West Virginia allocates $30 million for new construction of advanced technology centers

Governor Joe Manchin, III, recommended, and the West Virginia Legislature approved, a $30 million dollar allocation to the Community and Technical College System of West Virginia to construct two advanced technology centers that will increase the state’s capacity to deliver technical education. The vision is to utilize this funding to create two centers to serve business, industry and the state’s citizens to produce a more competitive, technically educated and trained workforce for West Virginia. The centers will be strategically located in the two population centers of the state. The first being in the North Central WV Region, which is located in what is considered West Virginia’s “High Technology Corridor,” which spans from Clarksburg to Morgantown. This corridor is home to the National FBI Fingerprinting Lab, a national biometrics consortium center and numerous companies whose core business is centered around information technology. The second center will be located in southern West Virginia, in what is known as the “Advantage Valley” region of the state, which spans from Montgomery to Huntington and includes Charleston, the Capitol City. This region is home to major chemical and automotive manufacturers such as Dupont, Dow, Kureha, NGK Sparkplug and Toyota Motor Manufacturing.

During the initial concept meetings for each of the centers, a consulting team from the National Coalition of Advanced Technology Centers (NCATC) was brought in to meet with local businesses, state and local government agencies and each of the community and technical colleges in the service areas where the centers were to be located. Under the leadership of Craig McAtee, Director of the NCATC, and team members Jeff Arnold (Danville Community College) and Paul Pierpoint (Northampton Community College), the team conducted focus group sessions and compiled a report of findings and recommendations for James L. Skidmore, Chancellor of the Community and Technical College System. This four-day event proved extremely beneficial to the overall process of beginning the design and implementation of the centers. Mr. McAtee and his team met at both locations in the state and reported specific findings and recommendations for each location. These findings included recommendations on program offerings, site selection, and areas of future expansion and growth.

Programmatically, the centers will focus on four core areas that reflect the major employer concentrations of the two regions. The centers are being developed with an emphasis on flexibility that will enable the centers to adjust programmatically to the changing employment demands of the region. Initial plans call for programs in mechatronics, chemical process technology, information technology, power plant technology, nanotechnology and biometrics. Elements of green programming will be built into each one of the programs. These areas were chosen based on the recommendations of the NCATC team, as well as continued feedback from local business and industry leaders. Flexible space will be incorporated into each center to accommodate short-term customized training as demands occur.

A site has been selected for the Advanced Technology Center in the Advantage Valley Region. This Center will be located in the West Virginia Education and Research Technology Park, a facility recently donated to the state by Dow Chemical Corporation. This location was chosen based on high visibility, ease of access and potential impact the center will have on future economic development in the park. The site selection for the North Central WV center is nearly completed and an announcement will be forthcoming.

One major challenge to date has been the interlinking of multiple community and technical colleges into one of the centers. Most of the advanced technology centers visited by the West Virginia team are co-located with a single community and technical college campus. Based on the results of the focus group meetings, it was determined that business and industry would be best served by utilizing the talents of multiple institutions in...
NCATC President’s Welcome

2009 has been a harried but exciting year for Advanced Technology Centers (ATC) nationwide. The influx of stimulus funding fueling the President’s initiative to construct a new economy forced many of us to forge new partnerships that meet regional and specialty needs to be competitive for national funding.

From the lessons learned in 2009 and looking to the future, NCATC’s main priority for 2010 will be to foster greater community between member centers, colleges and our strategic alliance partners. This will allow your center to quickly construct regional or national consortia that increases your competitiveness in seeking federal funding.

This priority will be achieved through a number of new initiatives. Here’s a brief overview. First, a new member-driven database is available for your use. The benefits of this new database include the ability to control your own information about your ATC. This makes the information from the database much more timely and accurate. The database has also been expanded to allow you the capability of searching for member organizations by both location and area of specialty. This will provide you with timely and accurate information readily and securely available through the NCATC member website.

Second, we believe that by changing our operation as a board and regional coordinators, we may better leverage resources that will provide more horsepower to NCATC. This will position NCATC with access to greater resources and the ability to capitalize on future opportunities in a dynamic and fast-paced future. To accomplish this, we will be retooling the board of directors and regional coordinators semi-monthly meetings beginning January 2010. This will be done in an attempt to maximize the varied talents that your board and regional coordinators volunteer to NCATC. We believe that by harnessing this horsepower; our membership can collectively make a significant impact on national workforce development issues in advanced technology.

In Summer 2010, we are planning a board of directors and regional coordinators strategic planning session in New Mexico. This session will allow board members and regional coordinators to work together on developing a focused evaluation of NCATC’s strengths and vulnerabilities and also, chart a new course into the future and position NCATC to capitalize on the opportunities and manage the adversity that we will face as a membership in a new, dynamic and highly complex US economy.

Last, we will continue to work diligently at creating exciting and valuable networking and learning opportunities at both the 2010 Summer Workshop hosted by Santa Fe Community College in New Mexico and the Fall Conference hosted by Milwaukee Area Technical College in Wisconsin…events that you simply should not miss.

In 2009, we learned some tough lessons about ourselves and our vulnerability as a nation. At NCATC, we believe that true strength of character and leadership shines though in our darkest hour: As a coalition we are proud to represent you as a national collection of leaders who have stayed the course and have sacrificed much to develop, in some cases, even a semblance of a workforce during our nation’s most challenging economic times. This was not in vain. The chaos and furious pace that we all lived through is the surge of a wave of transformation that will restore our national economic strength and prominence. Though your steadfast leadership in creating value and not just measuring it, ATCs nationwide now have the opportunity to play a critical role in this transformation.

On behalf of your board of directors and regional coordinators, I thank you for your dedication, commitment and sacrifice to building a new economic future for our nation.

With our appreciation for all that you do,
Scott Murakami, 2010 President

Welcome New Members

The NCATC Membership Committee is pleased to announce the addition of these new member organizations since the last newsletter was published.

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<th>Full Centers:</th>
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<td>Bridgerland Advanced Technology Center (UT)</td>
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Full contact information, Web site addresses, and email addresses for each member is located in the Members section of the NCATC Web site. If you are interested in joining NCATC, membership applications are available on the NCATC Web site, www.ncatc.org, under the Member Benefit/Join tab.

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Northwest Region
Fred Haynes – Linn-Benton Community College (OR)

Midwest Region
James Retka – Northland Community & Technical College (MN)

Northeast Region
Kelly Oamer – Northern Essex Community College (MA)

Central Region
Don Robison – St. Louis Community College (MO)

Southeast Region
Sid Valentine – West Virginia Community & Technical Education Council (WV)

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Industry makes major equipment donations to El Camino College Compton Educational Center

Industry and education partnership results in Aerospace Fastener Manufacturing Training program

Compton, CA – El Camino College Compton Educational Center recently announced the receipt of nearly $1 million in donated training equipment for the new Aerospace Fastener Manufacturing Technology Center. "The addition of this equipment will help train students on equipment used in the industry and meet an anticipat-ed shortfall of skilled workers in aerospace fastener manufactur-ing," said Rodney Murray, Dean of Career & Technical Education at El Camino College Compton Educational Center.

The aerospace fastener manufacturing industry is a global mar-ket that generates $6.5 billion in global sales. Southern California is home to dozens of manufacturers, including three of the world's largest. In fact, over $4.5 billion in global sales are generated from Southern California-based manufacturers and distributors. More than half of these manufacturers are located within a 20-mile radius around Compton Educational Center.

El Camino College Compton Educational Center and the California Community Colleges' Centers for Applied Competitive Technologies (CACT) at El Camino College, Cerritos College, North Orange County Community College District, and Los Angeles Community College District, joined forces with the Industrial Fasteners Institute (IFI) to develop a training program for California-based aerospace fastener manufacturers in training skilled workers at the El Camino College Compton Educational Center.

The donations included major pieces of equipment and sup-port materials needed to train students to secure future jobs in the aerospace fastener industry. Equipment donors include P.B. Fasteners of Gardena, Turncorp Inc. of Carson, Shafer Machinery in Santa Fe Springs, Bristol Industries in Brea, and Alcoa Fastening Systems in Torrance. Johnson Gage Company of Bloomfield, Connecticut, donated thread measurement equipment to the college. Other aerospace fastener manufac-turers and suppliers such as The Phillips Screw Company have committed to support the center with donations as the need arises.

The aerospace industry is expecting a turnaround in the eco-nomy later in 2010 or early 2011. In addition, retirements of experienced workers means the industry needs highly trained replacements for these well-paying jobs. The Centers for Applied Competitive Technologies (CACT) and the IFI have formed an alliance with industry to develop the only training program in the western United States focused on aerospace fastener manufacturing.

The alliance formed between the community colleges and industry will continue to work closely to develop the training program at the El Camino College Compton Educational Center and collaborate with other community colleges in California to offer the training in communities that support this critical industry.

NCATC Membership Benefits

- FREE membership in the National Council of Advanced Manufacturing (NACFAM) - valued at $5,000 a year
- FREE access to best practices from most of the top Advanced Technology Centers (ATC) in the nation
- FREE access to the membership listerv where members readily exchange and share information and resources
- FREE access to our information-rich website
- Discounted registration for our annual national conference and our summer workshop
- Reduced costs for technical consulting through the Member Assistance Program (MAP)
- Exclusive discounts for products and services from our strategic partners, including: 3D Rapid Prototyping, Amatrol, EON Reality, Festo, Lab Volt, Lincoln Electric, MSSC, Materialise, NOCTI, PTDA/ICP, Profiles International, The Quality Group, Solidworks, NC3, ToolingU, Virtual Training Center
- Recognized external evaluation services for national grants such as Department of Labor (DOL), Department of Transportation (DOT), and the National Science Foundation (NSF)
- Discounted prices for "Necessary Skills Now"

2010 National Events

Summer Workshop

Santa Fe, New Mexico
June 2–4, 2010
Hosted by: SFCC

Fall Conference

Milwaukee, Wisconsin
October 6–8, 2010
Hosted by: Milwaukee Area Technical College
Northland College Leads Nation in UAS Maintenance Training

Northland Community and Technical College (NCTC), with campuses in East Grand Forks and Thief River Falls, MN was recently awarded a $5 million Department of Labor (DOL) grant under the American Recovery and Reinvestment Act (ARRA) of 2009. The funding will assist NCTC in establishing the world’s first maintenance training center for unmanned aircraft systems (UAS).

“This grant will position Northland Community and Technical College to be at the forefront of this developing industry along with our partners at the University of North Dakota and the Grand Forks Air Force Base,” explained Dr. Anne Temte, President of Northland Community and Technical College. “This is a classic example of the stars lining up. With our aviation maintenance expertise at our airport site in Thief River Falls, we have the assets that complement those of our partners and will establish this region as a leader in the emerging technology of remotely piloted aircraft.”

The greater Red River Valley region is fast becoming a national center for UAS activity. Northland College has a strong working relationship with the University of North Dakota’s UAS Center of Excellence, the UND Center of Innovation and the Grand Forks Air Force Base. Together, these entities will offer the “complete package” for UAS development, Temte noted.

NCTC recently celebrated the 50th anniversary of the colleges’ Aviation Maintenance Program, one that’s been around as long as the Federal Aviation Administration has been in existence. NCTC’s aviation maintenance program is certified by the FAA as a Part 147 Program for Airframe and Powerplant certification. The transition into the next generation of the aviation world seems to be a natural fit for the college as it looks to leverage its existing infrastructure and build future programs to meet the workforce development needs of a growing industry.

The purpose of the UAS Maintenance Training Center is to provide a nationally recognized primary Unmanned Aircraft Systems (UAS) maintenance training program which supports unmanned aircraft vehicles and Ground Control Stations (GCS) related to all applications concerning Remotely Piloted Aircraft (RPA).

UND’s Unmanned Aircraft Center Director Jeff Kappenman said UND is focused on research, education and training. He said the Thief River Falls program adds a key component that can make the region an unmanned aircraft industry center. Aviation analysts the Teal Group predicts in the next decade, tens of billions of dollars will go into the development and construction of unmanned aircraft. About 76 percent of that spending will occur in the U.S.

NCTC continues to strengthen relationships with the U.S. Armed Forces, Northrop Grumman, (manufacturer of the Global Hawk UAS), and General Atomics (manufacturer of the Predator UAS). James Retka, NCTC Dean of Workforce and Economic Development said, “Since May 2008, NCTC has been aggressively working to implement the strategic plan for the reinvigoration of our aviation school. Unmanned Aircraft Systems represent a significant portion of our programming moving forward and will further connect the college and region to our military and private-sector partners.” Retka went on to say, “This project will allow the college to train students for high-skill, high-wage jobs which will in turn create additional economic growth opportunities for our region.”

Scott Fletcher, Director of NCTC’s Aviation Maintenance Program, added “The importance of this program, both to our region and our community, is immeasurable. Our program and facilities will complement the existing foundation the region has already built and developed. With our new capabilities, the region will have even more opportunities to build a strong, viable partnership with many other organizations on a global scale. We see a big future in this industry and we are in the position to become a vital component.”

NCTC is a part of the Minnesota State Colleges and Universities system (MnSCU), with its 32 institutions, including 25 two-year colleges and seven state universities. The Minnesota State Colleges and Universities system is the largest single provider of higher education in the state of Minnesota.

For more information about the UAS Maintenance Training Center; contact James Retka, Dean of Workforce and Economic Development at jamesretka@northlanduas.com or Scott Fletcher, Aviation Program Director at scottfletcher@northlanduas.com

More than 20 aircraft, including two Boeing 727s, two DC-9s, a Sabreliner, twin-engine turbo props, three “Huey” turbine-powered helicopters, as well as Piper, Cessna, and Beechcraft piston-powered light aircraft are used in the student’s training.
In 2007 Gateway Technical College (WI) and Profiles International (PI) partnered to co-develop soft-skill training programs. With presence in more than 122 countries, PI is the world's largest provider of soft-skill assessments. Assessment services are conducted via a state-of-the-art internet-based platform. In addition to their direct services to the private sector, PI also has a cadre of professionals available to consult with government and education.

One result of the collaboration with Gateway Technical College was the development of an Advanced Leadership Certificate Program that is offered through Gateway's Workforce and Economic Development Division. A PI representative trained Gateway's staff in the delivery of the curriculum and the assessment tools used in the program. The certificate program has served employers from a variety of industries and sectors, including government. Program participants have high acclaim for the program's design, content, and effectiveness in the workplace.

The 12-week blended learning program is designed to respect the time of busy personnel by combining flexible online learning courses, limited classroom training sessions, and personalized one-on-one coaching. Learners study behaviors of successful leaders, compare those behaviors to their own, and are then given the tools to bridge any gaps.

A Leadership Profile assessment is required for the course. The ProfileXT, one of PI's predictive behavior products, is utilized to compare the learner's soft-skills to those of recognized leaders. Using an assessment as the starting point of a leadership training program serves a number of purposes: the learner is able to see their potential and the mentor is able to assist the participant with necessary skill building based on their personal scores.

A Leadership/Management 360 feedback program that objectively measures the learner's progress in their leadership development is also available, as well as a library of post-course computer-based development modules for continued development.

Profiles International is completing their first year as a NCATC Strategic Partner: They have assigned Mr. Bill Matelski as NCATC's contact representative. Bill has 40+ years of talent management experience, and is available to assist NCATC members develop curriculum, train staff, and design assessment services under school-specific brands. In addition to their soft-skill assessments, PI recently partnered with SkillCheck, an online hard-skills testing provider. The availability of internet-based hard and soft-skills assessments through the PI connection is a natural for any Assessment Center or Advanced Technology Center. You can contact Bill for more information at rcss@wi.rr.com.

Five Years of Accomplishments

The Emerson Center for Engineering and Manufacturing at St. Louis Community College-Florissant Valley was dedicated on November 22, 2004. With state funds and donations from area industries and individuals, the Center was designed and created to meet the needs of the college, the manufacturing industry and the community. In five short years the Center has become a leader and the "go-to" place for the manufacturing and engineering companies in the St. Louis region. This 31,000-square-foot addition to the Engineering facility features state-of-the-art tooling, software and equipment, including 14,000 square feet of laboratory space and classrooms. In collaboration with the Workforce and Community Development division and the Engineering and Technology department of the college, the Center offers technical courses and customized training for the local manufacturing and engineering workforce.

The Emerson Center has cultivated a comprehensive connection to industry. In partnership with Workforce and Community Development, it has provided pre-employment training in aerospace sheet metal assembly for Boeing since November 2007. In two years, 116 people have graduated from the program and at least 90 have attained employment in the aerospace industry. In early 2009, St. Louis Community College received the DOL's Community Jobs Grant for development of the St. Louis Aerospace Institute. The Center is a partner in this effort to take Boeing's pre-employment program to the next level. The St. Louis Aerospace Institute will deliver flexible, industry-driven curriculum creating a pipeline of skilled technicians for the region's aerospace industry.

In 2009, the Emerson Center partnered with WCCD to develop a line worker pre-employment program for the region's electric utility, AmerenUE. Participants successfully completing the five-week program have the opportunity to take the utility's employment test and enter into their hiring process. Other highlights during these five years include repeated offerings of a 15-month series of customized courses to prepare non-technical AT&T employees to transfer into higher paying technical job classifications, and offering customized classes for the Metropolitan Employment Training Center, an inner city organization focused on serving the chronically unemployed and underemployed population. Over these five years, the Emerson Center has met the training needs of dozens of area businesses, unions and organizations. During the 2008-2009 academic year alone, more than 300 individuals participated in Emerson Center training and employment programs.

The Center's community and K-12 outreach efforts included organizing and supporting activities to promote interest in science and engineering among the region's youths. These activities include hosting FIRST robotics competitions, technology summer camps for Girl Scouts, implementation of Project Lead the Way curriculum at more than 20 area high schools, technology focused workshops for secondary school teachers, and many others.

The first five years also included partnership in The President's High Growth Jobs grant for the automobile industry which funded training for skills upgrades for auto workers at Ford, General Motors and Chrysler; hosting functions of organizations such as the Society of Manufacturing Engineers, National Tooling and Machining Association, Society of Plastics Engineers, and American Society for Quality; hosting the last two Missouri governors, European job training providers, industry executives and the Indonesian Ambassador to the United States.

Since opening in 2004, over 2000 individuals—employees, job seekers, K-12 students and their teachers—have participated in and benefitted from training, educational courses and enrichment programs offered under the umbrella of the Emerson Center. It has broadened the Colleges' reach to business and industry, professional and community organizations, state and federal agencies, and K-12 institutions. In five short years, the Center has emerged as a responsive, successful resource for the St. Louis region.

For more information contact: Amy Sonderman, Project Asst. asonderman@stlcc.edu.
Gateway Technical College (WI) along with Snap-on and fellow NCATC member college Francis Tuttle Technology Center (OK) has launched NC3, the National Coalition of Certification Centers. As the US and world economies recalibrate and begin a new growth curve, workforce quantity and quality will become the competitive benchmark. The White House administration has already brought this to national attention by providing a strategic vision and framework for having our national community and technical college network identified as the centers of activity for training our current workforce and to provide leadership for retraining the emerging and transitioning workforce. These efforts will be critically important as industry and business provide traction to the economy.

The transportation and energy industries will all need national partnership alliances as they engage their business strategies. Transportation industries are accelerating their advanced propulsion systems (both automotive and truck) and vehicle control systems to the market place. The natural gas, solar, geo-thermal and wind energy industries are expanding their reach into the transportation and energy supply business. Aviation and Aerospace are bringing new materials, technology and techniques for building and maintaining aircraft. The historic counter balance to support these industries for the last five decades has been the “Baby-boom generation” and their ability to evolve, develop and grow their skills with technology and processes. However; this next growth curve has the potential to have an imbalance due to the retirement of the “baby-boom” workforce, combined with no organized strategy to help the new emerging workforce absorb the accumulated knowledge of the retiring workforce.

The community college education and technology center system will require a new business model that will bring industry, business and education together to provide the opportunity for sustained network building, strategic planning, and funding models that deliver partnerships and provide solutions for the high-level skills required by industry and the advances in technology.

Many industries, businesses and education at all levels have recognized the need for training and certification of a qualified skilled workforce for the past 15 years. Concerns of not having a skilled workforce were addressed at the federal level in 1992 and then in public policy forums that resulted in (a bi-partisan effort) passage of the School-to-Work Opportunities Act (STW) of 1994. Since then local and state initiatives have had limited success in implementing the strategies. This has been primarily due to the lack of strong business and educational partnerships. The most successful implementation has been in the automotive industry. This industry developed with education nationally accepted standards for facility, instructor certifications and school administrative support. Although successful, it is limited to a narrow target group of the workforce, that being entry-level automotive service technicians. Because of the narrow focus, benefits to the broader transportation industry and energy industries have not been realized.

National Coalition of Certification Centers (NC3) has been established to address the need to have industry partnering with education to develop, implement and sustain industry recognized portable certifications that have strong validation and assessment standards. Initial certifications were developed for automotive diagnostics in partnership with Snap-on tool Corporation, Gateway Technical College, and Francis Tuttle Technology Center. This initial effort provided a template to engage other education providers nationally. The scale of the effort was then expanded to include truck diagnostics’ (diesel, natural gas, and hybrid).

The scope of the initiative expanded to the energy industry, to address the need for industry recognized torque certification and its application to the construction, commissioning and maintenance of wind towers. In addition to the above mentioned schools, Lakeshore Technical College joined the partnership to assist in the development of torque certification with industry support from Snap-on Tool Corporation. The design of the torque certification materials and implementation strategy included the effort to provide a skill set that is transferrable across the energy and transportation industries.

For more information on NC3 please contact Roger Tadajewski at rtadajewski@cox.net

Gateway first in nation to offer geoxchage drilling

Gateway Technical College (WI) is first in the nation to offer geoxchage drilling and overall geoxchage system training.

The courses train students in various geoxchage drilling techniques and equipment used in this type of heating and cooling system, hands-on training to fuse piping, and grouting and sanitation operations with a geoxchage system.

“Gateway is the first college in the nation to offer training in geoxchage drilling,” said Tom Niesen, Gateway HVAC and geoxchage instructor. “There are colleges that train in oil and water; but none for the specific needs of this type of drilling.”

Manufacturers and other industry leaders have pointed to a shortage of qualified technicians in this expanding industry to promote the need for technician training.

The initial courses will lead to a two-year geoxchage program being developed by Gateway. The development for the initial courses being held this month were partially paid for through a state grant. Development for the two-year geoxchage technician associate degree program was funded through a National Science Foundation grant awarded to Gateway last summer and is expected to be completed by the end of June 2010.

Torque certification program meets needs of wind, auto, machine repair techs

Snap-on Incorporated, in partnership with Gateway Technical College (WI) and Lakeshore Technical College (WI), has created a national torque certification program designed to meet the needs of wind technicians, automotive mechanics, and industrial machine repair technicians.

Torque is the turning motion used to tighten or secure a fastener to achieve proper clamping force. The three-part training program covers torque fundamentals, electrical torque, and larger hydraulic equipment.

The courses prepare participants to take a national assessment and gain Snap-on Torque Certification. This program in torque technology will provide the student with hands-on learning of torque techniques, bolting applications, and tool set-up and selection concepts within today’s wind industry.

Colleges that are interested in offering this training, assessment and certification should contact Debbie Davidson at Gateway Technical College 262-564-3422 or email: Davidsond@gtc.edu
NCATC’s 21st Annual Fall Conference was hosted by the College of DuPage (IL). The third-largest single-campus community college in the U.S., COD is nationally-recognized for innovative partnerships with business and industry, and for ongoing success in receiving funding support from the National Science Foundation, Department of Labor, and others. COD is one of the premier advanced technology/manufacturing-focused training and education organizations in the country.
NCATC Presidents’ Advisory Council

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Dr. Marshall “Sonny” White – Midlands Technical College (SC)

To contact NCATC, please call, email, fax or write us at:
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Executive Director:
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ncatc1@gmail.com

New Technology continued from page 1

the Advantage Valley Center. With that in mind, the programmatic structure of the centers had to be such that it would be mutually beneficial to all three institutions involved, as well as provide the best mix of training and education opportunities for businesses and industries in the regions. These opportunities may come in the form of seminars and professional development courses, skill set programs, advanced skill set certificates, one-year certificate degrees, or two-year associate degrees. Each of the community and technical colleges will focus on their particular area of expertise.

The West Virginia Team would like to extend their gratitude to NCATC for assistance and support in helping in the development of these two centers and to institutions whose advanced technology center facilities were visited: Southeastern Institute of Manufacturing and Technology (SC); Fayetteville Technical Community College (NC), College of Dupage (IL), Kellogg Community College (MI), Danville Community College (VA), Guilford Technical Community College (NC), Kentucky Advanced Technology Center (KY), TransPark Technology Center (KY) and Franklin Technology Center (KY).

The centers will focus on four core areas that reflect the major employer concentrations of the two regions. The centers are being developed with an emphasis on flexibility that will enable the centers to adjust programmatically to the changing employment demands of the region.