboratory use. The classroom equipment includes, projector, mobile computer/tablet devices for electronic medical records (EMR), and EMR simulation software. Classroom instructional supplies will support the additional curriculum requirements above and beyond the C.N.A. curriculum. The current C.N.A. lab, which will also support the medical assisting program will be upgraded with additional beds, hydraulic and digital scales, laboratory monitoring devices, EKG and Holter monitoring devices, physical

assessment equipment (e.g. otoscopes, ophthalmoscopes, and mobile vital-sign carts), out-patient 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 personnel and the college program director. Medical Assistants are in very high demand in the modern field of healthcare. This program will help fill that demand in our regional workforce area.

Medical Assistant Equipment List			
Supply/Equipment	Quantity	Price	Total
Pediatric digital scale	1	\$ 300.00	\$ 300.00
Biohazard waste containers	1	\$ 500.00	\$ 500.00
Wheelchair scale	1	\$2,700.00	\$ 2,700.00
Glucose monitors	6	\$ 50.00	\$ 300.00
Test strips – 50 count	2	\$ 125.00	\$ 250.00
Lancets	1	\$ 250.00	\$ 250.00
Exam Table	1	\$4,000	\$ 4,000.00
Exam table paper	4	\$ 150.00	\$ 600.00
Exam Light	1	\$ 235.00	\$ 235.00
Electric Bed	8	\$ 2,375.00	\$ 19,000.00
Medical mobile cart	8	\$ 300.00	\$ 2,400.00
Mobile EKG cart	1	\$ 785.00	\$ 785.00
EKG	1	\$ 3,000.00	\$ 3,000.00
Holter monitor	1	\$ 800.00	\$ 800.00
Rosie – portable vital signs	3	\$1,000	\$ 3,000.00
Classroom projector	1	\$ 700.00	\$ 700.00
Laptops or tablets	8	\$ 1,000.00	\$ 8,000.00
Wall mount charging station	1	\$ 600.00	\$ 600.00
HER training software	1	\$6,000.00	\$ 6,000.00
Electric Lifts	2	\$ 2,800.00	\$ 5,600.00
Stethoscope	8	\$ 30.00	\$ 240.00
B/P cuffs	8	\$50.75	\$ 406.00
Glass thermometers	16	\$ 12.00	\$ 192.00
Tympanic thermometer	6	\$200.00	\$ 1,200.00
Temporal thermometer	6	\$300	\$ 1,800.00
Washer & Dryer	1	\$ 2,000.00	\$ 2,000.00
Ophthalmoscope	2	\$ 200.00	\$ 400.00
Otoscope	2	\$ 200.00	\$ 400.00
Insurance	16	\$12.00	\$ 192.00
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	16	\$ 75.00	\$ 1,200.00
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
Continuing Ed	1	\$6,000	\$ 6,000.00
Paper drapes	1	\$ 300.00	\$ 300.00
Paper gowns	1	\$ 300.00	\$ 300.00
Over-bed table	8	\$ 200.00	\$ 1,600.00
Rolling stool	4	\$ 150.00	\$ 600.00
Digital Physician scale	1	\$1,000	\$ 1,000.00
Hoyer Lift (Community Paramedic)	1	\$ 1,500.00	\$ 1,500.00
		<b>Total</b>	<b>\$ 79,500.00</b>

Equipment purchased will allow North Arkansas College to take in additional students/trainees into the Advanced Manufacturing Programs which is currently limited by the availability of current machines. The addition of a CNC lathe and CNC mill with the current equipment supplied by North Arkansas College will allow for more hands-on training as well as increasing numbers in the program by 25%. The Fanuc robot and related equipment used in conjunction with the "in-kind" die cast machine and custom conductor will create a real world advanced manufacturing training cell which will allow specialized training in this high demand, high skill and high wage field. The advanced manufacturing training cell can then be used for Workforce training, train "fast-track" operators, and incumbent workers already employed by our industry partners. In order for North Arkansas College students to be competitive in the job industry, we must provide the education and training on up to date, real world equipment currently used by our regional industries.

<b>Advanced Manufacturing Equipment List</b>			
<b>Training Equipment Request</b>	<b>Amount Requested</b>	<b>In-Kind</b>	<b>Comments</b>
<b>National 150 Ton Die Cast Machine (DCM)</b>		\$123,675	PACE
<b>Custom "Conductor"</b>		\$40,500	PACE
<b>CNC Machine Lathe</b>	\$70,000		
<b>FANUC M10iA Robot &amp; Controller</b>	\$55,000		
<b>FANUC iRVision &amp; Lighting Stand</b>	\$9,500		
<b>Dorner Exit Conveyor</b>	\$4,800		
<b>Dorner In-Feed conveyor</b>	\$4,800		
<b>Water Cool Unit/Heat Exchanger</b>	\$4,500		
<b>Auto DCM Door</b>	\$4,400		
<b>Axellent Safety Fence: Fencing Panels, Fencing Posts, Door, Door Switch</b>	\$3,500		
<b>Robot Riser</b>	\$2,200		
<b>Robot End Of Arm Tool (EOAT): Fingers, Gripper Frame</b>	\$2,200		
<b>Robot Pneumatic Package</b>	\$2,000		
<b>Schunk PZN 100 Gripper Module</b>	\$2,000		
<b>Alan Bradley Light Curtain</b>	\$1,500		
<b>Robot Controller Stand</b>	\$1,000		
<b>Asis Transformer PC/Tablet for on-site training</b>	\$6,000		
<b>Lincoln Robotic Welder for Skills Training &amp; Workforce Development</b>	\$85,000		
<b>LR Mat 200 ID4S Collaborative Cert Cart</b>	\$60,000		
<b>FANUC Certification</b>	\$10,000		
<b>TOTAL</b>	<b>\$328,400</b>	<b>\$164,175</b>	

Other equipment to be purchased will be office equipment for the Grant Coordinator. This equipment will include a computer, monitor, printer, multimedia projector, screen, etc. This will be necessary equipment for the day to day operations, facilitation of meetings, data collection and tracking, and monitoring reports of the Grant Coordinator.

To help promote the manufacturing programs in our 16 service area school districts, we will purchase one VEX IQ Kit per district. These kits are robotic platforms designed to transform STEM learning for young students and their teachers using valuable lessons and skills needed in today’s changing world. In order to help students understand the real world feel of being a valued employee, we will install a Time Clock system for attendance tracking to be implemented in all technical programs at the Northark Technical Center and North Arkansas College. This will help students understand the importance of daily attendance, being on time for (work/school), and will allow students to have a record of their attendance for future reference when applying for jobs.

**Performance Assessment**

Project performance will be measured accordingly by progress toward two overall project objectives and six 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.

North Arkansas College will use data from pass rates of national licensure exams for skilled trades to demonstrate students have acquired the skills that meet employer needs and job trends. The overall objectives of the project are to reduce the regional skills gap in healthcare and manufacturing careers based upon 2015 calculated gap for Northwest Arkansas Region 5 as shown below.

**Overall Performance Measures**

<b>Objective 1: To reduce the regional skills gap in healthcare careers (35% to 16%).</b>			
	Baseline	2016-2017	2017-2018
Percentage Gap	35%	27%	16%
Vacancy Gap	716	563	320

<b>Objective 2: To reduce the regional skills gap in manufacturing careers (39% to 17%).</b>			
	Baseline	2016-2017	2017-2018
Percentage Gap	39%	31%	17%
Vacancy Gap	234	186	100

Three outcomes for each objective have been established to measure progress toward the overall objectives.

For Objectives 1 and 2, the outcomes are noted below with established targets for performance. Progress toward outcomes will be measured and reported at the end of each Phase.



<b>Healthcare Performance Outcome Measures</b>						
<b>Outcome 1.1: Increase the number of entry-, mid-, and advanced-level healthcare credentials awarded.</b>						
	Baseline	Phase I	Phase II	Phase III	Phase IV	Total
Entry-Level	47	60	88	103	120	371
Mid-Level	0	0	0	5	10	15
Advanced-level	0	5	0	5	0	10
<b>TOTAL</b>	<b>47</b>	<b>65</b>	<b>88</b>	<b>113</b>	<b>130</b>	<b>396</b>
<b>Outcome 1.2: Increase the number of high schools students completing a healthcare credential.</b>						
	Baseline	Phase I	Phase II	Phase III	Phase IV	Total
High School	23	0	30	0	48	78
<b>Outcome 1.3: Increase the number of workforce training Continuing Education Units (CEU) for healthcare workers.</b>						
	Baseline	Phase I	Phase II	Phase III	Phase IV	Total
Healthcare CEUs	50	60	65	75	80	280
<b>Manufacturing Performance Outcome Measures</b>						
<b>Objective 2.1: Increase the number of entry-, mid-, and advanced-level manufacturing credentials awarded.</b>						
	Baseline	Phase I	Phase II	Phase III	Phase IV	Total
Entry-Level	10	16	23	20	30	89
Mid-Level	0	0	0	0	18	18
Advanced-level	5	0	8	0	18	26
<b>TOTAL</b>	<b>15</b>	<b>16</b>	<b>31</b>	<b>20</b>	<b>66</b>	<b>133</b>
<b>Outcome 2.2: Increase the number of high schools students completing a manufacturing credential.</b>						
	Baseline	Phase I	Phase II	Phase III	Phase IV	Total
High School	6	0	6	0	10	16
<b>Outcome 2.3: Increase the number of workforce training hours for manufacturing technology.</b>						
	Baseline	Phase I	Phase II	Phase III	Phase IV	Total
Workforce Training Hours	60	110	120	130	140	500

**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 implementation of the project- describe how each partner will 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 executing planned proposal; describe how each partner is qualified to participate in the proposed 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:

	<b>Exemplary</b>	<b>Superior</b>	<b>Adequate</b>	<b>Needs Improvement</b>
<b>Strength of Partnership (20 Pts)</b>	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 strength of this proposal, and 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 as institutional progress and reputations are at stake. Each partner has expressed in writing (see letters of commitment) a firm commitment and each is aware of their level of responsibility required to achieve success.

The Workforce Grant Committee has worked collaboratively during the Planning Grant Phase 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 made up of North Arkansas College faculty and staff, representatives from regional industry, middle school and high school personnel, and the regional educational services cooperative representing 16 area school districts. Through monthly meetings, numerous industry and educational tours/site visits, many hours of research, discussions and brainstorming sessions, this alliance has proven their invested commitment to this projects success.

As a direct result of our Workforce Grant Committee's research and educational tours, Harrison School District was approved by the Arkansas Department of Education on May 12, 2016, to pilot a new flexible personalized learning environment. HALO or Harrison AdvancEd Learning Opportunities starting in August, 2016 will be offered to 10<sup>th</sup> and 11<sup>th</sup> grade students with a cap of 100 students for the first year. The district plans to expand grades and student numbers until all students in grades 9-12 are provided with an opportunity to participate. Students will have the ability to complete required coursework in less than six hours a day through a flexible and personalized learning environment where students control key factors including the pace, place, and path toward achievement of educational goals. This flexible learning program will allow high school students the opportunity to enroll in additional North Arkansas College classes, including those in the focus areas of Healthcare and Advanced Manufacturing, participate in job shadowing, complete an internship, or secure paid employment.

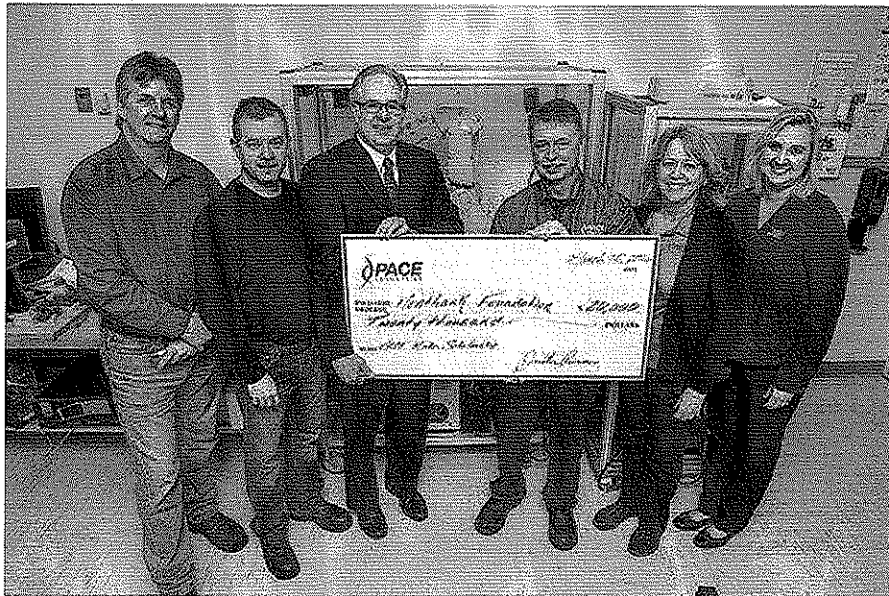
The inherent strengths of these partnerships have ensured the opportunity to achieve the desired results of the grant for improving workforce development in the region and have resulted in the expansion of the scope of the partnership and have broadened the overall impact of the project. As indicated below, each partner has defined rolls, provides critical contributions, and enhances the combination of complementary skills to be directed toward the overall success of the project.

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 include Ozarks Unlimited Resource Educational Service Cooperative (O.U.R Educational Cooperative), PACE Industries, Wabash Wood Products, North Arkansas Regional Medical Center, the Northark Technical Center (Secondary Career Center), North Arkansas Partnership for Health Education (NAPHE), Baxter Healthcare, Ducommun, Claridge Products, Tyson Foods, WestRock and Arkansas State University Mountain Home (ASUMH). The regional alliance with ASUMH includes strong collaboration with the Northwest Arkansas Workforce Development Board for cooperative workforce development efforts. In addition, Northark and ASUMH will continue to hold joint regional meetings with educational and industry partners in each

service area to address regional industry needs through alignment of training and education to support economic growth.

As a result of this planning grant and the expanded collaboration with industry partners regarding industry certifications, a group of representatives from local business and industry, secondary and post-secondary education, President of the Harrison Chamber of Commerce, Career and Technical Education, and Arkansas Economic Development met on May 24, 2016 with Leo Reddy & Rebekah Hutton from the Manufacturing Skills Standards Council (MSSC). Northark along with area secondary schools and local industry are reviewing steps required to incorporate the MSSC Certification and Curriculum into educational programs for manufacturing. Two representatives from Northark will be attending a meeting in Atlanta, Georgia on June 15 -16, 2016 to speak with other institutions that are using this certification and curriculum. MSSC is one of the nation's foremost industry-led training, assessment and certification organization focused on the core technical competencies needed by the nation's frontline production and material handling workers.

The important topic of workforce development is not only a concern for North Arkansas College and our industry partners. As a result of the collaborative efforts of the Regional Workforce Planning Grant and the strategies outlined in the Implementation Grant, the Harrison Chamber of Commerce hosted a *Good Morning Harrison* event on May 25, 2016 to promote discussion toward workforce concerns in our area. This meeting was led by a panel of representatives from Northark, Pace Industries, and the Northwest Arkansas Economic Development District, who answered questions regarding the concerted effort to build the regional workforce pipeline and close the skills gap for regional business and industry partners. This meeting was attended by local city and county officials, business and industry representatives, educational institutions, and concerned citizens. We are very proud of the ongoing effort to help our regional communities develop an educated and skilled workforce for employers. We recognize that these essential grant funds will provide us with the ability to have a positive impact and we are confident that with resources outlined in the Implementation Grant proposal, Northark will successfully lead the effort to reduce the regional skills gap in healthcare and manufacturing careers.



**PACE Industries donates \$20K annually for Manufacturing Scholarships**

<b>Mandatory Partner Contributions</b>				
<b>Partner</b>	<b>Role</b>	<b>Personnel</b>	<b>Strengths</b>	<b>Qualifications</b>
<b>PACE Industries</b>	<ul style="list-style-type: none"> <li>• Serve on Advisory Committee</li> <li>• Serve on Workforce Grant Committee</li> <li>• Refer employees to Programs</li> <li>• Provide employment data on graduates</li> <li>• Provided Scholarships (\$20,000) for Advanced Manufacturing Students</li> <li>• Donated Die Cast Machine and Custom "Conductor"</li> <li>• Recruit students to North Arkansas College programs, interns and youth apprenticeship</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Talent Acquisition and Development</li> <li>• Workforce Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>• Assistance with curriculum and program development</li> <li>• Identification of appropriate industry certification requirements</li> <li>• Job partnerships</li> <li>• Facilitation of succession planning for Pace Industries</li> </ul>	<ul style="list-style-type: none"> <li>• Leading manufacturer</li> <li>• One of the largest manufacturing employers in the region</li> <li>• Expanding and growing job market regionally</li> <li>• CNC and Die cast technology expert</li> </ul>
<b>Wabash Wood Products</b>	<ul style="list-style-type: none"> <li>• Serve on Advisory Committee</li> <li>• Serve on Workforce Grant Committee</li> <li>• Refer employees to Programs</li> <li>• Provide employment data on graduates</li> <li>• Recruit students to North Arkansas College programs, interns and youth apprenticeship</li> </ul>	<ul style="list-style-type: none"> <li>• Plant Manager</li> </ul>	<ul style="list-style-type: none"> <li>• Assistance with curriculum development</li> <li>• Identification of appropriate industry certification requirements</li> <li>• Identification of soft skills needed</li> </ul>	<ul style="list-style-type: none"> <li>• Leading trailer floor manufacturer</li> <li>• Robotics technology expert</li> </ul>
<b>North Arkansas Regional Medical Center (NARMC)</b>	<ul style="list-style-type: none"> <li>• Serve on Advisory Committee</li> <li>• Serve on Workforce Grant Committee</li> <li>• Refer employees to Programs</li> <li>• Serve as clinical site</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Human Resources &amp; Physician Recruitment</li> </ul>	<ul style="list-style-type: none"> <li>• Assistance with curriculum development</li> <li>• Identification of appropriate industry certification requirements</li> <li>• Assistance with Community</li> </ul>	<ul style="list-style-type: none"> <li>• Top healthcare employer in region</li> </ul>

	<ul style="list-style-type: none"> <li>• Provide employment data on graduates</li> <li>• Recruit students to North Arkansas College programs, interns and youth apprenticeship</li> <li>• Donation of 2 Ambulances for EMT program</li> </ul>		Paramedic Program	
<b>ASUMH</b>	<ul style="list-style-type: none"> <li>• Educational site</li> <li>• Partner in instructional delivery</li> <li>• Consultant to Advisory Committee</li> <li>• Course and Program Articulation</li> <li>• Collaboration and coordinating with regional industry partners</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Workforce Development</li> </ul>	<ul style="list-style-type: none"> <li>• Assistance with curriculum development</li> <li>• Identification of appropriate industry certification requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Experience with higher education</li> <li>• Experienced with technical and healthcare programs</li> </ul>
<b>Northark Technical Center (NTC)</b>	<ul style="list-style-type: none"> <li>• Educational site</li> <li>• Partner in instructional delivery</li> <li>• Serve on Advisory Committee</li> <li>• Recruit students</li> <li>• Outreach to Middle and Secondary Schools</li> </ul>	<ul style="list-style-type: none"> <li>• Northark Technical Center Director</li> </ul>	<ul style="list-style-type: none"> <li>• Curriculum development and alignment</li> <li>• Shorten time for student completion of college credentials and industry certifications</li> <li>• Concurrent credit opportunities</li> <li>• Provide resources to support capital equipment purchases</li> </ul>	<ul style="list-style-type: none"> <li>• SREB National Recognition: Outstanding Technical Center That Works</li> <li>• Recognized Project Lead the Way Site</li> <li>• Regional Hub for BEST Robotics</li> <li>• SkillsUSA award winning programs</li> <li>• Health Occupation Student Association (HOSA) award winning programs</li> </ul>
<b>Ozarks Unlimited Resources (OUR) Educational Services Cooperative</b>	<ul style="list-style-type: none"> <li>• Serve on Advisory Committee</li> <li>• Serve on Workforce Grant Committee</li> <li>• Liaison for area schools</li> </ul>	<ul style="list-style-type: none"> <li>• CTE Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>• Assist with collaboration of Regional Alliance partners serving</li> </ul>	<ul style="list-style-type: none"> <li>• State recognized area educational service cooperative</li> </ul>



	<p>Omaha High School                  Flippin High School                  Lead Hill High School                  Bruno-Pyatt High School                  Bergman High School                  Valley Springs High School                  Green Forest High School                  Western Grove High School                  Alpena High School                  St. Joe High School                  Harrison High School                  Jasper High School                  Yellville Summit High School                  Kingston High School</p> <ul style="list-style-type: none"> <li>• Collaboration with Professional Development Opportunities</li> <li>• Facilitates Annual Regional Advisory Committees (OUR CTE Regional Partnership Council)</li> </ul>		<p>secondary schools</p> <ul style="list-style-type: none"> <li>• Alignment of Carl D. Perkins resources to complement regional workforce initiatives</li> </ul>	
<p><b>North Arkansas Partnership for Health Education (NAPHE)</b></p>	<ul style="list-style-type: none"> <li>• Deliver C.N.A. courses</li> <li>• Serve on Advisory Committee</li> <li>• Planning and Implementation of Community Paramedic Program</li> <li>• Planning and Implementation of Medical Assisting Programs</li> <li>• Continuing Education for Healthcare Professionals</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Director of NAPHE</li> <li>• Director of Workforce and Health Education</li> </ul>	<ul style="list-style-type: none"> <li>• Assist with curriculum development MA programs</li> <li>• Assist with curriculum development for Community Paramedic</li> </ul>	<ul style="list-style-type: none"> <li>• Recognized Regional Partnership for Health Education</li> <li>• Recognized Continuing Education Units (CEU) provider for Healthcare</li> </ul>
<p><b>Baxter Healthcare</b></p>	<ul style="list-style-type: none"> <li>• Serve on Advisory Committee</li> <li>• Refer employees to Healthcare Programs</li> <li>• Provide employment data on graduates</li> </ul>	<ul style="list-style-type: none"> <li>• Maintenance Supervisor</li> </ul>	<ul style="list-style-type: none"> <li>• Assistance with curriculum development</li> <li>• Identification of appropriate industry certification requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Leading Medical Plastics Manufacturing</li> <li>• Expert in plastic injection molding</li> </ul>

<b>Ducommun</b>	<ul style="list-style-type: none"> <li>• Serve on Advisory Committee</li> <li>• Refer employees to Programs</li> <li>• Provide employment data on graduates</li> </ul>	<ul style="list-style-type: none"> <li>• Human Resources Business Partner</li> </ul>	<ul style="list-style-type: none"> <li>• Assistance with curriculum development</li> <li>• Identification of appropriate industry certification requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Electronic and Electrical manufacturing for aerospace industry</li> <li>• Precision fabrication</li> </ul>
<b>Tyson Foods</b>	<ul style="list-style-type: none"> <li>• Serve on Advisory Committee</li> <li>• Refer employees to Programs</li> <li>• Provide employment data on graduates</li> </ul>	<ul style="list-style-type: none"> <li>• Complex HR Manager</li> <li>• Maintenance Trainer</li> </ul>	<ul style="list-style-type: none"> <li>• Assistance with curriculum development</li> <li>• Identification of appropriate industry certification requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Leading manufacturing and production industry</li> </ul>
<b>Claridge Products</b>	<ul style="list-style-type: none"> <li>• Serve on Advisory Committee</li> <li>• Refer employees to Programs</li> <li>• Provide employment data on graduates</li> </ul>	<ul style="list-style-type: none"> <li>• General Manager</li> <li>• HR Manager</li> </ul>	<ul style="list-style-type: none"> <li>• Assistance with curriculum development</li> <li>• Identification of appropriate industry certification requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Leading manufacturing of visual display products</li> </ul>
<b>WestRock</b>	<ul style="list-style-type: none"> <li>• Serve on Advisory Committee</li> <li>• Refer employees to Programs</li> <li>• Provide employment data on graduates</li> </ul>	<ul style="list-style-type: none"> <li>• Plant Manager</li> </ul>	<ul style="list-style-type: none"> <li>• Assistance with curriculum development</li> <li>• Identification of appropriate industry certification requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Leading paper and corrugated packaging company</li> </ul>



**NARMC donates two ambulances to Northark**

**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 implement approved Phase 1 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:

	<b>Exemplary</b>	<b>Superior</b>	<b>Adequate</b>	<b>Needs Improvement</b>
<b>Budget Plan (15 Pts)</b>	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**

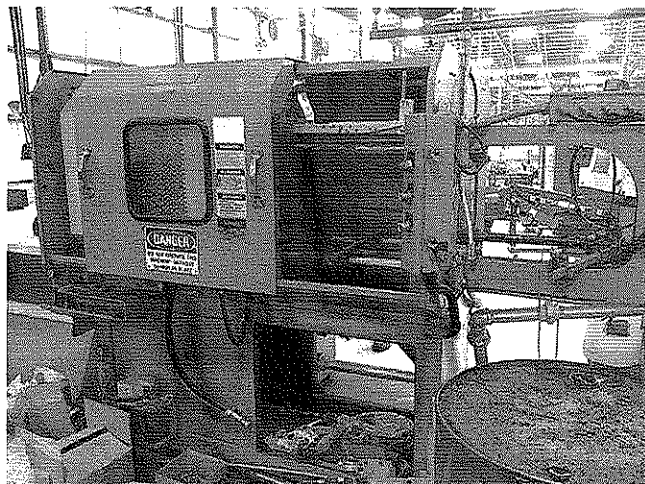
Please provide your detailed financial plan in the box below.

<p>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 that identified academic pathways. The budget plan detail is outlined below.</p>					
Budget Item	Grant Activities Supported				
<p>1. Personnel/Stipend</p>	<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 personnel time. 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 role of coordination, planning, facilitation, overall success of grant accomplishments and reporting results will be held by the grant coordinator. <b>Total Grant Coordinator amount \$58,100 per year which includes benefits.</b></p> <p>With the addition of the Medical Assisting programs there will be the need for a Program Director. The MA Program Director will oversee program marketing, administration, facility set-up, curriculum development, career counseling, referrals and job placements, and follow-up, along with data collections/submissions to Grant Coordinator. This program will also require one part-time assistant/faculty. <b>Total MA Program Director and part-time personnel \$63,750 per year which includes benefits.</b></p> <p>Other personnel (part-time faculty/instructors) will be required to provide instruction for new and expanded curriculum. <b>Total other personnel amount \$81,350 per year which includes benefits.</b></p> <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 22% of salary.</p> <table border="1" data-bbox="527 1539 1416 1570"> <tr> <td><b>Year 1: \$203,200</b></td> <td><b>Year 2: \$203,200</b></td> <td><b>Total: \$406,400</b></td> </tr> </table>		<b>Year 1: \$203,200</b>	<b>Year 2: \$203,200</b>	<b>Total: \$406,400</b>
<b>Year 1: \$203,200</b>	<b>Year 2: \$203,200</b>	<b>Total: \$406,400</b>			
<p>2. Travel</p>	<p>Grant Coordinator will need the opportunity to attend conferences and workshops and visit successful workforce development agencies in state and possibly out of state to get perspective and knowledge concerning best practices. Additionally, coordinator will need to meet industry and educational partners within the region to review progress toward goal accomplishments.</p> <p>Periodically, travel and related expenses will also be required to bring all project participants together for information sharing and planning purposes. When possible, webinar technology will be used to</p>				

	<p>accommodate participants' schedules to allow them to attend meetings remotely. This approach will allow a sufficient number of required meetings to be held and reduce overall travel costs. Implementation team meetings and grant coordinator will require <b>\$15,000</b> of estimated travel expenses for out-of-state and in-region trips which could include some regional partners.</p> <p>Other personnel that may require travel and related expenses would include faculty and instructors for workforce development training, conferences, and workshops to keep abreast of the latest trends and best practices in their instructional areas this is estimated at <b>\$8,000</b>. Travel is budgeted at the AR rate of \$0.42/mile and includes carrier, food, and lodging costs. <b>Total Travel request: \$23,000.00</b></p>			
<p>3. Equipment</p>	<p>Office equipment for the Grant Coordinator will be needed in order to conduct daily operations and facilitate monthly committee meetings, data collections for reporting, mobile meetings (i.e. office computer and monitor, printer, multimedia projector and screen, etc.) <b>\$8,500.00</b></p> <p>Manufacturing equipment purchased will allow North Arkansas College to take in additional students/trainees into the Advanced Manufacturing Programs which is currently limited by the availability of current machines. The addition of a CNC lathe and CNC mill with the current equipment supplied by North Arkansas College will allow for more hands on training as well as increased numbers in the program by 25%. <b>Total Request \$328,400.00</b></p> <p>The new Medical Assisting Programs will require equipment for classroom and laboratory use. The classroom equipment includes, projector, mobile computer/tablet devices for electronic medical records (EMR), and EMR simulation software. Classroom instructional supplies will support the additional curriculum requirements above and beyond the C.N.A. curriculum. The current C.N.A. lab, which will also support the Medical Assisting Program will be upgraded with additional beds, hydraulic and digital scales, laboratory monitoring devices, EKG and Holter monitoring devices, physical assessment equipment (e.g. otoscopes, ophthalmoscopes, and mobile vital sign carts), out-patient surgery instruments and supplies/equipment particular to an outpatient clinic setting. The lab space will include a simulation clinic setting. <b>Total Request \$79,500.00</b></p> <p>Other equipment to be purchased: VEX IQ Kits \$250.00 * 16 school districts = <b>\$4,000</b>. Time Clock/Attendance Tracking <b>\$10,000</b></p> <p>(See <b>Role of Equipment</b> above for complete list of all equipment to be purchased)</p> <table border="1" data-bbox="526 1780 1414 1818"> <tr> <td><b>Year 1: \$425,400</b></td> <td><b>Year 2: \$5,000</b></td> <td><b>Total: \$430,400</b></td> </tr> </table>	<b>Year 1: \$425,400</b>	<b>Year 2: \$5,000</b>	<b>Total: \$430,400</b>
<b>Year 1: \$425,400</b>	<b>Year 2: \$5,000</b>	<b>Total: \$430,400</b>		
<p>4. Materials &amp; Supplies</p>	<p>Costs associated with this category include purchasing of curriculum related documents and texts along with costs associated with the acquisition of miscellaneous reports, survey instruments, tests, industry</p>			

	certification licensure fees, and survey results. Also included in this amount is the costs for miscellaneous items such as postage, and consumable office supplies and materials expenses, including media for document storage		
		<b>Year 1: \$19,900</b>	<b>Year 2: \$36,800</b>
		<b>Total: \$56,700</b>	
5. Publication Costs Documentation or Dissemination	These costs include amounts associated with document publication and expenses related to dissemination of information to participants, students, industry, and community, and fulfilling end of project reporting requirements.		
		<b>Year 1: \$17,000</b>	<b>Year 2: \$12,500</b>
		<b>Total: \$29,500</b>	
6. Consultant Services	Training and Professional Development for College and Regional High School Personnel will be conducted by outside professionals		
		<b>Year 1: \$15,000</b>	<b>Year 2: \$23,000</b>
		<b>Total: \$38,000</b>	
7. Other	Industry Tours, Guest Speakers, Parent Programs, etc.		
		<b>Year 1: \$9,500</b>	<b>Year 2: \$6,500</b>
		<b>Total: \$16,000</b>	

**Local Match/In-Kind-** Support has been given to North Arkansas College as part of our partner’s commitment to this project. PACE Industries has committed **\$184,175** as “in-kind” support for this effort which includes \$20,000 in Annual Scholarships for students going into Advanced Manufacturing Careers at North Arkansas College, a Die Cast Machine for Advanced Manufacturing Training Cell \$124,000 and a Custom “Conductor” \$40,500.



**Die Cast Machine for Advanced Manufacturing Training Cell Donated by PACE Industries**

North Arkansas Regional Medical Center has donated 2 ambulances for EMT Training **\$17,000** and also provides services of Clinical Preceptors **\$3,000** for the CNA, CMA and Community Paramedic Programs.

Construction has begun on Northark’s new health education simulation center that will provide nursing students with realistic training. The center will look like three hospital rooms and a home setting and will be located in the Allied Health wing at Northark’s South Campus. North Arkansas College will provide access to the Health Education Simulation Center **\$100,000**.

**Total In-Kind giving for this project \$304,175**

**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 2 Projects.

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

**A. PROGRAM LEADERSHIP SUPPORT COSTS**

1. Personnel/Stipend	<u>\$406,400.00</u>
2. Travel	<u>\$23,000.00</u>
3. Other (Explain Below)	<u>\$16,000.00</u>
Industry Tours, Guest Speakers, Parent Programs, etc	
<b>TOTAL PARTNER PARTICIPANT COSTS</b>	<u><u>\$445,400.00</u></u>

**B. OTHER DIRECT COSTS**

1. Equipment	<u>\$430,400.00</u>
2. Materials and Supplies	<u>\$56,700.00</u>
3. Publication Costs/Documentation/Dissemination	<u>\$29,500.00</u>
4. Consultant Services	<u>\$38,000.00</u>
5. Other (Explain Below)	<u>\$0.00</u>
Briefly Explain Other Costs	
<b>TOTAL OTHER DIRECT COSTS</b>	<u><u>\$554,600.00</u></u>

<b>C. TOTAL DIRECT COSTS (A &amp; B)</b>	<u><u>\$1,000,000.00</u></u>
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<b>D. COST SHARING (Minimum 10% of C; up to \$50,000)</b>	<u><u>\$304,175.00</u></u>
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<b>Total Implementation Grant Budget</b>	<u><u>\$1,304,175.00</u></u>
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Other Notes

*See above "Role of Equipment" for complete list of equipment for Healthcare and Advanced Manufacturing Programs*



**SECTION 5 - SUSTAINABILITY**

**20 Points**

Proposals will include a commitment and detailed plan for sustaining grant activities beyond the twenty-four (24) month implementation 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 implementation 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.

	<b>Exemplary</b>	<b>Superior</b>	<b>Adequate</b>	<b>Needs Improvement</b>
<b>Sustainability (20 Pts)</b>	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
<b>North Arkansas College</b>	Education Institution providing facilities, currently employed full-time faculty and staff	Capital and Operating Budgets, College Foundation's Endowed Chair Program (that support small equipment purchases/replacements), Perkins Funding, State and Federal grant opportunities
<b>PACE Industries</b>	Manufacturing Industry Partner	\$20,000 Annual Scholarships Workforce Training Income from Workforce Training
<b>Northark Technical Center</b>	Educational Partner providing services to area high school students	Department of Career Education and local school districts
<b>OUR Educational Cooperative</b>	Educational Services Partner providing services to area high school districts	Department of Career Education and Carl D. Perkins funding
<b>North Arkansas Regional Medical Center (NARMC)</b>	Medical Industry Partner	Providing clinical education site facilities
<b>North Arkansas Partnership for Health Education (NAPHE)</b>	Medical Educational Partner	Providing medical educational services and trainings
<b>Wabash Wood Products</b>	Manufacturing Industry Partner	Income from Workforce Training
<b>Claridge Products</b>	Manufacturing Industry Partner	Income from Workforce Training
<b>Ducommun</b>	Manufacturing Industry Partner	Income from Workforce Training
<b>Tyson Foods</b>	Manufacturing Industry Partner	Income from Workforce Training
<b>WestRock</b>	Packaging Industry Partner	Income from Workforce Training

The continuation and sustainability of the new and expanded programs after the grant period ends is extremely important to North Arkansas College and has not been overlooked. Ongoing expenses for personnel and equipment maintenance will be a main focus. The personnel added during this grant will have gained valuable experiences and training which can be used to continue providing the same level of services offered and continue activities of this grant. Throughout the planning grant and continued into the implementation grant, numerous industry, educational support contacts and partnerships have been formed by the Grant Coordinator. Having one person as a main point of reference for these industry and educational contacts will be key to the continuous flow of information and organization of future workforce training, educational activities and promotion of

the Advanced Manufacturing and Healthcare Career opportunities available at North Arkansas College.

North Arkansas College will continue to use the services of the Northark Technical Center (NTC) which serves area high schools in Baxter, Boone, Carroll, Marion, Madison, Newton and Searcy counties. Services are provided at no cost to students. Books, tuition and fees are provided through NTC and funded by a training fee paid by local school districts and funds provided through the Arkansas Department of Career Education.

The North Arkansas College Health education simulation center along with equipment purchased will allow for the continuation of the new healthcare programs implemented during this grant. In partnership with North Arkansas Partnership for Health Education (NAPHE) we can provide for the continued instruction of those new healthcare programs.

Continued support from regional industry employers will be crucial to the continuation of these new and expanded programs. With continued collaboration from regional industry employers, we will review industry needs and future trends to assist with informing North Arkansas College about changes needed in academic programs and workforce training offerings. North Arkansas College will continue to provide regional industry with workforce training for new and current employees.

Ken Stuckey, Director of Talent Acquisition and Development at Pace Industries contacted the Northark Foundation with the desire for Pace Industries to give back to the local community by training workers for jobs here in Harrison. Specifically, he indicated a strong need to encourage students to pursue careers in engineering and manufacturing technology.

Pace Industries has become one of the largest and most diversified die casting companies in the world. The company has expanded from the original Harrison location which opened in the mid-1960's to 12 Divisions and 21 locations in the United States and Mexico. With that expansion comes the need to hire highly skilled workers.

"Engineering and technology graduates are vitally important to the future success of Pace Industries in Harrison," said Stuckey. "Our Mission statement requires us to "provide uncommon, creative solutions which contribute to the success of our customers. This scholarship program is an innovative example of that Mission Statement, and the partnership with Northark shows our deep commitment to the Harrison educational community and the surrounding area high schools. We are excited about training people for the technical positions we need now and for the future at Pace Industries in Harrison."

Pace will donate \$20,000 annually to fund \$1,000 (\$500/semester) scholarships for freshman students enrolled in engineering or manufacturing technology courses at Northark. Up to four sophomore students can earn \$1,500 (\$750/semester) in the second year at Northark if they have completed a summer internship at Pace Industries, Harrison Division. Scholarship applications will be taken from students at the high schools in the counties of Boone, Marion, Madison, Newton, Carroll and Searcy counties who enroll in Northark's Industrial Electronics Technology or Manufacturing Processes course and intend to pursue a career in these career fields. Each application must contain a recommendation letter from the high school Career and Technical Education teacher. Students must have and maintain a 2.5 GPA. Preference will be given to students who have participated in

BEST Robotics or SkillsUSA competition, attend the Northark Technical Center or have completed a class through Northark's concurrent credit offerings.

North Arkansas College will use currently employed full-time instructors in manufacturing and healthcare to continue new and expanded programs. Some part-time personnel may be needed to continue some services implemented during the grant process. The expenses required to continue new and expanded programs (including personnel, travel, materials, supplies, etc.) are estimated at \$175,000 per year. With the expansion of the manufacturing programs and the addition of the CMA and Community Paramedic Programs North Arkansas College will increase the number of students in the programs each semester. Increases in enrollment for these programs is estimated at 5% per program each year. The growth in the programs constitutes an additional estimated \$200,000 per year in tuition and fees revenue. This revenue will help support the additional instructors as well as the maintenance, repair or replacement of equipment. Northark is committed to supporting continued growth in these programs through annual budget resource allocation for sustainability.

Sustainability for new and expanded programs will be achieved by drawing students to North Arkansas College and potential employees to our industry partners through well-equipped, quality programs that support industry leading educational and training experiences. Expenses to maintain and repair equipment purchased during the grant are estimated at \$25,000 per year. The lifetime expectancy for the equipment ranges from six to fifteen years. The College will provide all maintenance and repairs necessary for equipment maintenance, replacement, and repair through capital outlay planning, the College Foundation's Endowed Chair Program (that support small equipment purchases/replacements), Perkins Funding, Federal grant opportunities, and through ongoing contributions from regional industry and partners to support sustainability and future growth of the Advanced Manufacturing and Healthcare Programs. All equipment and instructional materials purchased will continued to be used to support and sustain workforce needs in the Northwest Arkansas Region.

In cooperation with OUR Educational Cooperative and SREB we will continue professional development for college and area middle and high school administration, faculty and staff using Carl D. Perkins and Department of Career Education funding.

In order to capitalize on the coordination and cooperation achieved with partners, the Workforce Grant Committee will continue to meet monthly to discuss grant activities, achievements, goals and share resources. Communication of this committee is key to the ongoing success of the grant activities and programs. The committee will continue to evaluate expenses throughout the grant period, looking for ways to reallocate resources to support grant operations. We will also continue to pursue additional funding revenues to sustain and/or expand services started with this grant. Using the media to advance public relations by highlighting the need for the programs and publish its successes we can keep our community informed about the educational and career opportunities available at North Arkansas College. Advisory Committees will meet twice each year to discuss current and future workforce needs for our region.

The support demonstrated by our partners and our regional communities through the Planning Grant process has been phenomenal and the expectation for continuation of these efforts is extremely high. During the Planning Grant process the Grant Committee or sub-committees have met 21 times, been on four industry and educational tours, and expanded our partnerships to include five new industry partners and one new non-profit partner. The Regional Workforce Planning Grant Team has gone above and beyond in this work to maximize the intent and goals for the

Workforce Initiative Act. The collaboration of secondary and post-secondary education partners toward alignment of strategies with workforce needs as expressed by our industry partners has resulted in clearly defined career pathway plans and coordinated efforts to address the challenges of job candidate skills gaps in our region. The strong relationships that have been established between our educational and industry partners provides an ongoing solid foundation for long-term sustainability.



# Wood Products

May 16, 2016

Dear Dr. Elliott,

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 has expanded our employee base 50% over the last 36 months and routinely has over 25 positions open at any given time. As a current director with the Harrison Regional Chamber of Commerce and a member of 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.

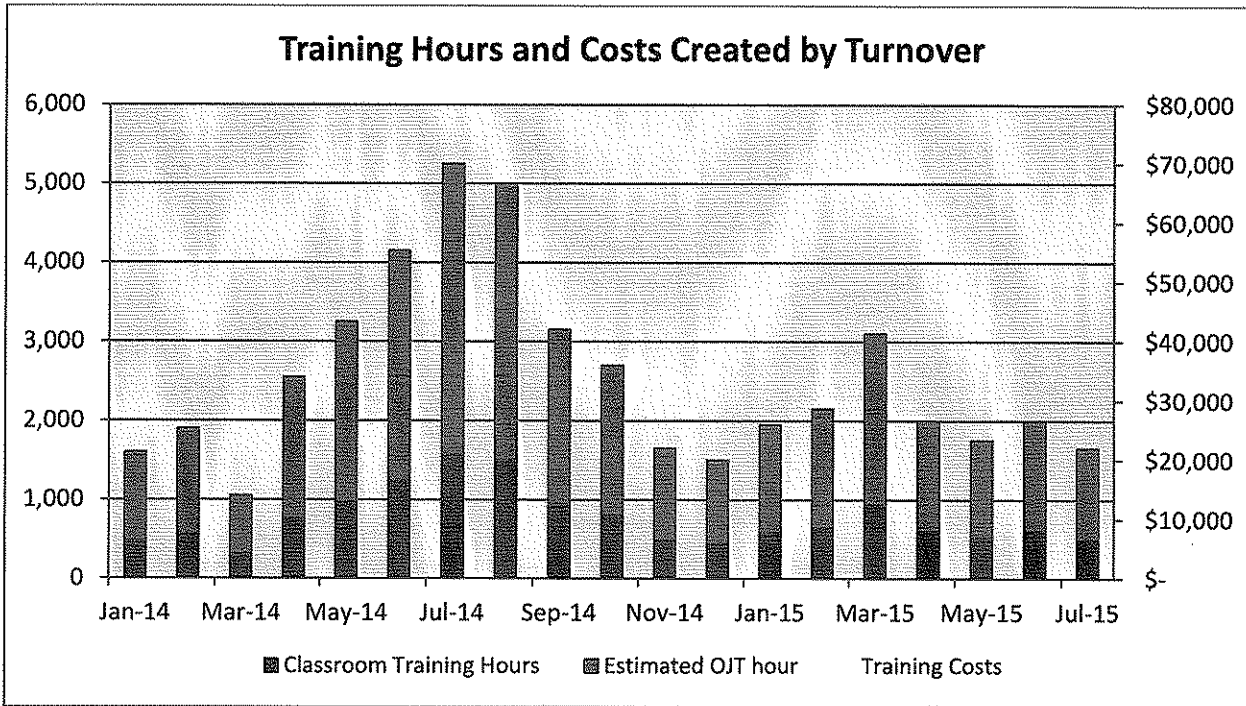
As an attachment, I have provided monthly turnover, estimated training hours, and estimated training costs. Based upon these metrics, it is imperative to seek a long term solution to our issues.

Sincerely,

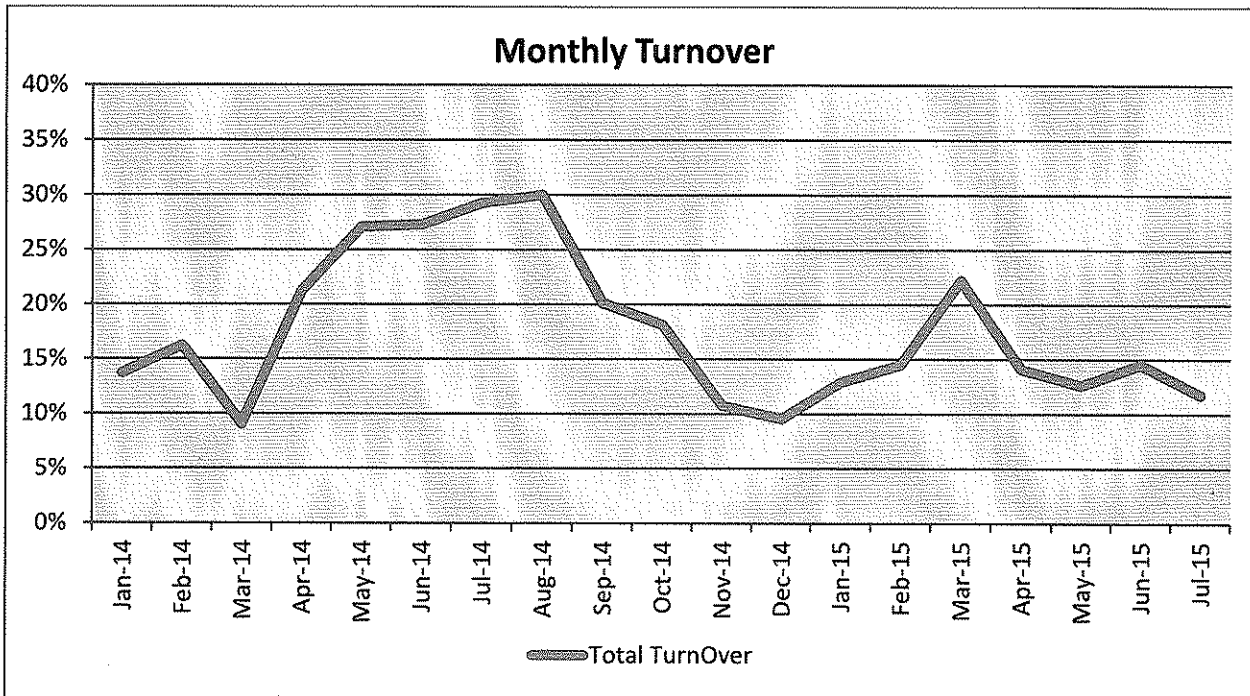
Eddie Bartlett  
Plant Manager, Wabash Wood Products



# Wood Products



**Estimated 48,000 hours of training at a cost of \$662,000**







Office: 479.443.1456  
Fax: 479.442.7058  
P.O. Box 309  
Fayetteville, AR 72702

February 29, 2016

Ethan Robinson  
Workforce Coordinator  
Pace Industries

To whom it may concern,

It is my absolute pleasure to write in support of the application drafted by Melissa Bray and her colleagues at North Arkansas College. North Arkansas College was awarded the Regional Workforce Grant, which will provide much needed training to the area and its residents in order to bring a revitalized labor pool to employers.

Pace Industries is one of the largest employers in Harrison, Arkansas. Our need for skilled workers far outnumbers the total sum of quality candidates in the job market. With more and more of our current workforce nearing retirement, our need for a skilled workforce is only going to become more critical. The Regional Workforce Grant will provide a clear pathway for high school students to receive a high quality education in advanced manufacturing that leads to gainful employment.

Pace hiring needs are in technical areas; namely automation, CNC programming/operation, and technical maintenance. The Regional Workforce Grant would provide North Arkansas College new technologies that will further align their student's skills with our hiring needs.

In conclusion, I fully support North Arkansas College in their objective to create new opportunities for their students through the Regional Workforce Grant. I look forward to the day when our industry will greet these new candidates with an excellent career.

Sincerely,

A handwritten signature in black ink, appearing to read "Ethan Robinson", is written over a horizontal line.

Ethan Robinson  
Workforce Coordinator



May 16, 2016

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 Northark to be more responsive to our regional industry needs, particularly in the Advanced Manufacturing and Emerging Clinical Healthcare job sectors.

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.

In order to serve more high school student at NTC, we are adjusting class schedules to allow for morning and afternoon courses for area high school students. In addition to our six current programs, we are adding three new Certificates of Proficiency; Workforce Technology, Clinical Medical Assistant, and Administrative Medical Assistant, each of which are designed for students to complete by the time they graduate high school.

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

The Regional Workforce Alliance created through this project will allow Northark and its students to receive invaluable employer input in the areas of 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 black ink, appearing to read "Scott Howie".

Scott Howie, Director  
Northark Technical Center

*A Comprehensive Community College*



North Arkansas  
Regional Medical Center

The best in care...close to home

620 North Main • Harrison, AR 72601 • (870) 414-4000

May 17, 2016

Subject: Letter of Support for Regional Workforce Grant

Regional Workforce Grant Selection Board:

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

This second stage "Regional Workforce Grant Proposal" features development and sustenance 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. We are appreciative that classes, such as Medical Terminology / Anatomy and Physiology, will now be available to lower grades and more adults, and at flexible times. And we are pleased with the grant enhancing efforts to work together for the good of all.

One of our organizational values challenges North Arkansas Regional Medical Center employees to stay engaged in the betterment of our community. For this particular proposal, we have worked diligently with top regional educational and employment innovators equally committed to long-term project success. Collaborative steps are already either under way or ready to be initiated as this project continues its forward momentum. Our regional workforce development efforts will be considerably enhanced by continuing grant approval.

Very truly yours,

Vincent Leist  
President and Chief Executive Officer



**OZARKS UNLIMITED RESOURCES COOPERATIVE**

5823 Resource Drive, Harrison, AR 72601  
P.O. Box 610, Valley Springs, AR 72682  
PHONE: 870.429.9100 FAX: 870.429.9099  
[www.oursc.k12.ar.us](http://www.oursc.k12.ar.us)

Harrison, Arkansas 72601

Rick Nance, Director

May 16, 2016

**MEMBERSHIP**

**BAXTER COUNTY**  
Cotter S.D.

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

**BOONE COUNTY**  
Alpena S.D.  
Bergman S.D.  
Harrison S.D.  
Lead Hill S.D.  
Omaha S.D.  
Valley Springs S.D.

Dear Mrs. Bonds:

We are excited to partner with Northark on the Regional Workforce Implementation Grant.

**CARROLL COUNTY**  
Berryville S.D.  
Eureka Springs S.D.  
Green Forest S.D.

A part of the O.U.R. Cooperative operational mission is to, "Foster public and private sector educational partnerships" to respond to the diversity of needs and opportunities in our constituency. The implementation grant will allow the opportunity to work closer with manufacturers and health employers to identify employability skills required of secondary students to prepare teachers to provide necessary instruction for students to be career ready in manufacturing and health fields.

**MADISON COUNTY**  
Jasper S.D.  
Kingston Campus

The Career and Technical Department Coordinator will be available to assist with the grant targets and with communication between the secondary schools comprised of sixteen school districts (Alpena, Bergman, Berryville, Cotter, Deer/Mt. Judea, Eureka Springs, Flippin, Green Forest, Harrison, Jasper, Lead Hill, Omaha, Ozark Mountain, Searcy County, Valley Springs and 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 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 held in October.

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

O.U.R. Cooperative is committed to the work of the grant and continuing the support past the end of the grant through the O.U.R. CTE Department. As this opportunity is a positive 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.

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

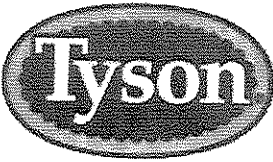
Sincerely,

Richard Nance, Director

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

**NORTH ARKANSAS COLLEGE**

c Dr. Kim Fowler, Teacher Center Coordinator  
Mrs. Billie Reed, CTE Coordinator



**Tyson Foods, Inc.**

May 17, 2016

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

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 Implementation Grant Application for the Regional Workforce 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 Implementation 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 implementation 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.

Respectfully,

A handwritten signature in black ink, appearing to read "Michael Armstrong".

Michael Armstrong  
GF/BV Complex Human Resources Manager

May 20, 2016



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 Implementation Grant Application for the Regional Workforce 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.

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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.

A handwritten signature in black ink, appearing to read "Andrew Gratton".

**Andrew Gratton**

Plant Manager

329 W Industrial Park Road | Harrison, Arkansas 72601

T 870.741.9401 | M 870.754.7963

Andrew.Gratton@westrock.com | [www.westrock.com](http://www.westrock.com)



May 1, 2016

Dear Arkansas Workforce Development Board:

Please accept this letter as commitment of partnership between North Arkansas College (Northark) and Arkansas State University-Mountain Home (ASUMH) to form a regional workforce alliance. Such a partnership will support development and expansion of regionally aligned employer driven career pathways. This collaborative approach will allow Northark and ASUMH to collectively identify and address job candidate skills gaps in our region, particularly in the Advanced Manufacturing and Emerging Clinical Healthcare job sectors.

Northark and ASUMH are committed to engaging with our regional service area in the following ways:

- ❖ Align curriculum to ensure that completers of technical certificate programs at each institution can enter seamlessly into Associate Degree completion programs either direction.
- ❖ Work jointly with secondary education providers to develop improved communication and marketing campaigns targeting parents to educate and build understanding regarding regional career opportunities with the Manufacturing job sector.
- ❖ Engage regional partners (secondary education, postsecondary education, and employers) through workforce alliance efforts to create clearly defined career pathways.

As we work in partnership to develop a strong regional workforce alliance, we are focused on creating a skilled and employment-ready workforce through alignment of educational programs and joint efforts to address regional workforce needs. We look forward to the opportunity to work together with regional employers and other partners to develop an educational pipeline to support economic growth in our region.

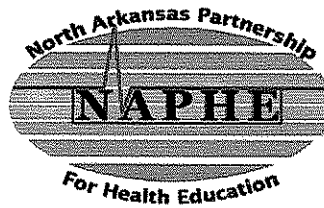
Sincerely,

A handwritten signature in black ink, appearing to read "Robin Myers".

Robin Myers, Ed.D.  
Chancellor

RM/mc





May 2, 2016

To Whom It May Concern:

Please let this letter serve as a mechanism to document our support for North Arkansas College to submit and implement a Regional Workforce Grant 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 have been a partner with North Arkansas College in past efforts to improve workforce collaborations in support of economic growth and expansion. As in the past, we look forward to our continued work together and will actively participate in the workforce development strategies outlined in this new proposal. Specifically we feel that the plans which focus on areas of Advanced Manufacturing and Emerging Clinical Healthcare will put us on the cutting edge in addressing critical needs of regional employers. 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.

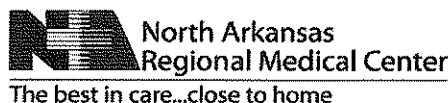
Building on what we have accomplished in the past and customizing strategies for the future has always been a strong suit for North Arkansas College. This new regional workforce proposal continues a proud tradition that unifies regional partners working collectively to serve a vision for the common good.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

Sincerely,

*Sheri Hinrichs*

Sheri Hinrichs, Executive Director  
North Arkansas Partnership for Health Education  
Harrison, Arkansas

Sustaining Partners:



**Committed to Excellence in Community Health Education**



**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 9, 2016

Dear Dr. Elliott,

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 Implementation Grant Application for the Regional Workforce Grant.

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 Implementation 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 implementation 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

# HARRISON SCHOOL DISTRICT

110 South Cherry Street, Harrison, AR 72601

MELINDA MOSS, Ed. D.  
Superintendent of Schools

Telephone 870/741-7600  
Fax 870/741-4520  
E-mail: mmoss@hps.k12.ar.us

Dear Regional Workforce Grant Committee:

This year's Workforce Planning Grant has created extremely strong collaboration between North Arkansas College, Harrison School District, North Arkansas Regional Medical Center, Wabash and Pace Industries. Thus has developed a solid plan of action to take into the next level of the Workforce Implementation Grant. I have no doubt that if funded, each grant partner will see that the current synergy between each institution will more than magnify the dollars entrusted.

More specifically, Harrison School District has positioned itself to implement both technical and soft skills development through actions outlined in the grant application. We look forward to expansion of Project Lead the Way, aptitude and career assessments, internship opportunities, industry-specific courses such as Craft Skills, Introduction to Engineering Design, Medical Terminology and other possibilities. We are willing to find academic space, right here on our campuses, for these programs.

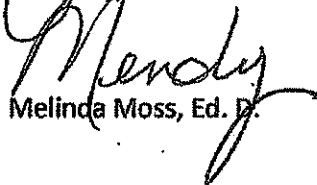
The District is also excited to expand professional development of its teachers through tours of the technical center, regional industry guests and speakers and other ways to give not only our students a better vision of the world of work in our community but also our educators. Teachers can then apply the skills and competencies they are teaching to their application in the workplace.

We can't keep doing what we have been doing, the same way, and expect to get different results. Our local businesses and industries are begging for skilled workers with the soft skills needed to fill crucial positions.

The success of the schools and the community are deeply intertwined. The funding of the Regional Workforce Implementation Grant will be a huge step toward furthering our partnerships and our ability to meet our workforce shortages.

Harrison School District supports this grant application.

Sincerely,



Melinda Moss, Ed. D.

Monday, April 25, 2016

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 Implementation Grant Application for the Regional Workforce 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 Implementation 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 implementation 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.

A handwritten signature in black ink, appearing to read 'Chonta Salts'.

Chonta Salts  
Human Resources Business Partner  
Interconnect Solutions  
Ducommun, Inc.



PRODUCTS AND EQUIPMENT, INCORPORATED  
P. O. BOX 910  
HARRISON, ARKANSAS 72602-0910  
E-MAIL: claridge@claridgeproducts.com



PHONE: 870-743-2200  
TOLL FREE: 800-434-4610  
FAX: 870-743-1908

May 5, 2016

**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 Implementation Grant Application for the Regional Workforce 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 Implementation 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 30 employees and in a 40 hour PLC Programming course for 6 of our industrial maintenance personnel.

We look forward to actively participating in the workforce development strategies outlined in the implementation 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 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



April 28, 2016

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 Implementation Grant Application for the Regional Workforce 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.

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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,

A handwritten signature in black ink, appearing to read "Lacey Johnson", is written over the printed name.

Lacey Johnson  
HR Director  
870-424-5310

**SUBMIT BY JUNE 1, 2016**Email to [ADHE.Workforce.Grant@adhe.edu](mailto:ADHE.Workforce.Grant@adhe.edu)*Applications will only be accepted for projects that were awarded a planning grant.***IMPLEMENTATION GRANT SCORING RUBRIC**

<b>Critical Elements</b>	<b>Exemplary</b>	<b>Superior</b>	<b>Adequate</b>	<b>Needs Improvement</b>	<b>Value</b>
<b>Program Need</b>	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
<b>Program Plan</b>	Plan identifies efficiencies that take full advantage of existing human and physical resources and all requested resources clearly support the goals of the plan. (22-25 Pts)	Plan includes significant efficiencies from existing resources and all requested resources clearly support the goals of the plan. (18-21 Pts)	Plan includes limited efficiencies from existing resources or includes some questionable resource requests. (14-17 Pts)	Budget includes limited or no existing resources from partners or includes requests deemed unnecessary. (0–13 Pts)	25 Pts
<b>Strength of Partnership</b>	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
<b>Budget Plan</b>	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
<b>Sustainability</b>	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
<b>Total Points Possible</b>					<b>100 Pts</b>



