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March Volume 18
2015 No. 1 TA3 Connections



**Danish Agency
for
Higher Education**

The [TA3 \(Trans-Atlantic Technology and Training Alliance\)](#) is a membership consortium of more than 30 leading community and technical colleges, and several state system offices, in the U.S. and Europe and South that promotes community colleges' efforts to support their regional economies, and promotes the value and importance of a global perspective on community college missions.

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June 7–10, 2015 Symposium in Belfast, Northern Ireland

**TA3 Conference and Meetings, June 2015 in Belfast, Northern Ireland,
United Kingdom**

**Preparing the Future Global Workforce: Bringing Employers and Educators
Together**

Follow [@TA3_CSW](#) on twitter to get news, updates and event details!

The hashtag for the upcoming June event in Belfast is #TA3Belfast.

Each year the TA3 looks for an emerging or particularly thorny issue to address and tries to find solutions that break new ground, even if they challenge the status quo. This year, hosted by the Northern Ireland Department of Employment and Learning, the challenge is finding more effective ways to match what is learned with skills that are demanded, but in ways that both help meet the labor force needs of employers and also expand the career opportunities of the learners. If this is to happen, business and educators will have work more closely together, even in harmony. This is the theme of this year's meeting, which will be held in Belfast, Northern Ireland on June 8, with added events scheduled for TA3 members from June 7 to 10.

The need to connect industry and education is not new of course. Colleges on both sides of the Atlantic have relied on relationships with businesses for years to identify and forecast skill needs, provide learning experiences, and even teach. Some places have voluntary arrangements for business and government to co-invest in skills training, many rely on sector skills councils to identify skill needs and develop curricula, and others have extensive apprenticeship programs.

Yet there are still gaps in engaging SMEs, understanding the new and emerging industries with occupations that defy easy classifications, and

address the tendencies of young people to change careers more frequently than ever before. As a result, many countries are looking to new approaches. For example, Northern Ireland is working on an apprenticeship policy that will take employees from the equivalent of a High School Diploma all the way to PhD level in the workplace and is working on a "Skills Barometer" to anticipate current and future skills demand.

This year's symposium will include the following keynote speakers who will discuss approaches to projecting and understanding skill needs, creative ways to work with businesses, and radical advances in apprenticeship programs, all from the perspective of policy and practice.

- Stephen Farry, Minister for Employment and Learning, Northern Ireland
- Sergio Arzeni, Director, OECD Centre for Entrepreneurship, SMEs, and Local Development, and also oversees the Local Education and Employment Development Programme, Paris
- Gerri Fiala, Deputy Assistant Secretary, U.S. Department of Labor, Washington, DC
- Professor Stefan Wolter, Managing Director of the Swiss Coordination Centre for Research in Education and a Professor of Economics at the University of Berne, Switzerland
- Tom Bewick, Founder and CEO of the International Skills Standards Organization, United Kingdom
- James Jacobs, President, Macomb Community College, Michigan, U.S.

Four interactive workshops on the following topics will be held in the afternoon:

- **Qualifications, competencies, and credentials** – How qualifications frameworks in the U.S. and EU help students, colleges, and businesses
- **Making apprenticeships work at SMEs** – Best practices for involving SMEs in apprenticeship programs and some of the challenges associated with scale that must be overcome
- **Matching demand with supply** – Examples of interventions in Northern Ireland and elsewhere that have been effective
- **Successful models of college–business partnerships**
Leaders from industry and education describe models that have proven successful and produced results

Enjoy a Titanic city full of surprises and hidden gems. Soak up the lively atmosphere, stroll along fine Victorian streets, enjoy the range of world-class visitor attractions and indulge in a café, restaurant and entertainment scene that can rival any city in Europe. Most of all, we invite you to enjoy the experience of visiting a city that will truly welcome you. Less than an hour from the world famous Giant's Causeway and the Mountains of Mourne, Belfast is a gateway city to a land of legends. Whether you're here for a business trip, the weekend or you have the opportunity to linger a little longer, a trip to Belfast promises memories to last a lifetime.



From L – across: City Hall, Crown Bar, Titanic Museum and Shipyard, Belfast Castle and Botanic Gardens

The report from the TA3 Symposium held in June 2013 in Copenhagen, Denmark on Workplace Learning in Europe and the United States is now

available on the [TA3 website](#).

DC Policy Recap

Leading Policymakers Discuss Workforce Innovation, Agency Programs and Funding Opportunities at the TA3 Policy Forum in Washington, DC

TA3 Member colleges from the Trans-Atlantic Technology and Training Alliance (TA3) convened at One Washington Circle Hotel to hear from a diverse line-up of national experts representing five federal agencies, a policy think tank, foundations and a regional commission. Speakers offered perspectives on recent and pending legislation, the impact of political changes on workforce initiatives and funding, and successful programs underway around the country. Community college representatives shared experiences and made valuable connections.

Mary Ann Pacelli and Mark Troppe from the National Institute for Science and Technology's Manufacturing Extension Partnership program kicked off the morning by discussing their state program initiatives for accelerated industry skill development, as well as the paid internship model, part of Right Skills Now. Celeste Carter, National Science Foundation's Advanced Technology Center program noted the impact a flat budget has had on the ability to fund students in advanced technology fields, while also aiming to increase representation of veterans and minorities in these fields. Several upcoming funding opportunities were shared with members as well.

The U.S. Department of Labor panel, which included Gerri Fiala, Laura Ginsberg and Randall Smith, focused on changes to the public workforce system as a result of the Workforce Investment and Innovation Act (WIOA), the benefits of registered apprenticeships and employment initiatives, and supports in place for outreach and services for veterans.

Over lunch, members and speakers were treated to a video conference call with Michael Gould from the Department for Employment and Learning, in Belfast, Northern Ireland, who will host the TA3 June Symposium. After a brief introduction about the country and culture, Michael shared the draft schedule for the four-day event that will take place June 7-10, 2015. The theme will be "Preparing the Future Global Workforce: Bringing Employers and Educators Together."

Maureen Conway and John Colborn from the Aspen Institute discussed the role of community colleges in sector strategies and how non-profits can most effectively

work with industry. Jeff Schwartz shared the unique geography and demographics of the Appalachian Region and how the Appalachian Regional Commission works with employers and supports community colleges in the region's rapidly changing regional economy.

Doug O'Brien and Alex Jones of the U.S. Department of Agriculture outlined the Rural Development initiative, which has a Community and Economic Development Mission and a \$200 billion dollar portfolio. The discussion focused on the USDA's intent to break the cycle of rural poverty by strategically funding and meeting goals set by state directors.

To close the day, Mark Mitsui from the U.S. Department of Education, Office of Career, Technical and Adult Education, encouraged members to watch the State of the Union for forthcoming federal funding opportunities, including the American college promise proposal for free tuition at community colleges.

Members noted that the day gave them an insider look at the emerging policy landscape in the U.S., enabled them to make valuable connections they would not otherwise have access to and provided a forum for peer sharing and learning.



Policy Forum attendees listen to the Department of Labor panel discuss apprenticeship.



John Colborn, from the Aspen Institute discusses effective strategies for non-profit engagement with industry.

Member News and Events

EUC Syd, Denmark, Visits Southern Regional College

EUC Syd Visits Southern Regional College. In cooperation with the International Department at EUC-Syd, a team of its educational counselors visited Southern Regional College (SRC) in Northern Ireland. The primary purpose of the five day visit, facilitated by Michael Gould Director, Skills and Industry Division Chair and his staff, was to exchange experiences and knowledge about the growing numbers of students that lack motivation and interest in education but, possibly due to social regulations or other circumstances, are directed into education. Staff of SRC described ways to:

- Welcome the new students with individual interviews and detailed educational planning;
- reach students living outside the home with close individual support and in small groups; and
- support dropouts by beginning by teaching school conduct and manners and acclimating them to regular attendance by providing taxis to and from school every day.

The common vision "To Transform Lives through Meaningful & Enjoyable Learning Experiences" was clear in all the efforts to support this fragile group of students. Finally, the EUC Syd team also visited the Mayor in Newry, who discussed the challenges for colleges like EUC Syd and SRC that are placed in the outskirts of one's country.

South Central College hosted Basque Officials

South Central College in Minnesota hosted officials from the Basque Government Ministry of Education, Linguistic Policy and Culture last November. During the visit, Annette Parker, President of South Central College in Minnesota and Vice Minister of Vocational Education and Training Jorge Arevalo, Ministry of Education Linguistic Policy and Culture of the Basque Government signed a Memo of Understanding last November.

Facilitated by TA3 member Jose Luis Fernandez, the objective of the partnership is to "strengthen exchanges for educational, academic, research, innovation and cultural purposes." which fits nicely into the fundamental goals of the TA3. Currently, South Central is in discussions with the intention of developing some of the points of the agreement. While TA3 members have had numerous institutional partnerships in the past, this is the first with a regional branch of government.



Annette Parker, President of South Central College and Vice Minister of Vocational Education and Training Jorge Arevalo, Basque Region

Lawson State Community College Receives Grant

TA3 member Lawson State Community College in Birmingham, Alabama was awarded a \$10 million grant as the lead institution of a neighboring-educational state consortium. The grant was announced in by Vice President Joe Biden, Secretary Thomas E. Perez, and Secretary Arne Duncan a part of a \$450 million allocation to nearly 270 community colleges across the country, part of the Trade Adjustment Assistance Community College and Career Training (TAACCT) competitive grant program co-administered by the U.S. Departments of Labor and Education. Lawson State Community College as the lead in a college consortium has been awarded a four-year \$10 million grant that will directly impact workforce development by preparing students for employment in high-wage, high-skill occupations. The consortium of colleges that includes the Atlanta Technical

College, Atlanta, Georgia; Central Louisiana Technical Community College, Alexandria, Louisiana; and Copiah–Lincoln Community College, Wesson Mississippi will each receive \$2 million and Lawson State will receive an additional \$2 million for administrative purposes.

North Ireland Department for Employment and Learning publishes document on Youth Training

The Northern Ireland Department for Employment and Learning, which will host the 2015 TA3 meetings in June, published an interim report and consultation document for the [Review of Youth Training](#) this past November. It proposes a new youth training system in Northern Ireland that will deliver a baccalaureate–style award at level 2 and will include structured work–based learning for all youth between 16–24 who do not hold an equivalent level of qualifications. Youth training will be available to those already employed, starting a new job, and unemployed. The public consultation uses new and innovative techniques to engage young people in responding to the proposals, including the use of animation to outline key proposals through a series of workshops with young people. Young people were included in the design of the animation to ensure that the language and design suited their needs. A final strategy for youth training will be published in spring 2015.

Under Northern Ireland's '[Further Education Means Business strategy](#),' which was first published in 2004, the FE sector has made significant contributions to economic and workforce development. The introduction in recent years of a new economically focused curriculum has offered a curriculum with clear pathways to professional and technical qualifications while continuing to address issues of social inclusion. However, the Northern Ireland economy has changed considerably over recent years and therefore a new strategy for further education is being developed to adapt to the changes. The aim of the new strategy is to build upon the excellent practices that already exist within the FE sector to ensure that Northern Ireland's further education colleges will be recognized locally, regionally and internationally for high quality and economically relevant education and training provision. The strategy focuses on the key themes of economic development, social inclusion, curriculum, quality and performance measure, and internationalization. It is anticipated that the new strategy will be launched in early autumn 2015.

Gateway Community and Technical College wins award

Gateway Community and Technical College in Kentucky was one of only 24 colleges and universities in America to win a First in the World grant from the US Department of Education. Other institutions included Purdue, North Carolina, Minnesota, Southern California, and Northeastern. Some \$3.6 million over four years will accelerate Gateway's efforts to increase student persistence and completion. Gateway was the only community college participating in a national conference call with Secretary of Education Arne Duncan. The team that wrote the proposal included Kirsten Smitherman, Amber Decker, Kerri McKenna, Doug Penix, Margaret Stallmeyer and Mallis Graves. Gateway also produced a Report to the Community in October, "[Gateway Community and Technical College's Role in Increasing the Advanced Manufacturing Talent Highway.](#)"



L – R: Dr. Karri McKenna, Chair, Developmental Education & Orientation to College/Assistant Professor of Developmental Writing; Sister Margaret Stallmeyer, Interim Provost; Doug Penix, Director of Learning Environments; Dr. G. Edward Hughes, President/CEO; Mallis Graves, Associate Dean for Student Development & Retention; Kristen Smitherman, Grants Department Project Manager

Gateway Community & Technical College and Thomas More College have announced Kentucky's first public two-year/private four-year dual enrollment program. Gateway2TMC will provide "2+2" pathways, allowing students to earn an associate degree at Gateway and transfer to Thomas More College to complete a bachelor's. Additionally, a "1+3" option allows students to complete a year of general education requirements at Gateway before transferring to Thomas More to complete their major coursework. Students on the 1+3 plan have the opportunity to earn their associate degrees through reverse transfer. Programs offered through this partnership include accountancy,

business, computer information systems, criminal justice, education, and RN-to-BSN with more to come in the future. Gateway students in this program will be able to utilize academic resources, join student organizations, attend sporting events and engage thoroughly in the Thomas More experience. According to Gateway President Dr. Ed Hughes, "Our partnership with Thomas More opens the door for students who are interested in pursuing a high-quality liberal arts education at a four-year institution that prides itself on many of the same things we offer at Gateway: small classes, easy access to faculty and staff, comprehensive student resources, and an environment that supports and encourages personal exploration."

Macomb Community College announces Innovation Fund

Jim Jacobs, President of Macomb Community College announced [\\$2.7 million Innovation Fund](#) to support Detroit area entrepreneurs and stimulate economic development. JPMorgan Chase's foundation will put up \$1 million, the colleges strategic fund another million, and the college will raise the remaining \$700,000. Both start-ups and emerging companies funded by the Innovation Fund will be required to provide meaningful employment opportunities for Macomb Community College students through internships that will contribute to students' learning and developing valuable workplace skills, expose them to innovative approaches, and develop entrepreneurial mindsets. Macomb Community College also opened a [Center for Innovation and Entrepreneurship](#) to "develop a culture of students and residents that are inspired and motivated to explore entrepreneurship." Open to all former and current students and all residents of Macomb County, the Center is intended to be a vital resource for entrepreneurial education and resources to increase the chances of launching businesses. The Center will work with businesses from the idea phase to ready for market stage, from advanced manufacturing to local dry cleaners—all at no charge.

Transformation in Professional Training in the Basque Country

Transformation in Professional Training in the Basque Country. Deputy Minister Jorge Arevalo presented the new professional training (PT) model in January and outlined the transformation being implemented in Basque Country institutions during meetings with the EU Director General for Enterprise and Industry, and



The Basque Country's unique Professional Training model recognized for its alignment with the European 2020 strategy.

Director General for Employment and Professional Training. The Basque plan is unique in the EU and aligned with the European 2020 strategy, which aims at fostering intelligent, sustainable and specialized growth. This new model, implemented in the Euskadi centers, particularly targets SMEs with assistance in four basic elements of comprehensive development: production, improvement, training and innovation. Jorge Arévalo described the Basque professional training

model as "...a combined training, innovation and entrepreneurship model of which the core is the professional training centers themselves." PT in Euskadi supports innovation from two perspectives: in PT and as applied to SMEs, both in their processes and products. It does not compete with the region's technological or research centers; it's the first step that a small company may need to begin to change.

Da Vinci College joins TA3

Da Vinci College joins TA3 in 2015.

[Da Vinci College](#) is the regional training centre that offers secondary and tertiary vocational training programs in the southern part of the province of Zuid-Holland (South Holland), offering more than 300 different training programmes at 18 locations. The college also offers contract courses for adults in a company as well as in college. Thanks to close links between Da Vinci College and companies and institutions, students are well prepared for the labour market and/or for further studies. The institution serves about 8,400 students. Da Vinci College has an important responsibility towards society and inspires students to make the best of their talents and to take responsibility for their learning process. An essential goal is that students develop into citizens who are aware of their responsibility and are able and willing to contribute to the quality of society. The demands of the school's partners in business and not for profit organisations, and the learning issues of our students are the starting points of the training programmes. Learning assignments are based on the professional and social context of the students. Da Vinci constantly works on further development of the training programmes, to make sure the programs are innovative and up to date. The professional guidance by Da Vinci College and its partners, within a challenging and safe learning environment, helps students achieve a promising starting position in the labour market or further education.



Da Vinci College Gorinchem



Da Vinci College Dordrecht

TA3 Member and Friends in the News

Congratulations to....

Dr. Jay Box has very recently been appointed President of the Kentucky Community and Technical College System, replacing Dr. Michael McCall. Jay had been a TA3 member formerly as Chancellor of the system and before that, as President of Hazard Community College. He led an initiative to evaluate and revise the KCTCS dual credit program that culminated in a statewide dual credit agreement between KCTCS, the Kentucky Department of Education, and the Office of Career and Technical Education and he serves as state lead for Accelerating Opportunity Kentucky to develop contextualized basic skills and technical training expected to lead to credentials for high-wage, high-demand careers.

Marjut Salminen, long time active member while at Tampere College in Finland, is now Chairman of the Board for the Federation of Finnish/British Societies, among her many other activities. The Federation is intended to help promote, for example, cultural, language, exchanges, and travel activities between the UK and Finland.

Anne McNutt, recently retired President at Bevill State Community College in Alabama and TA3 member, is now executive director of the Appalachian Regional Commission's (ARC) Community Colleges of Appalachia, an alliance of college located in Appalachia and supported by the ARC. Anne is also consultant with Shoemaker & Associates in Atlanta for presidential searches for community colleges.

Publications and Events

Nigel Paine, former TA3 European Secretariat for about five years and speaker at various TA3 events, has recently published a new highly regarded book, [The Learning Challenge](#): Dealing with Technology, Innovation and Change in Learning and Development. Though targeted at management, changing landscape of workplace learning has implications for technical education. Including the rise of social and informal learning, gamification of training, and dealing with big data. Nigel, who splits his time between London and Melbourne, is a learning and development consultant with his own company, focusing on leadership, creativity, innovation and e-learning in Europe, Brazil, Australia and the U.S.

McKinsey & Company recently published [Education to Employment: Getting Europe's Youth into Work](#). Written by Mourshed, Patel, and Suder, it addresses the very high youth unemployment rates across much of Europe from the perspectives

of supply, demand, and coordination between the two. Are the schools are producing students with the skills to match the changing labor market and, if they are, effectively matching them? It examines these questions by surveying 5,300 students, 2,600 employers, and 700 education providers in eight countries. Interestingly, about twice as many education providers (74%) think their completers are well prepared as either employers (35%) or the students themselves (38%). Less than half of youth surveyed believe their postsecondary education improved their employment opportunities.

Dr. Fatma Mili, keynote speaker at the 2014 TA3 symposium in Indianapolis, has released the [highlights](#) of the Purdue Polytechnic for 2014 and its ambitions for 2015. Purdue Polytechnic, part of Purdue University, is an experimental laboratory for multidisciplinary and interdisciplinary learning. The faculty span engineering technology, computer graphics, engineering, construction management, communications, education, physics, English, history, and others. Its guiding principles include learning in context, relevance to students' interests, balancing technology and humanities, and focusing on higher order cross-cutting capacities. The report suggests possible directions for community colleges.

El Salvador Higher Education Project

El Salvador Higher Education Activity project An invitation for TA3 Leadership & Opportunity



TA3 is a subcontractor to The Research Triangle Institute (RTI) on a USAID grant for five years in El Salvador with an agreement to provide technical assistance that will enhance the contributions of the higher education institutions (HEI's) to be more responsive to key industry sector needs and by so doing, improve the economic growth and competitiveness of the country. RTI signed an MOU with the TA3 in December 2014, updating an MOU signed in 2010. TA3 is already providing technical assistance to the RTI Team in El Salvador and we invite greater involvement from TA3 members.

RTI's proposed goal is to reach 1,000 faculty members over the five year period. In addition to 850 faculty expected to benefit from the training and technical

assistance, 150 will be recruited to enter advanced degree programs, with approximately 30 recruited to enter a Professional Science Masters (PSM) degree in partnership with Rutgers University.

In August, a team from CSW/TA3, led by project director Burke Murphy and accompanied by the President of CSW, Jeannine LaPrad, began working with the RTI team on the scope of work (SOW) and proposed deliverables. In January, an inventory of industry approved IT certifications was provided as well as frameworks for sector specific Industry Advisory Boards, Externship Programs and 21st Century Pedagogy. A review of these frameworks will take place when the TA3/CSW team visits San Salvador in February. The SOW includes the following:

Component 1

- A. Faculty Development and Training with 21st Century Pedagogy

A Faculty Development and Training Cohort is being formed using an integrated, interdisciplinary approach to faculty development training, with the goal of delivering methodologies and subject matter/content training for high demand fields through multiple modalities.

- Deliverables include training materials and methodologies, Train the Trainer plan for delivery, infrastructure and implementation.

Formation of a team from Minneapolis Community and Technical College is underway.

We are seeking other TA3 member colleges to join this team, particularly in the virtual delivery and onsite implementation of the training. The first faculty development plan will be focused on IT and will include certification for the training.

- Industry specific research, teaching and learning

The central activity is focused on developing a model of Industry Advisory Boards (IAB) for each targeted sector. An HEI will be selected to be the designated anchor for each IAB. Formal MOU's will be signed by representatives from the HEI's as well as industry to secure commitment of leadership and resources to this endeavor. The IAB's will have a role in defining the industry competency needs of each sector and help guide the competency based curriculum development that is a part of Component 2.

- Externship Programs

Establishing externship programs and partnerships is another deliverable of the far-reaching transformation and systemic change underway. In order for improvement in STEM disciplines, Externships will be used as a mechanism to provide industry-relevant experience, improve instructional practices and engage the HEIs in research relevant to industry needs. Seeking applied research opportunities is an important factor.

Component 2

- Competency-based Curriculum

This phase of the technical assistance has not begun. When all HEI's participating have been selected as well as key priority sectors in the first year of the project, then CSW will work with Rutgers on all aspects of the component. Design and development of competency-based curriculum will include:

Designing a methodology, defining competency needs of employers in selected sectors, developing a competency model, analyzing existing curriculum and identifying gaps, redesign curriculum with Industry Advisory Boards, faculty and others.

Five key sectors will be targeted. Information technologies (TIC) is the first selected but others will be chosen from among advanced logistics, aquaculture, energy and energy efficiency, food processing, health products and services, international services, light manufacturing, and recycling and environmental services.

Our team is reaching out to TA3 members interested in participating in the project based on faculty expertise and sector related practices such as Industry Advisory Committees; to develop training materials and methodologies for Train the Trainer in high demand fields with 21st Century Pedagogical practices and to contribute in the implementation phase of training. RTI's second sector will be Manufacturing – therefore Burke is seeking faculty that are subject matter experts in Advanced Manufacturing, with 21st Century Pedagogical practices and if possible, Spanish.

Please contact Burke if you have questions or if your Community College has faculty and content expertise we are seeking for this project. All consultants are paid for their time and travel.

TA3 Team Burke Murphy, bmurphy@skilledwork.org, 734-478-0521 and Katie Hall, khall@skilledwork.org, 734-769-2900

Request for Information

Updating Programs for Sustainable Food Systems

In 2013 the TA3 and Community College Alliance for Sustainability, under RTS Inc. developed a searchable web site that provides detailed information about courses and programs at community colleges across all of North America that support sustainable food systems. With a grant from the Farm Credit Council, the web site <http://www.growgreened.com> is being expanded and updated. If your institution has added or updated any courses or programs for this sector or its supply chains, from sustainable agriculture through food processing, distribution, and the culinary arts, please contact Corinne Cain at cain@rtsinc.org or Stuart Rosenfeld at stuart@rosenfeld81.org .

Reflections

TA3–Twenty five years ago

The TA3, in its original form as the Consortium for Manufacturing Competitiveness under the auspices of the Southern Growth Policies Board and in cooperation with the Southern Technology Council, organized its first international meeting at Okaloosa–Walton Community College in Fort Walton Beach, Florida in January 1990. It was a Dialogue on Flexible Manufacturing Networks, a discussion of how community colleges might help small manufacturers network to achieve economies of scale and scope based on lessons from the highly successful networked economy of Italy's Emilia–Romagna region. International speakers included Mario Pezzini from NOMISMA in Bologna (now Director of OECD Development Center) and Mauro Ronchetti representing the National Federation of Small Metal Working Firms in Modena.

TA3–Fifteen years ago

Jefferson Community College hosted the TA3's eighth annual meeting in Lexington, Kentucky in January, 2000 on the theme "Alliances that Work." Supported by a grant from the John D. and Catherine T. MacArthur Foundation. Keynote speakers included Roland Østerlund, Director of Vocational/Technical Education for

Denmark; Charlie Woods, Director of Strategy for Scottish Enterprise in Scotland; Mark Milliron, then President and CEO of the League for Innovation; Matt Coffee, President of the National Tooling & Machining Association; and Keith Bird, Chancellor of the Kentucky Community and Technical College System. A report by Stuart Rosenfeld summarized the discussions and conclusions in this early period of college alliances. Participants from both sides of the Atlantic agreed that "the willingness—and even eagerness—of colleges to partner along a variety of dimensions is perhaps the most interesting new development among two-year colleges today."

In Memoriam

We were very sorry to learn that a long-time friend and a supporter of the TA3 and one of among the world's foremost educational historians researchers and influences on vocational and technical education policy and especially on opportunities for minority and low-income students. W. Norton Grubb died on January 15, 2015. He was a keynote speaker at three of our TA3 meetings. Among the many books he authored or co-authored are *Working in the Middle: Strengthening Education and the Training for the Mid-Skilled Labor Force*. *The Education Gospel: The Economic Power of Schooling*, *Honored But Invisible: An Inside Look at Teaching in Community Colleges*, and *Gateway to Opportunity: A History of the Community College in the United States*. Trained as a labor economist and with a PhD from Harvard, he had been the David Pierpont Gardner Professor in Higher Education Emeritus at University of California–Berkeley. He had very close ties to the Center for Community College Research, see Tom Bailey's [memoriam](#) for W. Norton Grubb.

For more information or questions about the TA3, please contact:

Burke Murphy, Director of TA3

bmurphy@skilledwork.org

Katie Hall, Project Manager of TA3

khall@skilledwork.org

Lars Moller Bentsen, International Adviser at Danish Agency for Higher Education

LMB@uds.dk



Corporation for a Skilled Workforce
csw@skilledwork.org
<http://www.skilledwork.org>

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