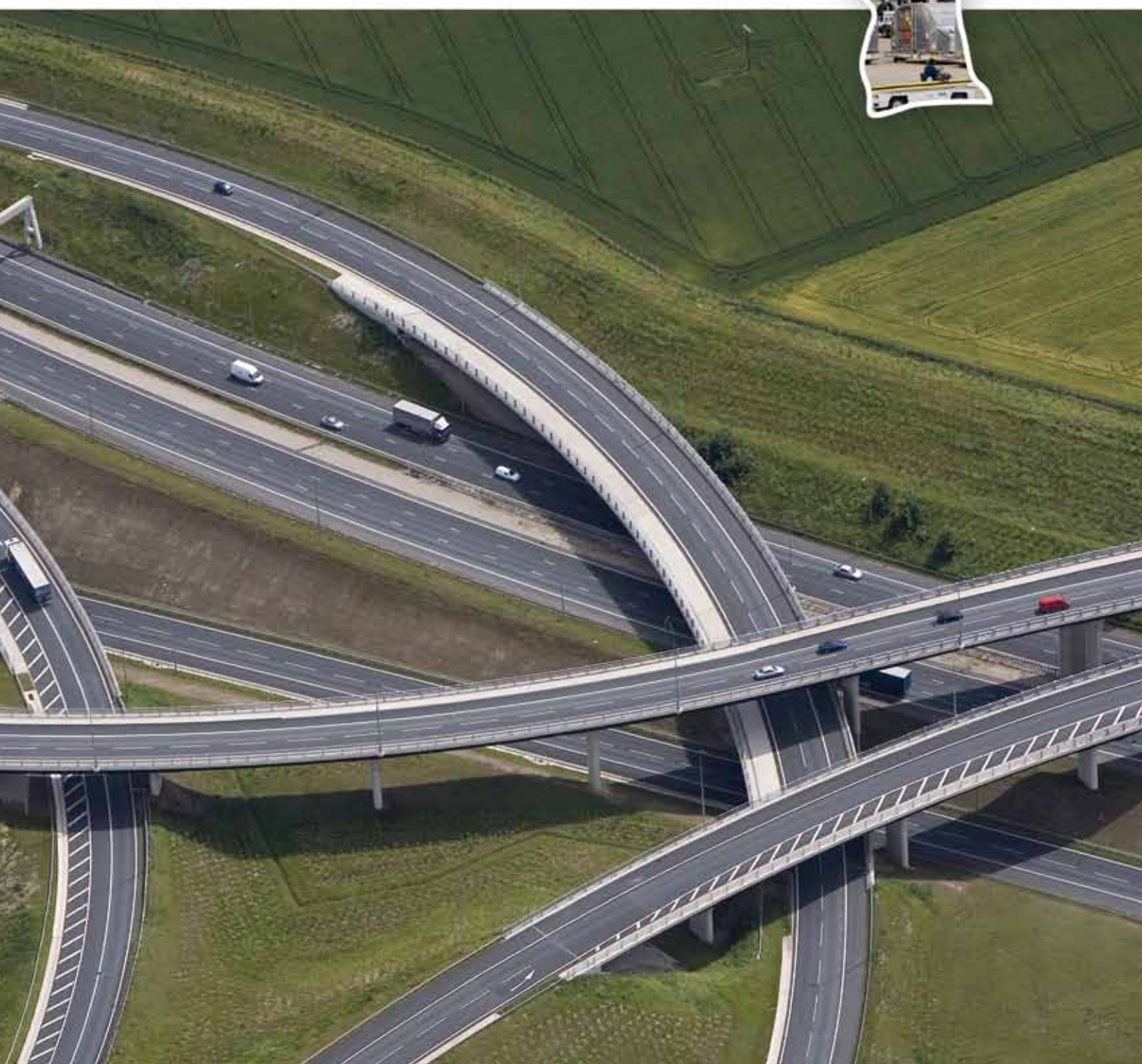


WIRED Works.

*Driving Regional Transformation
in the Piedmont Triad.*





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An Incredibly Successful Journey.



As we celebrate the success of the Piedmont Triad Partnership's Workforce Innovation in Regional Economic Development (WIRED) grant from the U.S. Department of Labor, it is instructive to contrast where we were in the fall of 2005 when the grant opportunity was announced and where we are today. We have travelled a great distance and overcome many challenges and hurdles over the last four and one-half years. But as

we approach the end of the grant, we see clearly that it has positioned the Piedmont Triad to compete and win in the global economy.

Following a 2004 legislative directive from the North Carolina General Assembly to develop a 5-year regional economic development plan, the Piedmont Triad Partnership assembled a steering committee of Piedmont Triad leaders to craft an ambitious Vision Plan for the region. That plan, released at the PTP's June 2005 annual meeting, represented something resembling a Marshall plan for economic recovery for a region devastated by job losses. The challenges were formidable, the scope of the plan comprehensive, and the resources required substantial.

And as it turned out, too substantial. Throughout the fall of 2005 the Vision Plan Steering Committee met to consider many different—and difficult—options for Vision Plan funding and implementation, but all of the options were rejected as being too expensive or politically impossible. So after working for a year to develop a consensus plan for regional economic transformation, the path forward was blocked. Remarkably, the U.S. Department of Labor announced the WIRED solicitation in October 2005, just as the Vision Plan Steering Committee exhausted its options for funding and implementation.

The WIRED initiative was one of the first manifestations of a new federal emphasis on regional competitiveness as a key to American competitiveness in the global economy. This federal policy emphasis on regionalism followed the July 2005 report of the Strengthening America's Communities Advisory Committee that included as its highest recommendation "establish(ing) regional competitiveness as the overriding goal for federal economic and community development policy." U.S. Department of Labor Assistant Secretary Emily DeRocco, the visionary behind WIRED, envisioned the grant program as a catalyst for regional economic transformation by aligning economic development and workforce development systems regionally to support differentiating regional competencies.

The competition for the \$15 million WIRED grants was fierce. Each state was allowed to submit up to 3 proposals to compete at the federal level, and the Piedmont Triad Partnership's proposal was chosen by Governor Mike Easley and NCDOL Workforce Development Division Executive Director, Roger Shackelford as one of North Carolina's submittals. In January 2006 the PTP was notified that it was one of 13 regions nationally to win this prestigious WIRED grant, and with this grant the Piedmont Triad has become a national model for regional transformation.

The successes of this initiative are chronicled in this book. They are many, and individually they have impacted hundreds of organizations and enterprises and thousands of individuals across the landscape of the 12-county region. More important, in the aggregate they have demonstrated that we can transform a region by working collaboratively across jurisdictions and disciplines. If there has ever been a place where regionalism is a critical element of success, it is the Piedmont Triad, and our successful WIRED experience validates that we can build a world-class region by working together. Thank you to all who contributed to this success.

— Don Kirkman, President and CEO Piedmont Triad Partnership



Regional Transformation *began with an idea.*

The WIRED grant has succeeded in the Piedmont Triad. It has succeeded in building a new leadership structure of top business, government, civic and education leaders from across the region who are working together to create jobs and to get people ready to fill those jobs.

The numbers are certainly there to prove it. More than 60 grants worth more than \$3.5 million have been awarded to encourage better training, more collaboration and less duplication. These grants have in turn leveraged more than \$6.8 million in local and private funding to sustain these programs.

The program has engaged hundreds of business and education leaders, and thousands of workers have been trained under the grant for better jobs and more productive lives. The grant has produced a dozen innovative technologies, more than 50 products and more than 10 new and better curricula in community colleges, four-year institutions and in secondary schools. It has produced some firsts, such as the state's first pharmacy tech program.

Even the Brookings Institution has noted that the Piedmont Triad Partnership's WIRED initiative, with its cross-county efforts to create a competitive economy, is an initiative that "does it right."

Perhaps most impressive is that as a result of the WIRED Leadership Initiative, which drew top business and elected leaders from various communities together for the first time, those business leaders have raised \$6.5 million in private funding to encourage regional economic development. Top business leaders from High Point, Winston-Salem and Greensboro who barely knew one another before the WIRED initiative began are now working hand in hand to build a regional economy. Business leaders from throughout the entire Piedmont Triad have joined in.

How did this happen?

When the Piedmont Triad was chosen as one of 13 regions across the country to receive a \$15 million WIRED grant in early 2006, the ambitions of the program far outstripped the details.

The architects of the Department of Labor program knew several things. They knew that economies could not be defined by local jurisdictional boundaries. Economies are regional. To be competitive globally, our country would need to develop regional economies that reflect the strengths of each individual region.

They also knew that to develop regional economies, this new model of



economic and workforce development would need to develop regional leadership. They spoke of the WIRED program as transformational, because a transformation in leadership would be necessary to build a truly regional economy.

And finally, they knew that they did not want to create just another government program. Instead, they saw the WIRED grants as experiments in the creation of a new way of thinking. They built in safeguards to ensure that the program grants would eventually be sustainable without money from Washington and that the lessons learned could be replicated in other regions.

That is what officials in the Department of Labor knew in 2006 when the program began. What they did not know is what the implementation of these grand ideas might look like in practice. Over the past four and one-half years, the Piedmont Triad Partnership and its many stakeholders have worked diligently to fill in the blanks.

What has emerged is a new fabric of cooperation and collaboration in the Piedmont Triad that would not have been possible without the WIRED funding, nor would it have been possible without the firm commitment of business and government leadership, as well as workforce development, education and economic development professionals across the region. It took a cast of thousands to make the program work.

The transformation of a region does not occur in a sudden broad stroke, but rather in the implementation of hundreds of deliberate and strategic



initiatives all designed to reach the same goal - to align economic development and workforce development systems to support regional economic growth. And that is what the Piedmont Triad Partnership has done with the help of its many stakeholders. It has identified workforce and economic development needs and devised new ways to address them in a more collaborative and effective way.

This book is a catalog of the many programs and ventures that were inspired by the WIRED grant in the Piedmont Triad. Some of them were seeded with WIRED money; others have come about with the encouragement of those engaged in the WIRED program. All have in common the goal of transforming an economy historically built on commodity manufacturing into a 21st century regional economy based on advanced manufacturing, health care, logistics and creative enterprises.

The WIRED grant program ends in June 2010, but the regional collaboration and cooperation it has engendered and inspired are gaining momentum. A rejuvenated and competitive regional economy is sure to follow.





Architects of the Piedmont Triad's WIRED program understood that the only way to create a regional economy is to first ensure that leadership thinks and acts regionally. The creators of the program were careful to recruit and cultivate a leadership team that included business, government and professional leaders not only from the largest cities, but also from throughout the region's 12 counties.

As a result, leadership that had once been fractured gravitated from all parts of the Piedmont Triad to the Leadership Group and to roundtables built around industry clusters. Hundreds of regional leaders took a seat at the table, eager to listen and to be heard. Now there is a regional leadership structure that is a firm foundation for the region's future.

PIEDMONT TRIAD LEADERSHIP GROUP

A team of top-level business and community leaders

Legacy Leaders Collaborate for Regional Transformation



Kelly King

A critical component of the Piedmont Triad Partnership WIRED initiative was regional leadership engagement. The Piedmont Triad does not suffer from a lack of strong leaders. The challenge was how to engage the leaders across jurisdictional and functional boundaries in a discussion about what should be done collaboratively to enhance the region's prosperity.

The first step in the regional engagement process was the identification of a leader who had the stature and credibility to convene the Piedmont Triad's legacy leaders. Kelly King, who was the Chief Operating Officer, and now the President, Chairman, and CEO of BB&T, agreed to chair the ad hoc group of leaders that came to be known simply as the Piedmont Triad Leadership Group.



Jim Melvin

A cohort of leaders from all 12 Piedmont Triad counties was identified, and the first meeting of the 12-county Piedmont Triad Leadership Group was held at High Point University in March 2007. With assistance from the Center for Creative Leadership, the members of the Leadership Group agreed that a successful strategy would be to identify projects on which the group could work together to help improve the region's economy.



Jim Morgan

The Leadership Group coalesced around two areas where the Piedmont Triad has world-class assets and competitive advantages: furnishings and global logistics. The Leadership Group steered regional initiatives in both clusters to help position the Piedmont Triad as "The Global Furnishings Destination" and "The Center for Global Logistics of the East Coast." The leadership group has now added nanotechnology and regenerative medicine as future areas of focus.

By drawing on both the public and private sectors, investing in developing leadership capacity across the region, and exploring opportunities and challenges throughout the Piedmont Triad, the Leadership Group committed itself to transforming the region's economy.

GLOBAL LOGISTICS VISION

A priority for the Leadership Group

Building an Aerotropolis



The Piedmont Triad's logistics strengths have been apparent for some time. The region's mid-Atlantic location, excellent Interstate highway system and manufacturing workforce have been a magnet for companies manufacturing and distributing products to the U.S. East Coast. With the decision by FedEx Express to locate its mid-Atlantic hub at Piedmont Triad International Airport, and the more recent decision by FedEx Ground to build one its largest hubs in Kernersville, the Piedmont Triad boasts logistics assets not found anywhere else on the eastern seaboard.

When the Piedmont Triad Leadership Group convened for the first time at High Point University in March 2007, Dr. Jack Kasarda, Director of the UNC-Chapel Hill Kenan Institute of Private Enterprise, explained how the Piedmont Triad could use its logistics and distribution assets to drive economic development. Kasarda, an internationally recognized expert on air logistics, described how the Piedmont Triad's logistics competencies differentiated the region from other Mid-Atlantic regions. The Leadership Group created a Global Logistics Task Force chaired by High Point attorney and civic leader Jim Morgan, and the Task Force commissioned Kasarda to do a series of reports to assist the Piedmont Triad in capturing the benefits of the region's logistics strengths.

The first report, captioned "Leveraging Piedmont Triad International Airport and other Regional Assets for Piedmont Triad Regional Competitive Advantage," described a concept—an "Aerotropolis"—and applied it to the Piedmont Triad. In this report Kasarda concluded that "(g)iven the Piedmont Triad's logistics and other assets to be soon reinforced by the FedEx Mid-Atlantic hub, the Region has a propitious opportunity to create a world-class, differentiating competency in multi-modal air logistics that can strengthen its traditional manufacturing economy and attract new economy industries such as microelectronics, pharmaceuticals, medical devices, and aerospace equipment. Indeed, the Piedmont

Triad's confluence of location, interstate highways, PTI and its new FedEx hub provide the Region competitive advantage that can help brand the Piedmont Triad nationally and globally in the same way that RTP and research have branded the Raleigh-Durham-Chapel Hill area and financial services have branded Charlotte. Beyond branding, the Piedmont Triad's combination of logistics assets give the Region true economic advantage (its unique selling proposition) that can have the potential to drive the creation of tens of thousands of new jobs across the entire 12-county region."

Recognizing the region's opportunity to create new jobs and investment through logistics, the Global Logistics Task Force hired Kasarda to take the elements of the Aerotropolis concept and apply them to the Piedmont Triad. In a report entitled "The Piedmont Triad Aerotropolis Plan: From Guidelines to Implementation," Kasarda provided a blueprint for the Piedmont Triad to leverage its logistics competencies for economic growth. Many of the report's recommendations intersected the work already being done through the parallel WIRED-funded logistics and distribution cluster initiative of the Piedmont Triad Partnership, and the work of the Global Logistics Task Force and Logistics and Distribution Roundtable were merged under the umbrella of the new Aerotropolis Leadership Board, chaired by Old Dominion Freight Line CEO, David Congdon.



David Congdon

FURNISHINGS REPORT AND ACTION PLAN

A strategy to leverage regional assets for global success

The Piedmont Triad: Epicenter of the Global Furnishings Industry



Even as the nature of the furniture industry has changed, affecting traditional manufacturing in the region, the High Point Market remains

the leading home furnishings market in the world. The Market also anchors a concentration of furnishings-related assets not found anywhere else in the world, including photography studios; designers; specialized legal, accounting, and financing resources; trade publications; retailing; transportation and logistics services; finishing houses; trade associations and much more.

Under the leadership of Jim Melvin, President of the Joseph M. Bryan Foundation, the Furnishings Task Force of the Piedmont Triad Leadership Group sought to better understand the potential and new directions the industry could take. A series of studies confirmed and clarified the significant opportunities for the furniture industry to spur innovation and economic growth in the Piedmont Triad.

A 2008 study captioned, "A Strategic Report on the Piedmont Triad Furnishings Cluster—Making the Piedmont Triad Region the Capital of the World Furnishings Industry," authored by former furnishings executive Jeff Holmes, a furniture and wood products industry consultant, analyzed the differentiating strengths of the Piedmont Triad's furnishings industry cluster. In his report Holmes identified five key elements critical to the Piedmont Triad's success: capital, education, design, logistics and marketing.

The Furnishings Task Force expanded into a regional Furnishings Roundtable that includes many cluster representatives from the region. Taking the foundational report written by Jeff Holmes, the Small Business and Technology Development Center was engaged to develop a business plan for the regional furnishings initiative. The resulting "Furnishings Cluster Business Action Plan" describes a comprehensive program of work to position the Piedmont Triad as "The Global Furnishings Destination."

A recent report, "Asset Mapping the North Carolina Furniture Industry Cluster," by UNC Greensboro professors Keith Debbage and Susan Walcott quantified the size of North Carolina's furnishings industry, further documenting the potential for economic growth. With this data, an enormous pool of regional assets, an action plan, and strong collaboration across the region, the pieces are all in place to position the Piedmont Triad as the epicenter of the global furnishings industry.

UNIVERSITY TRANSFORMATION TEAM

A coalition of university leaders committed to regional success

Transforming the Future through Collaboration and a Creative Economy



In February 2008 Kelly King, President, Chairman, and CEO of BB&T and chair of the Piedmont Triad Leadership Group; University of North Carolina System President Erskine Bowles; Center for Creative Leadership President John Ryan; and Piedmont Triad Partnership President, Don Kirkman convened the chancellors and presidents of the Piedmont Triad's 11 four-year colleges and universities for a meeting. With the Piedmont Triad approaching double-digit unemployment, the charge was simple: identify ways in which the region's four-year institutions could work together to reverse the region's economic decline.

The Chancellors and Presidents were asked to identify an initiative on which they could work collaboratively that would create jobs and diversify the Piedmont Triad economy. Wake Forest University President Nathan Hatch and University of North Carolina School of the Arts Chancellor Jon Mauceri agreed to co-chair the group, and the Piedmont Triad University Transformation Team (UTT) was born.

The Piedmont Triad's four-year colleges and universities are very diverse, and collectively they profoundly influence the development of the region's workforce and economic growth. After several meetings, it became clear that the Piedmont Triad's creative economy was a theme that could both unite the 11 campuses and help drive innovation in the Piedmont Triad.

With a clear goal - to create and support economic growth in the Piedmont Triad's Creative Enterprises and the Arts cluster by leveraging the knowledge, assets, and programming available at the institutions of

higher education in the region – the UTT identified two specific areas of focus:

Film and new media. Live and animated film as well as digital media shorts (such as commercials, music videos and webisodes) are produced at the intersection of creativity and technology. Developing the competency and capacity in the Piedmont Triad to create and distribute short-content media is a competitive advantage for the region.

Serious gaming and advanced learning technologies. The field of interactive design and advanced learning technologies – also known as serious games – is growing and has applications across industry clusters in the region and around the world. At least nine institutions in the region teach game design/simulation or related subjects such as 3D animation, digital effects, game development, logic and history. With collaboration between education and industry, the Piedmont Triad can be positioned as a center where Advanced Learning Technology and Gaming companies can find a highly skilled workforce.

Taking the UTT goals even further, the presidents and chancellors extended an invitation to the region's 9 community colleges to partner in these initiatives. Each higher education institution designated a lead representative to work on the initiatives in collaboration with the Piedmont Triad Partnership's WIRED-funded Creative Enterprises and the Arts cluster groups. Moving ahead, the Triad Design Consortium (TDC) will manage these and other projects that catalyze the Piedmont Triad's creative economy.

PIEDMONT TRIAD LEADERSHIP INITIATIVES

Programs to Develop Leadership Capacity

Growing the Next Generation of Regional Leaders



The Center for Creative Leadership (CCL), a globally recognized leadership development organization headquartered in the Piedmont Triad, designed a series of leadership programs to help key leaders in business, government, philanthropy and education think and plan with a more regional outlook.

Initially, CCL worked with 25 Piedmont Triad community leaders - a Leadership Council – to strengthen and support the regional, collaborative processes needed for WIRED to succeed. This effort now includes over 80 regional leaders meeting as the Piedmont Triad Leadership Group.

Recognizing the need to “deepen the leadership bench,” the Piedmont Triad Leadership Group also established a Piedmont Triad Leadership Institute to target leaders who are ‘emerging’ in their civic roles. The concept is to establish strong regional connections and commitments to regional civic leadership as these leaders become the next generation of regional decision makers. This group of 32 participated in a rigorous regional and personal Leadership Development Program® at CCL, and they continue to meet regularly to address regional challenges and opportunities.

During the WIRED grant period, many leaders across the region, including a group of leaders from the Piedmont Triad’s rural counties, participated in CCL training programs.





The Piedmont Triad Partnership infused \$1.35 million into regional workforce development via the WIRED Focus Grants. The goal of the grants was to uncover innovative ways to improve the local economy by giving companies and organizations the resources to try new approaches to regional challenges.

The Focus Grants provided support for programs and services that benefit regional workforce in one or more identified WIRED target clusters - Advanced Manufacturing, Logistics and Distribution, Creative Enterprises & the Arts and Healthcare – through talent development, entrepreneurial training or workforce training. Programs might involve helping a new business create jobs, helping a company identify training needs for current workers or helping a school or college develop a curriculum to improve the skills of new workers.

“The Focus Grants have allowed us to partner with companies and organizations who have good ideas, but who have not had the resources to try them. The grants are designed to provide businesses, organizations and individuals with support for programs and services that benefit regional workforce development.”

– Theresa Reynolds, senior vice president, Piedmont Triad Partnership.

TOTAL Focus Grant Awards

WIRED Awards: \$1,352,107

Leveraged Funds: \$2,156,283

Total Investment: \$3,508,390

HYBRID PRACTICAL NURSING EDUCATION PROGRAM

A diploma program that combines online and face-to-face courses

Community College Partnership Creates Flexible Practical Nursing Program



The healthcare sector needs more nurses. Students need flexible ways to get their training.

To meet both needs, Davidson Community College and Montgomery Community College have partnered to create a hybrid Practical Nursing Education program.

The design includes a combination of weekend and evening courses, as well as online components and an advanced patient simulation technology. This flexible, distance learning program is intended to expand participation and increase student retention by making it more accessible to those who were working and/or living in rural areas or those who need to work full-time while in training.

Early results show that the Practical Nursing hybrid program is just as effective as the traditional day program. Of 29 students who completed the NCLEX-PN exam, 26 passed. In the hybrid program, eight of the nine graduates passed the test. This represents a 90 percent pass rate for the nursing program (day and hybrid options), and an 89 percent pass rate for just the hybrid portion of the nursing program. This exceeds the national average of 88 percent for 2007.

Our greatest success was having 28 graduates from the two options of study – day program and hybrid program – receive their nursing pins on July 24, 2008. Watching the nine graduates from the hybrid program receive their nursing pins and make MCC PN history realized the accomplishment of the vision of expanding the PN program with an alternate option of study.”

– Lynn Hancock, Director, Practical Nursing, Montgomery Community College

GRANT FACTS

Montgomery Community College Grant – Hybrid PNE program

WIRED GRANT: \$107,142
Leveraged Funds: \$227,725
Project Total: \$334,867

Davidson County Community College Grant – PNE program with Patient Simulator

WIRED Grant: \$24,427
Leveraged Funds: \$29,627
Project Total: \$54,054

Counties: Montgomery, Davidson
Partners: Montgomery Community College, Davidson County Community College

LOGISTICS AND DISTRIBUTION WORKFORCE TRAINING

*Initiatives with community colleges to grow
logistics workforce*

Colleges Collaborate and Innovate for Logistics Curriculum



As the Logistics and Distribution industry cluster grows in the Piedmont Triad over the next decade, the region's workforce must keep pace. A joint effort between Forsyth Technical Community College and Guilford Technical Community College introduced a new model of collaboration in service of a regional goal.

The development of a logistics and distribution training curriculum began with a survey of employers to identify key competency areas and specific skills needed by the industry.

A comprehensive curriculum was designed, including Continuing Education courses to meet short-term employer needs – Associate in Applied Science degrees in Global Logistics Technology or in Business Administration with a concentration in Logistics Management. The Associates degree credits may also be applied toward a Bachelors degree in Logistics at several four-year institutions. The training design is also highly portable, allowing instruction to be conducted on multiple campuses and in employer facilities.

By creating a roadmap for logistics training, the Piedmont Triad is another step closer to building the most competitive workforce in the industry.

GRANT FACTS

WIRED GRANT: \$100,000
Leveraged Funds: \$113,676
Project Total: \$213,676
Counties: All counties
Partners: Forsyth Technical Community College,
Guilford Technical Community College

CAREERSTART

A middle-school career education program

Linking Career Exploration to Academics



The middle-school years can be important career-development years. Programs like CareerStart build career education into middle school academic curricula, improving student performance and increasing engagement.

With WIRED funding, Winston-Salem/Forsyth County Schools expanded CareerStart to more than 500 teachers across the Piedmont Triad region.

In addition to teacher training, the CareerStart expansion project supplemented the existing sixth- and seventh-grade curricula; developed an eighth-grade curriculum; tested, rated and certified 120 CareerStart lessons; and created implementation materials and an intranet resource for lessons.

As a result of this push, the revised sixth-grade lessons alone reached ten new schools serving approximately 2,500 students, and the program is expected to expand even further. Teacher commitment to CareerStart is supported with ongoing communication by phone, email and newsletters, and many teachers are also involved in developing and editing curriculum materials.

An assessment report shows that students who have CareerStart lessons are significantly more likely to remain highly engaged in school. They value education, have fewer unexcused absences and are less likely to get into trouble. End-of-grade math and reading tests performance also improves.

GRANT FACTS	WIRED GRANT: \$75,000
	Leveraged Funds: \$111,000
	Project Total: \$186,000
	Counties: All counties
	Partners: Winston-Salem/Forsyth County Schools

CAREER READINESS CERTIFICATE PROGRAM

WorkKeys® assessments and skills training for high school students

Certifying Success: Students Graduate Prepared to Work

Effective, employer-driven career assessment and development shouldn't start after high school graduation.



Regional Consolidated Services, a workforce development agency, partnered with Randolph Community College (RCC), Asheboro City Schools, Randolph County Schools and local employers to measure the effectiveness of using WorkKeys® and Career Readiness Certification with high school juniors and seniors.

Over 1,500 Randolph County juniors and seniors were assessed in the initial program, with 77 percent of all seniors achieving a Career Readiness Certification at the Bronze, Silver or Gold level. All seniors were referred to RCC JobLink Career Center for job search activities, while those who did not achieve the scores to receive a Career Readiness Certification were referred to JobLink's resource room to improve skills.

In practical terms, employers are gaining awareness of the Certification program and several are utilizing WorkKeys® for hiring purposes. Many Career Readiness-certified seniors went on to college, while 38 percent obtained employment after graduation.

Interest in Career Readiness is also growing among sophomores and juniors, with teachers and career development counselors working on the KeyTrain curriculum with students. Following an initial WorkKeys® assessment, students understand their current skills, focus on acquiring skills needed for their career choice and strive to achieve the Career Readiness Certification.

The WorkKeys®/Career Readiness program is gaining visibility. It was chosen for presentation at the National WorkKeys® Conference in Indianapolis in 2008. Other groups, including Durham Technical Community College, are looking at the program as a model.

GRANT FACTS	WIRED GRANT: \$61,439
	Leveraged Funds: \$221,000
	Project Total: \$282,439
	Counties: Randolph
	Partners: Regional Consolidated Services, Randolph Community College, Asheboro City Schools, Randolph County Schools

PIEDMONT TRIAD EDUCATION CONSORTIUM SUPERINTENDENT RETREAT

A forum to connect public school leaders with regional economic development

Connecting the Dots between K-12 Education and Economic Development



A regional approach to workforce development requires industry and public education to be on the same page.

With that in mind, the Piedmont Triad Education Consortium (PTEC) hosted a superintendent retreat and industry visits. All 30 executive

leaders of the 17 Piedmont Triad school districts participated, indicating a new interest in regional thinking and collaboration.

During the retreat, the educational leaders learned about the four industry clusters identified by the Piedmont Triad Partnership as crucial to the region's economic health. They heard directly from corporate leaders to understand their business, mission and the workplace skills needed to succeed. They toured four industry sites and discussed strategies to better prepare students for new millennium careers.

Following the executive sessions, the superintendents were charged with sharing their new perspectives within their districts and considering ways to update the curriculum. PTEC continues to communicate with the superintendents and worked to share ideas and practices that could be replicated from one school to another.

“The mission of all school districts encompasses the goal of preparing students to be successful in the future – many times for jobs that do not exist. The better understanding that we have of future workforce trends in the Piedmont Triad, the greater influence we will have on curriculum decisions.” – Dr. Donald Martin, Superintendent of the Winston-Salem/Forsyth County Schools and chair of the Piedmont Triad Education Consortium.

<p>WIRED GRANT: \$14,000 Leveraged Funds: \$18,000 Project Total: \$32,000 Counties: All counties Partners: Piedmont Triad Education Consortium, K-12 School Systems</p>	<p>GRANT FACTS</p>
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COPYCENTS VIDEO PRODUCTION AND GRAPHIC DESIGN PROGRAM

A hands-on program to develop digital media skills

Bringing Creative Jobs to Underserved Communities



Digital media and entrepreneurship come together with the Copycents Video Production and Graphic Design program.

An initiative of the Welfare Reform Liaison Project (WRLP), a faith-based organization in Guilford County, Copycents provides video production training and experience to individuals who otherwise would not consider digital media careers.

With the WIRED grant, the program was expanded to include an additional 15 students and co-op assignments. Participants gained practical experience and an understanding of what it takes to start a small business. Students produced more than 24 digital media projects, and five students report they are earning income in the video production and graphic design field.

Videos have been produced for these and other clients:

Department of Social Services	Family Service of the Piedmont
Sanctuary House	Greensboro Partnership -
Men's Wearhouse	Chamber of Commerce
Moses Cone-Wesley Long	Legal Aid of NC
Community Health Foundation	UNCG
Downtown Greensboro, Inc.	United Independent
Camp Weaver YMCA	Baptist Church
League of Women Voters	Senior Resources of Guilford

“The project has expanded opportunities in two ways. It has helped our students develop skills that have earned extra side income and provided an entrepreneurial opportunity for the future. In addition, it has expanded the understanding within nonprofit and faith-based organizations of the power of digital media at a cost that can fit within their budgets. It has enabled these organizations to be more creative in their marketing.” – Fred Newman, VP of Operations, WRLP

GRANT FACTS	<p>WIRED GRANT: \$24,960</p> <p>Leveraged Funds: \$156,650</p> <p>Project Total: \$181,610</p> <p>Counties: Guilford</p> <p>Partners: Welfare Reform Liaison Project</p>
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By offering real work experience through area organizations, Triad InternNet helps to keep students in the area for summer work and when they graduate from Piedmont Triad colleges, community colleges and universities.

GRANT FACTS	<p>WIRED GRANT: \$66,500</p> <p>Leveraged Funds: \$76,600</p> <p>Project Total: \$143,100</p> <p>Counties: Guilford</p> <p>Partners: Action Greensboro, Greensboro Chamber of Commerce</p>
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TRIAD INTERNNET

A web-based project to foster internships in the region

Linking Students with Quality Internships



Triad InternNet is making the internship process better – for both students and businesses.

Launched with WIRED funds, supported by Action Greensboro and now a business service of the Greensboro Chamber of Commerce, Triad InternNet connects students to local internships. It also helps businesses to set up effective intern programs.

The website - www.triadinternnet.org - became active on March 3, 2008. In the first eight months, 137 internships were developed and posted. 560 student profiles were posted and 8,556 site visits have been recorded.

ASSOCIATE IN APPLIED SCIENCE DEGREE IN PHARMACY TECHNOLOGY

The first AAS pharmacy technology program in NC

Filling the Pharmacy Pipeline



A key element of pharmaceutical care is a qualified and committed technician workforce. In the Piedmont Triad's growing healthcare industry, many opportunities exist for skilled pharmacy employees.

Lead by Forsyth Technical Community College with full support from the N.C. Board of Pharmacy, the region now offers an Associate in Applied Science in Pharmacy Technology degree, the first program of its kind in North Carolina. The program was developed with the input of industry, hospital and retail pharmacies and based on successful programs in other states.

In 2008, Forsyth Technical Community College, in collaboration with Guilford Technical Community College (GTCC), opened the doors to the first AAS in PharmTech program with 16 students. In the fall of 2009, those students embarked on the newly designed second year of the program at FTCC, GTCC and Davidson County Community College.

In the near term, the program organizers hope to increase the number of and quality of pharmacy technicians in the region. Over time, their goal is to implement a model career ladder, which will encourage workers to stay in the field due to recognition and opportunities for advancement.

WIRED GRANT: \$98,782

Leveraged Funds: \$148,360

Project Total: \$247,142

Counties: Forsyth, Guilford, Davidson

Partners: Forsyth Technical Community College, Davidson County Community College, and Guilford Technical Community College, Forsyth Medical Center Foundation, Forsyth Medical Center/Novant Health, Moses Cone Health System, Northwest Area Health Education Center, Wake Forest University Baptist Medical Center

GRANT FACTS

PROJECT BRIGHT TOMORROW

An expansion of the Bright IDEA Project in regional schools

Teaching Students Thinking Skills and Behaviors Needed for Their Future



Technical skills, training and knowledge are key to success in the workplace. But thinking skills, attitudes and behaviors matter too.

Through Project Bright Tomorrow, Thomasville City Schools is helping young students learn the “soft skills” that will help them succeed in careers many years down the road. Project Bright Tomorrow resulted from the success of the Bright IDEA Project through N.C. Department of Public Instruction.

In partnership with area businesses, Lexington County Schools, Guilford County Schools, the Davidson County Workforce Development Board and Davidson County Community College, Thomasville City Schools

introduced Project Bright Tomorrow to 75 teachers in four school districts. To foster thinking skills and effective behaviors, the program emphasizes three elements: Habits of Mind training (www.habits-of-mind.net), Multiple Intelligences / Learning Styles (Howard Gardner), and Six Facets of Understanding (McTighe and Wiggins). In addition, the teachers were educated about the four major industry clusters in the Piedmont Triad. The training gave teachers the opportunity to integrate these perspectives into their classrooms.

Project Bright Tomorrow brought Habits of Mind training to:

Teachers in grades 3 and 6 in two school districts,
Teachers in grades kindergarten through second in two other school districts,
Community college instructors, and
DavidsonWorks personnel.

WIRED GRANT: \$104,533

Leveraged Funds: \$106,052

Project Total: \$210,585

Counties: Lexington, Davidson, Guilford,

Partners: Thomasville City Schools in partnership with Lexington County Schools, Guilford County Schools, the Davidson County Workforce Development Board and Davidson County Community College

GRANT FACTS

FIRST ROBOTICS

A project to expand interest of young people in science and technology

Expanding Success: 200 Students Join FIRST Teams



Interest in science and technology among students in the Piedmont Triad is on the rise, if the eager participation in FIRST teams is any indication.

Following a successful pilot program, North Carolina A&T expanded the FIRST robotics program in the Piedmont Triad, allowing 200 K-12 students to join corporate, community and academic mentors in a hands-on project-based learning program.

Working with corporate sponsors, schools and students, Robot Teams from across the region have been established in eight of 12 counties. The teams represent both high schools and middle schools and include FIRST Robotics Competition teams, FIRST Tech Competition teams, FIRST LEGO® League teams and Junior FIRST LEGO® League teams. Some teams have gone on to Regional and State competition and expect to compete in Nationals.

Students have been the best ambassadors of the program, attending demonstration events and touting FIRST teams to their peers. ABCO, a key corporate sponsor, encouraged other businesses to participate and sponsor teams.

WIRED GRANT: \$67,700	GRANT FACTS
Leveraged Funds: \$70,500	
Project Total: Total: \$138,200	
Counties: All counties	
Partners: NC A&T, ABCO, area schools, FIRST	

FAMILY CARE GIVER CERTIFICATE PROJECT

A program to jump start healthcare careers

Looking at the Entrepreneurial Side of Healthcare



The Piedmont Triad is known for its large hospitals and healthcare systems, but the entrepreneurial aspect of healthcare is often overlooked.

Piedmont Community College, along with NC REAL, is opening the door to the expanding need for care-giving professionals across the region.

A new Family Care Giver Certificate program is now an option at PCC. The program begins with an Orientation to Healthcare Careers class. Those who decide to pursue a healthcare career can start by earning the Family Care Giver Certificate. They complete a core curriculum and also receive WorkKeys assessment and Career Readiness certification, job placement services and business start-up services.

Once training is complete, students have assessed their ability and desire to transition into healthcare. Some pursue nursing assistant and home health aides jobs or businesses; others will move on to additional training. Some decide healthcare work is not for them – but in relatively short order and with little investment.

Of the first class of students that took the Orientation to Healthcare Careers class, those who went on to the core instructional class (e.g. nursing assistant I), had a 100 percent retention and pass rate.

“The Family Care Givers Certificate project is a model that allows all educational institutions to better serve students. Piedmont Community College students will be better prepared to enter education programs and the workforce because of this model.” – Doris Carver, VP Continuing Education, PCC

WIRED GRANT: \$51,000	GRANT FACTS
Leveraged Funds: \$157,373	
Project Total: \$ 208,373	
Counties: Caswell	
Partners: Piedmont Community College, NC REAL	

MOBILE PATIENT SIMULATION LABORATORY *A clinical training facility on wheels*

Mobile Lab Provides Health-care Outreach and Education



Allied Healthcare careers are in high demand, putting the pinch on existing community college programs and facilities. The creation of a Mobile Patient Simulation Laboratory is an innovative answer to the problem of training capacity in the field.

Davidson County Community College developed the Mobile SimLab, converting a truck trailer into a setting for mobile clinical instruction. The design of the laboratory was careful to be in compliance with the accreditation and professional industry standards.

More than 200 students have received training utilizing the Mobile Sim-Lab. In addition, it has been used for community outreach and off-campus education at career fairs, hospitals and other business locations.

CAPACITY FOR DEFENSE MANUFACTURING *Industry assessment plus webcast training to shore up needed skills*

Aerospace and Defense: Opportunities for Advanced Manufacturing



North Carolina A&T State University is boosting the ability of Piedmont Triad manufacturers to meet the needs of defense industries.

In partnership with the North Carolina Military Business Center, NC A&T created a database of advanced manufacturers in the region with the capability of performing defense-related jobs. They also identified skills gaps in the region's manufacturing workforce.

Next, the partners developed a series of short courses and workshops needed by the region's workforce to be competitive in aerospace and defense-related manufacturing processes. All the lessons were created in webcast format for easy availability of training.

GRANT FACTS

WIRED GRANT: \$74,667
Leveraged Funds: \$75,333
Project Total: \$150,000
Counties: All counties
Partners: North Carolina Military Business Center
North Carolina A&T University

COMMUNITY COLLEGE GLOBAL LANGUAGE AND CULTURE CONSORTIUM *Language courses delivered across the region via video conferencing*

Expanding Access to Needed Language Skills



Industries in the Piedmont Triad do business around the globe. Increasingly, their employees would benefit from foreign language and cultural skills training beyond the traditional college offerings.

To provide industry with training options, Davidson County Community College, along with Surry, Randolph, Rockingham and Montgomery Community Colleges, developed a Global Languages and Culture Consortium.

The key to success was to share resources and invest in mobile video conferencing for course delivery. This allows courses to be taught across the five campuses, creating a critical mass for each class by creating easy access across the Piedmont Triad.

Industry has requested Japanese, Portuguese, Chinese and Arabic instruction, with Chinese and Japanese language and a humanities/culture course developed under WIRED funding. Over two semesters, 146 students participated. These courses will continue and possibly expand beyond the grant period due to the strong response.

The five colleges of the Global Languages Consortium demonstrated what can be accomplished when colleges within a region collaborate. Collaboration and regional funding made the purchase of the necessary equipment possible, allowing small- to medium-size community colleges to participate. Organizers agreed that this level of cooperation among post-secondary educational institutions is critical for global competition and success in the 21st Century economy.

The Consortium model is easily replicated by other disciplines according to the program organizers. Community college mathematics departments, for example, are exploring how to replicate the technology/partnership model to increase access to high-level math courses throughout the region.

GRANT FACTS

WIRED GRANT: \$228,435
Leveraged Funds: \$244,866
Project Total: \$473,301
Counties: Davidson, Montgomery, Rockingham, Forsyth, Surry
Partners: Davidson County Community College, Montgomery County Community College, Rockingham County Community College, Forsyth Technical Community College, Surry County Community College

WORKKEYS® FOR EMPLOYEE TRAINING AND DEVELOPMENT

Job profiling service, employee assessment and remediation training

Six Companies Take New Approach to Employee Development



Piedmont Triad Workforce Development Boards are getting the word out about how Job Profiling and WorkKeys® assessment can benefit businesses in the region.

Through each Board's Business Services staff and Community College partner, six companies were able to identify the job skills level of their employees and better utilize their training dollars for development plans.

With WIRED funding, each company received the Job Profiling services of the Workforce Development Board staff for free (a value of \$1,500 per job) with the company's commitment to pay for the accompanying WorkKeys® assessment of their staff. The businesses were also required to offer remediation to those who fell short of the job's skill requirements.

The Job Profiling process involved top incumbent workers, which led to more a comprehensive buy-in to the assessment outcomes and any required remediation. This Job Profile also provided the businesses with a better recruiting method by incorporating WorkKeys® Assessment into the process. WorkKeys® Online remediation enabled the employees to work on their skills gaps on their own.

The companies involved in the grant-funded programs were:

- Berkshire Corporation.
- Tiger Controls, Inc.
- Viking Polymers
- Wizard's Cauldron.
- Team Emergent, LLC.
- North Carolina Baptist Hospital.

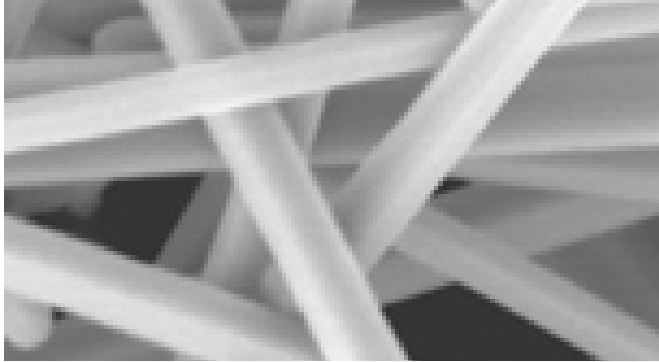
“WorkKeys® was a good opportunity to find the necessary skills at the machine operator and compounder positions. This helped our organization determine what applicants had the potential to be successful here at Viking Polymers. I feel that it gave us a better understanding of what we as an organization needed to do. This has, in turn, given us less of a turnover rate.” -- Elson Eckler, Viking Polymers

GRANT FACTS

WIRED GRANT: \$70,318
Leveraged Funds: \$33,815
Project Total: \$104,133
Counties: Guilford, Caswell, Forsyth
Partners: Greensboro-High Point-Guilford County Workforce Development Board, Kerr Tar COG, North-west Piedmont Council of Governments

NANOTECHLABS AS9100 *Job profiling and training support*

Small Business Now Competes for Big Contracts



NanoTechLabs opened its doors in Yadkin County in 2004. But the nanotechnology materials company was facing a few workforce hurdles to get to the next level.

The small business needed to achieve AS9100 Certification in order to compete for contracts in the Aerospace Industry. Certification would come by hiring and training key personnel.

With a WIRED training grant, the company was able to identify the right skills needed for two new roles and create a career path that would be appealing and competitive with the market. When NanoTechLabs hired the two key employees, WIRED funding provided AS9100 training through NC State IES.

With the completion of the training, the business is on the path to Certification and earning a stronger competitive advantage.

WIRED GRANT: \$10,000

**GRANT
FACTS**

THEATRICAL ARTS TECHNICIAN TRAINING *Career path coursework provided as a summer institute*

Vibrant Arts Communities Need Behind-the-Scenes Skills



Theatre interest can now be parlayed in to a career path with coursework for theatrical arts technicians.

Piedmont Community College created a Theatrical Arts Technician curriculum to meet the demand for skilled technicians to work in the Piedmont Triad.

Program organizers attribute success to a number of factors, including collaboration with Caswell Council for the Arts for use of small, affordable theatre space; working with qualified instructors; and offering the courses as a summer institute. Scholarship for 20 students (funded by the Piedmont Community College Foundation and the Caswell Council for the Arts) were also valuable to get the program going.

As the technician program has gained visibility, interest in and appreciation of the program is growing across the Piedmont Triad and into Virginia.

“The vision of the Theatrical Arts Technician project at Piedmont Community College is to provide interactive, hands-on training for individuals seeking skills in the theatrical arts sector.” – Doris Carver, VP Continuing Education, PCC

WIRED GRANT: \$22,100
Leveraged Funds: \$23,435
Project Total: \$45,535
Counties: Caswell County
Partners: Piedmont Community College, Caswell County Council for the Arts, Piedmont Community College Foundation

**GRANT
FACTS**

MACHINING TECHNOLOGY TRAINING
Outreach efforts to meet demand for machinists

Meeting High Demand for High-skill Employees



The high-visibility loss of manufacturing jobs and sense of instability in manufacturing as a career choice has led to a critical shortage of trained machinists in the Piedmont Triad. To fill the gap, Alamance Community College decided to partner with local high schools to raise the awareness in the community and interest in this career among students.

The outreach effort revolved around two strategies:

1. Using video to showcase state-of-the-art machining techniques. An award-winning video was created and used in TV commercials and linked to local career websites.
2. Open-house events for prospective students to meet with current students, employers and economic developers.

Information and recruitment events, along with the range of machining courses, apprenticeships and summer programs available, are clearly having an impact. Classes in machining have more than doubled and enrollment continues to rise due to new outreach and informational efforts.

WIRED GRANT: \$100,379

Leveraged Funds: \$276,421

Project Total: \$376,800

Counties: Alamance County

Partners: Alamance Community College, Alamance-Burlington School System

GRANT FACTS





The WIRED Transformation Grant program provided total of \$733,486 to organizations that demonstrate alternative approaches to innovation, entrepreneurship, education and workforce development across the Piedmont Triad.

Transformation Grants emphasized projects that are regional in scope, accessible to the region's rural and minority communities, and complement other WIRED initiatives and the four industry clusters.

Eleven Transformation Grants were awarded with the goals of:

- Leveraging the pilot projects funded through PTP's Focus Grant Program or leveraging unique and effective school-to-work programs identified through the work of the Piedmont Triad Education Consortium to enhance and expand the demonstrated innovation.
- Developing and implementing alternative approaches that leverage innovation and collaboration to boost entrepreneurship as an economic development strategy.
- Facilitating the development of innovation and creativity skills and curricula in support of business growth and development.
- Facilitating innovative educational delivery in workforce training and development, especially in ways that are regional in scope and address areas of workforce shortages.

TOTAL Transformation Grant Awards

WIRED Awards: \$733,486

Leveraged Funds: \$657,582

Total Investment: \$1,391,068

STOKESCORE EDUCATION AND ENTERPRISE CENTER

A center for collaborative economic development

Agriculture, Entrepreneurship and New Business



StokesCORE, a community-based nonprofit in Stokes County, is cooking up new business in its Education and Enterprise Center.

Through a partnership with Forsyth Technical Community College, Stokes County and other community organizations, StokesCORE is creating economic opportunity through education, training and innovation. A highlight of the Center is a shared-use kitchen facility that will enable production of food items leveraging Stokes County agricultural products. Initially, local entrepreneurs will be encouraged to create new sweet potato-based food products under the “Land of the Saura” brand now being developed by StokesCORE.

The Center also serves as an example of how local governments, community colleges, the business community and nonprofit organizations can work together to create a new economic development instrument within the community.

“Our partnerships are key to the success of this initiative and will offer seamless educational opportunities for all citizens seeking new careers, job enhancement or entrepreneurial ventures.” – Sue Marion, Vice President for Corporate and Continuing Education at Forsyth Technical Community College

WIRED Grant: \$ 45,000
Leveraged Funds: \$65,000
Project Total: \$ 110,000
Counties: Stokes
Partners: StokesCORE, Forsyth Technical Community College

PROGRAM TO REACH EMPLOYEE POTENTIAL (PREP)

Job skills assessments and literacy training for targeted healthcare employees

Moving Beyond Entry-level Jobs in Healthcare



Recruiting employees into healthcare is just one step in the employment puzzle for the High Point Regional Health System (HPRHS). Retaining them is another.

HPRHS is seeking to build a team of qualified, satisfied workers who remain on the job longer through its Program to Reach Employee Potential. In partnership with Guilford Technical Community College (GTCC) and Reading Connections, Inc., the system is expanding the program to combine literacy, WorkKeys® job skills assessment, and employee development.

The goal is to upgrade employee skills and wages for employees in several key entry-level positions in the hospital, allowing career

development among its existing pool of employees. In addition, HPRHS developed standardized procedures to help replicate the program in health care environments and other industries throughout the region.

“As we move forward, our success will depend on the investment we choose to make in the knowledge base of our workers and the skills they need every day. This investment in human capital will be the most transformational step we have made to date.” – Carole Ricker, Employment Manager with High Point Regional Health System

WIRED Grant: \$41,893

Leveraged Funds: \$27,929

Project Total: \$ 69,822

Counties: Guilford

Partners: High Point Regional Health System (HPRHS), Guilford Technical Community College (GTCC), Reading Connections, Inc.

GRANT FACTS

MATURITY WORKS

A job fair to help people 55 and older showcase their experience

Experienced Workers Equal Smart Business



Changing jobs or changing careers at age 55 is not the same as looking for that first job. And employers wonder how to make the most of the experience that mature workers bring to their jobs. The Maturity Works Job Fair, held by the Northwest Piedmont Council of Governments, helped both groups bridge the gap. Held in September 2008, the Job Fair drew 1,600 job seekers 55 years of age and older from across the region. They took advantage of face time with 42 employers, submitted resumes, learned about resume writing, and updated

their knowledge of the job-search process. In addition, 187 attendees utilized the Joblink Mobile unit stationed at the job fair to post online resumes and applications for employment.

After the fair, employers were invited to hear presentations on the mature worker presented by two representatives from AARP. The presentations centered on changing demographics of the workforce and best practices for care giving in the workplace.

A grant application has been submitted to expand this model to a regional initiative as an Older Worker Demonstration.

“Maturity Works will set an example for the region and state regarding the hiring of older workers. Those people who succeed in matching their skills to new jobs will once again be able to put money back into the economy. That’s a win-win situation for everyone.” – Matthew Dolge, Executive Director of NWPCOG

WIRED Grant: \$10,499

Leveraged Funds: \$7,900

Project Total: \$ 18,399

Counties: Davidson, Davie, Forsyth, Surry

Partners: Northwest Piedmont Council of Governments, Piedmont Area Agency on Aging, AARP

GRANT FACTS

COMBINING RESOURCES FOR ADVANCEMENT OF THE FURNITURE TRADE (CRAFT) TEAM

A furniture upholstery curriculum and workforce training model

Tackling the Workforce Needs of Furniture Manufacturing



Specialized skills are still needed in the Piedmont Triad's furniture sector, in spite of the dramatic changes to the economy and the industry in recent decades.

The CRAFT Team, a coalition of furniture industry representatives and area agencies, is taking a comprehensive approach to strengthen the region's global competitiveness through a highly qualified workforce.

The WIRED award helped CRAFT to develop a furniture upholstery curriculum, giving students training in the basic skills and as well as more difficult techniques required by the industry. WorkKeys® is used to assess the existing skills of applicants. Qualified applicants who complete the training courses are guaranteed jobs by industry partners.

The CRAFT Team expects this new workforce training model to effectively address the short-term, intermediate and long-term requirements of the furniture manufacturing industry in three ways:

1. Providing a mechanism to increase skill levels of employees,
2. Increasing career opportunities for high school students, and
3. Developing career paths within furniture manufacturing in a way that addresses the aging of the existing workforce.

WIRED Grant: \$165,510

Leveraged Funds: \$119,928

Project Total: \$ 285,438

Counties: All counties

Partners: A coalition of contract furnishings manufacturers, community organizations and the Greensboro/High Point/Guilford County Workforce Development Board

JOBS ON THE OUTSIDE (JOTO)

Programs to support employment of former inmates

Providing a Path to Workforce Success



Seeking a job is always a challenge. For former prison inmates, the transition into the workforce can be especially difficult. The Jobs on the Outside program (JOTO) was developed by Goodwill Industries to support the successful transition of ex-offenders into the workforce. The training and counseling given to these participants provides a way to approach the obstacles associated with their history and incarceration.

The program helps individuals look at career options, assess skills gaps, and receive training in self-management, job placement and career services, cultural and social norms and leadership. Additionally, participants receive specialized training in a variety of fields, including certification in areas that support advanced manufacturing, healthcare, logistics and distribution, and the furniture industry. JOTO also deals with participants holistically. They are offered a broad range of learning opportunities, including financial and continuing education, parenting and communications training, transportation assistance, referrals for childcare and mental health providers, and access to substance abuse treatment.

Potential employers are also part of the program. Businesses willing to give a past inmate a chance to work are given an orientation to explain available tax credits, subsidies and other incentives.

GRANT FACTS

WIRED Grant: \$144,900

Leveraged Funds: \$109,160

Project Total: \$254,060

Counties: Guilford, Randolph, Rockingham

PARTNERS: Goodwill Industries, Good News Jail & Prison Ministry, Guilford Correctional Center, Women in Organizing, GTTC, City of Greensboro, Joy A. Shabazz Center for Independent Living, Rockingham County Help for Homeless, Guilford County DSS, Rockingham County Sheriff's Department, and Effective Training Solutions, Inc.

COMPREHENSIVE GLASS TRAINING PROGRAM
Glass lab and courses to train a new generation of glass blowers

Glassblowing Program Creates Template for Craft Businesses



To Montgomery County, the needs were clear – draw visitors into the county and create a viable growth industry. With the Comprehensive Glass Training Program, they are on their way to achieving both. A pilot program of glass-blowing courses was offered to high school students through Montgomery Community College. The courses were provided through the community college rather than the high schools, a model that could work for other targeted programs. The location, flexibility and autonomy of the community college format allowed students from several counties to participate.

By partnering with Montgomery's STARworks Glass Lab, the first public access glass studio in the state, the program is establishing a formula for traditional craft businesses and a blueprint for economic growth. The lab offers a practical workspace for students as well as a showcase for visitors. To raise awareness of the art and industry of glass blowing and generate interest in the area, the lab has held demonstrations, high school tours and a public open house.

GRANT FACTS

WIRED Grant: \$75,000

Leveraged Funds: \$83,300

Total Project: \$158,300

Counties: Montgomery

PARTNERS: Central Park, NC; CDBG, Wet Dog Montgomery Community College County High Schools

PROJECT Y.E.S. (YOUTH ENTREPRENEURSHIP SURRY)

A mentorship program to connect students with successful entrepreneurs

Investing in Young Entrepreneurs



Innovation and entrepreneurship are key to Surry County's future. With a belief that the area's economic turnaround will be dependent on the stimulation of entrepreneurship growth, partners across the county created Project Y.E.S. (Youth Entrepreneurship Surry).

Project Y.E.S. promotes entrepreneurship by leveraging the knowledge and expertise of business owners and leaders who serve as mentors to participating students.

Students work closely with their mentors, gaining entrepreneurship skills and hands-on experience in business. Project Y.E.S. also meets the requirements of The North Carolina Senior Graduation Project,

which consists of a research paper, portfolio, product, oral presentation and a mentor.

Currently 29 students and 23 mentors are involved in Project Y.E.S. A directory of local entrepreneurs who are participating is being developed, and area teachers are gaining training through the NC Real two-day Entrepreneur Institute.

“Project Y.E.S. was designed to not only promote entrepreneurship but to inspire our young, innovative, creative thinkers to become our workforce for tomorrow.”

– Jill Reinhardt, Surry County Schools, Project Manager

GRANT FACTS

WIRED Grant: \$28,280

Leveraged Funds: \$42,460

Project Total: \$70,740

Counties: Surry

PARTNERS: Surry County Schools, Elkin City Schools, Mount Airy City Schools, Surry Community College, Surry County Economic Development and Business Workforce Development.

ELON ACADEMY BUSINESS PARTNER PROGRAM

A program to prepare teenagers for internships and learn workplace behavior expectations

Giving Teens Experience, Role Models and Skills



Elon Academy is partnering with business and non-profit leaders to address the educational and social needs of students in the 21st Century.

The Elon Academy is a three-year enrichment and leadership development program at Elon University for academically talented high school students who have financial need and little or no family history of college attendance. The new Business Partners Program adds a career perspective to their academic work. The program includes: workshops to prepare students for paid internships with local businesses; a social-skills program to ensure student awareness of appropriate workplace behavior; field trips to explore potential career opportunities; and a mentoring program to provide participants with role models and advocates in the business community.

The program is for 10th, 11th and 12th grade students at the Academy. It is designed to build skills and experiences each successive year so that students will graduate and be prepared to enter the workforce and pursue additional educational training in high-growth industries.

“Through the Transformation Grant, the Elon Academy will be able to provide these bright students with opportunities to learn about the economic benefits and job opportunities in the Piedmont Triad, while providing them with hands-on learning opportunities to become future leaders of the region,” – Darris Means, assistant director of student life and leadership development at Elon University

GRANT FACTS

WIRED Grant: \$10,800

Leveraged Funds: \$29,296

Project Total: \$40,096

Counties: Alamance

Partners: Elon University

YOUNG ENTREPRENEURS PREPARING FOR SUCCESS / GUESS WHAT I DO FOR A LIVING?
Career education for high school-age youth

Changing the Course with Entrepreneurship



Through the Young Entrepreneurs Preparing for Success (YEPS) program of the Center for Entrepreneurship at Winston-Salem State University, students aged 16-18 are learning the ropes of running an entrepreneurial business.

Project “Guess What I Do for a Living” shares information – in a fun and compelling way – about career options and entrepreneurial opportunities to high school-age youth in the foster care system in Forsyth, Stokes, Surry and Yadkin Counties.

A team led by WSSU selected organizations within targeted growth industries to participate in a “game” in which employees combined video, sound and direct interaction to gradually present details of their work. Teams recruited from the targeted counties worked to solve the “riddle” through collaboration, teamwork and applied leadership roles.

As the young people explore entrepreneurship and career options, they are taking steps for a stronger future.

GRANT FACTS

WIRED Grant: \$21,880
Leveraged Funds: \$24,200
Project Total: \$46,080
Counties: Forsyth, Stokes, Surry, Yadkin
Partners: Winston-Salem State University Center for Entrepreneurship, county Departments of Social Services

BUSINESS EXECUTIVE LOGISTICS PROGRAM
Training in Supply Chain, Logistics and Transportation Management

Helping Experienced Managers Shift to Logistics Careers



The Piedmont Triad is a gateway to millions of consumers and a prime location for manufacturing, distribution and logistics facilities. As this sector grows, the need for local leaders in logistics and distribution is also increasing.

UNCG’s Bryan School of Business has developed the Business Executive Logistics Program to enable managers and executives from outside of the fields of supply chain, logistics and transportation management (SCLTM) to transition into managerial positions in this growing sector in the Piedmont Triad Region.

A key selling point of the program is its structure: it is a short-term, focused educational program that is rigorous and accessible for busy professionals while also serving managers already in transition. Students complete an online program covering logistics, distribution, transportation, information technology and procurement. Then they are partnered with an executive mentor from the SCLTM industry, where they complete an internship program to gain on-the-ground experience of working in a SCLTM job.

The Business Executive Logistics Program was initiated in August 2009 and successfully transitioned 12 program participants.

GRANT FACTS

WIRED Grant: \$76,873
Leveraged Funds: \$51,249
Project Total: \$128,122
Counties: Guilford
Partners: UNCG’s Bryan School of Business, Employment Security Commission-Reidsville

FIRST CHALLENGE TEAMS

A hands-on program for teaching robotics

Preparing Youth for Science and Technology Careers



The Foundation for Inspiration and Recognition of Science and Technology (FIRST) is a non-profit organization whose mission is to inspire young people to become science and technology leaders. With WIRED support, North Carolina A&T established FIRST Tech Challenge Teams in several locations, including at least one team in every county within the region. Priority was given to rural and underserved areas to host teams.

Working closely with education, technology and business professionals, FIRST teams design and build robots, maintain an engineering notebook, and compete in local and regional events. FIRST introduces students to the practical and innovative worlds of science, technology, engineering and math.

Through this hands-on program, FIRST teams help to fill the workforce pipeline with technologically prepared individuals capable of performing critical workplace functions: programming, creative design, scientific thought, hands-on learning and effective teamwork.

WIRED Grant: \$112,851

Leveraged Funds: \$97,160

Project Total: \$210,011

Counties: All 12 counties

Partners: NC A&T, PTEC and FIRST

GRANT FACTS



To ensure an effective Piedmont Triad economic development policy, local officials wanted to focus on industries that make sense for this region. At first, they identified nine industry clusters that they believed would thrive in the region, but later trimmed that to a more manageable four cluster groups. The target industries of the WIRED initiative are advanced manufacturing, creative enterprises and the arts, healthcare and logistics and transportation. Business Roundtables were developed for each cluster, and industry executives from across the region were recruited to serve.

“The initial roundtable meetings set the agenda for the key issues that the industry would like to address. They also are about relationship building and generating momentum for the future,” says Theresa Reynolds, Senior Vice President of the Piedmont Triad Partnership.

WIRED KICK-OFF

Stakeholders across the Piedmont Triad introduced to WIRED strategy

Tackling Challenges and Finding Solutions – Together



WIRED stakeholders come from 12 counties, work in various industries and professions, and represent diverse experiences and viewpoints. But they have one thing in common: finding solutions to our challenges to ensure a healthy, prosperous future for the Piedmont Triad. In the early stage of the WIRED initiative, a kick-off event was held to strengthen our common purpose and build strong relationships.

Transformation: Building Solutions, a half-day event in November 2007, was an opportunity for business, education, economic development and community leaders to focus on the complexities of the workforce in a global climate. In addition to networking, the 140 participants were energized through several presentations:

- Regional Transformation: Prosperity or Poverty, the Decision is Yours. John Metcalf, co-author of North Carolina's 2007 State of the Workforce Report, spoke of the Piedmont Triad's preferred future.
- Industry cluster panel discussion. David Congdon of Old Dominion Freight Line, Stephen Schneider of TurboCare, Doug Atkinson of the Wake Forest University Baptist Medical Center and John Drinkard of architectural firm Calloway, Johnson, Moore and West discuss the region's business retention, growth and expansion challenges.

- Businesses Surfing the Talent Pipeline: The Virtual Job Fair. Allison Bowers, Davidson County Workforce Development Board.
- Competing Regionally & Globally: The Critical Intersection Between Economic Prosperity and Workforce Development: Literacy. Bradley Bauler, DCA.
- Creating a Skilled Workforce: Improve Employability Skills of Current and Future Workforce. Bernadette Young, Human Resources Manager, Energizer Battery, Asheboro.

“Today is the day we connect the business community with economic development professionals, workforce professionals and education professionals and begin to forge ahead in a comprehensive, collective way.”

– Don Kirkman, President, Piedmont Triad Partnership





The Piedmont Triad has always been a key manufacturing region in the state and in the nation. Our traditional manufacturing industries of furniture, textiles and tobacco have been joined by substantial growth industries such as pharmaceuticals, semiconductors, food processing, chemicals, plastics and transportation equipment. Additionally, the Piedmont Triad has significant emerging technologies in the life sciences cluster including biotechnology, bionanotechnology, industrial biotechnology and medical devices. An advanced aviation-related industry has also taken root in the Piedmont. To support these new manufacturing systems, which require a workforce with advanced knowledge, the Piedmont Triad must rise to the challenge of providing the technical education that workers need to be successful in these new industries.

ADVANCED MANUFACTURING ROUNDTABLE *A group of innovative leaders focused on the growth of manufacturing opportunities*

Steering a New Direction for Manufacturing



The Piedmont Triad has lost much of its traditional manufacturing base, but a new generation of manufacturing is taking hold in the region.

WIRED's Advanced Manufacturing cluster focuses on industries with innovative processes and procedures, including such industries as biotech, industrial machining, aviation/aerospace and electronics. These businesses offer high-skill, high-wage positions, but the public has been largely unaware of – or unprepared for - the opportunities.

The Advanced Manufacturing Roundtable is made up of business leaders from a wide spectrum of industries including energy management, machine fabrication, textiles, pharmaceuticals, nanotechnology and turbine engines. The group's role was to design and implement strategic approaches to the Piedmont Triad's manufacturing development and job growth and to be the catalyst for the creation of manufacturing opportunities.

To solidify the future of Advanced Manufacturing in the Piedmont Triad, the Roundtable's goals include:

Create an Education Pipeline. Generate interest in and knowledge about Advanced Manufacturing among students, employees, displaced workers, counselors, administrators, curricula planners and teachers.

Provide Human Resources Services. Serve as the voice of the region's manufacturers to educators in order to determine the gaps between the most needed competencies for Advanced

Manufacturers and the current workforce. Work with the appropriate educators and administrators to communicate the findings and resolve the gaps.

Serve as a Business Resource. Collect and develop useful assets and resources for the support and expansion of the Advanced Manufacturing base in the region. Expand the reach of the Advanced Manufacturing Industry Cluster through marketing efforts.

MANUFACTURING WORKS *An event to raise awareness about jobs in Advanced Manufacturing*

Putting High-skill, High-wage Jobs in the Spotlight



Workforce professionals wanted to know more about Advanced Manufacturing. Where are the jobs? What careers should their clients pursue? How could they make the connection?

Through WIRED, education and industry created "Manufacturing Works" to inform the 11 regional JobLink Career Center staff about opportunities in Advanced Manufacturing.

Events were held at each JobLink site. Career Center staff and their customers were given the chance to learn about positions in such industries as biotechnology, industrial machining, aviation/aerospace and electronics.

The event featured the award-winning Lenoir Community College Mobile Industrial Training Lab, which provided tours, demonstrations and information.

NETWORKING EVENTS

A series of panels and presentations offered to regional executives and managers

Sharing Best Practices to Boost Regional Competitiveness



Building knowledge, sharing ideas and connecting people is the goal of the Advanced Manufacturing cluster series of networking events. Notable panels and presentations included:

Great Design Meets Advanced Manufacturing. B/E Aerospace, the world's leading manufacturer of aircraft passenger cabin interiors for commercial and business jets, hosted a forum for design, engineering and manufacturing professionals.

Panel on Lean Manufacturing. Many facilities in the Piedmont Triad are applying Lean Manufacturing principles to improve productivity and competitiveness every day. This panel discussion provided attendees with the opportunity to hear the first-hand experiences of manufacturing and logistics leaders from Kaydon Corporation, The Timken Company, Brayton International and Volvo Logistics.

Lean Manufacturing Tour at Steelcase. Steelcase's High Point plant demonstrates best practices using Lean Manufacturing techniques. During a tour sponsored by the American Home Furnishings Alliance, attendees learned how Lean techniques are used to drive a positive customer experience and improved plant performance.

Manufacturing for International Markets. Local manufacturing executives from companies such as Dell, AFG and ThermCraft talked about the opportunities and pitfalls presented by international markets.

TECHNOLOGY CAREER DAYS

Events to introduce high school students to technology careers

Technology Interest Today Builds the Workforce of Tomorrow



High school students may be tech savvy, but they still need help preparing for careers in high-technology industries. Technology Career Days are two-day events designed to give high-school juniors and seniors insight into technology careers. In a community college setting, students participate in tours, interactive exhibits and hands-on activities.

Area companies participating in Technology Career Days included: General Dynamics, Kaydon, TIMCO, NIMS, Cisco Systems, IEEE, ABCO Automation, Banner Pharmacaps, Olympus, Steelcase and Banner. Education was represented by the Wake Forest University Microscopy program, the DCCC Zoo and Aquarium Sciences program as well as North Carolina A&T's College of Engineering, Forsyth Technical Community College, Guilford Technical Community College and Randolph Community College.

With WIRED support, two events were held in 2009.

Guilford Technical Community College (GTCC), Greensboro, March 2009. The first Technology Career Days event involved 35 companies and organizations and 260 students. Students interested in logistics careers toured the Sears Holdings/Kmart distribution center and warehouse. Others took part in a North Carolina State University IES Lean manufacturing simulation activity, giving them exposure to real-world needs and applications of Lean principles.

The event also included:

- Tours of the Technology Education Center building at GTCC, including PLC, electronics labs and CNC machining labs gave students an understanding of the educational direction they might take. Four other educational institutions displayed information about their programs.
- An introduction to automotive and transportation technology with representatives from Childress Racing and the NASCAR Institute, a Davidson County Community College (DCCC) project car and motorcycle, a GTCC Hybrid electric vehicle, and truck cabs from Old Dominion and EPES Carrier.

Randolph Community College, Asheboro, October 2009. The second Technology Career Days event drew approximately 600 high school juniors and seniors from nine different Piedmont Triad counties. The theme, Design, Build & Move! showcased jobs and companies from the advanced manufacturing sector, as well as logistics and creative enterprises clusters. The event featured nanotechnology, biotechnology, robotics and automation, GPS and RFID technologies, high-performance engines, digital design and software design and development. North Carolina Lt. Governor Walter Dalton addressed the students and stressed the importance the students' career choices would have to the region's future.

“An important part of the WIRED strategy includes facilitating collaboration among advanced manufacturing business leaders throughout the Region to identify and address workforce challenges and other needs and opportunities affecting the global competitiveness of Piedmont Triad manufacturers.” – Paul Clayson, CEO of nCoat Inc

NMI CREDENTIALING

Programs to increase the number of trained and certified workers in Advanced Manufacturing

New Manufacturing Skills Programs Offered at Community Colleges



Working with the National Association of Manufacturers, eight Piedmont Triad Community Colleges are pursuing a NAM-Endorsed Manufacturing Skills Certification System.

With a goal to increase the number of graduates with industry-recognized skills certifications, the colleges and NAM collaborated to identify manufacturing curriculum needs. The partners also worked to implement assessment, testing and credentialing processes.

The community colleges participating in the NMI credentialing process are:

Alamance Community College	Piedmont Community College
Davidson Community College	Randolph Community College
Forsyth Technical Community College	Rockingham Community College
Guilford Technical Community College	Surry Community College

Manufacturing-related programs vary by college and include: Aviation, Biotechnology, Electrical/Electronic Technology, Electronic Engineering Technologies, Facilities Maintenance Technology, Global Logistics/GIS, Industrial Engineering Technologies, Industrial Systems Technologies, Laboratory Technology, Machining Technology, CNC/CAM, Manufacturing Technology, Mechanical Drafting Technology, Mechanical Engineering Technology, Mechatronics, Nanotechnology, Transportation Technology, Welding Technology.

**NIMS: NATIONAL INSTITUTE FOR
METALWORKING SKILLS**
Program accreditation process

New Direction for Machining Technology Program



Machining education in the Piedmont Triad is moving toward accreditation by the National Institute for Metalworking Skills (NIMS).

With technical assistance from Red Education Consulting Services, Inc., five community colleges, along with Randleman High School, are pursuing student and instructor credentialing and NIMS program accreditation. The colleges are:

- Alamance Community College
- Forsyth Technical Community College
- Randolph Community College
- Rockingham Community College
- Surry Community College

Through the process, the Piedmont Triad will gain valuable machining technology programs, register and credential current student, and strengthen our advanced manufacturing workforce.

SUPPLIER DEVELOPMENT PROGRAM
*Lean assessment opportunity for
regional suppliers*

Jump-starting a Lean Supplier Base



Efficiencies in manufacturing go beyond a single plant or operation. To be more competitive, regional manufacturers need a pool of highly efficient suppliers. The Lean Supplier Development Program was an opportunity for suppliers to jump start Lean manufacturing practices in their businesses.

Several qualified regional suppliers were provided a Lean assessment by the North Carolina State University Industrial Extension Service as an initial investment in Lean practices. They received an evaluation of processes and recommendations for next steps.

As a result, suppliers have improved processes and gained efficiencies – creating direct benefit across the manufacturing sector.



ADVANCED MANUFACTURING

CREATIVE ENTERPRISES AND THE ARTS

HEALTHCARE

LOGISTICS AND DISTRIBUTION



The Piedmont Triad already has impressive creative assets—cultural heritage, creative talent, creative firms, and a strong post-secondary network of colleges and universities. But the creative economy also includes the full breadth of the value chain that it takes to transform original art and design into products and services and get them to their final markets and customers. The creative enterprise economy operates as an economic production system that extends from raw materials, equipment, and sources of learning through software, technical support systems, distribution channels and marketing outlets. It also includes the underlying support system of education and training programs, business and financial assistance programs, and the associations, guilds and cooperatives that facilitate networking and provide services.

By leveraging the full scope of creative work across the Piedmont Triad and developing its emerging digital arts, media and craft industries, the region is poised to build and grow its creative economy.

CREATIVE ENTERPRISES ROUNDTABLE A regional team to grow the creative economy

Using Design and Innovation for Competitive Advantage



The arts and other creative assets have too often been viewed chiefly as cultural goods, not economic opportunities and profit-driven enterprises; as part of the region's quality of life, not quantity of jobs; as peripheral to industrial recruitment, not essential.

What would it mean, then, to fully consider these and other Piedmont Triad creative assets as vital resources and contributors to a well-integrated, high-functioning regional creative economy?

That was the framework used by the Creative Enterprises Roundtable to assess and explore the workforce and economic development opportunities within this cluster.

The Roundtable, comprised of approximately 50 leaders from creative industries and educational institutions from across the 12-county Piedmont Triad region, commissioned a team to research the assets, support systems, and emergent opportunities that comprise the Piedmont Triad's creative economy. The report illustrates how a more fully fledged network of creative enterprises and cutting-edge support systems will attract creative talent, generate well-paying jobs, accelerate innovation, and support the success of other economic clusters in the region, including technology-related growth sectors and tourism.

Based on the report and the expertise of the region's creative talent, the Roundtable has launched several programs to develop creative talent and stimulate competitiveness of creative enterprises in our region.

The emphasis on building the region's creative economy also became the focus of the University Transformation Team. The Chancellors and Presidents of the 20 Piedmont Triad universities and colleges formed and, when challenged to choose a focus for regional collaboration to improve economic development, they chose Design and Innovation. The first projects undertaken by the team have been to support the Creative Cluster's Interactive Design/Serious Games Initiative and to develop a focus on Film and New Media.

In addition, the Triad Design Consortium (TDC) has been established to sustain and grow the efforts begun under the WIRED initiative. The vision is to see the 12-county Piedmont Triad region become known as a world-class center for design, design thinking and creativity. The TDC will serve as the driving catalyst for Piedmont Triad businesses, nonprofit organizations, and communities to become more innovative and financially successful through the widespread and effective application of design and design thinking.

Piedmont Triad Creative Economy



Estimated employment in creative industries: 30,000 jobs
Estimated employment in design: 9,200 jobs (or 31% of the total)

Job growth in creative occupations between 2003-2008:
11 percent

Gross sales by Piedmont Triad creative enterprises in 2009:
\$2.97 billion (3% of Piedmont Triad total business sales of \$110 billion)

“Design is not just about aesthetics. It is about creating competitive advantage and is a key driver for economic development. The Piedmont Triad can be the region that creates opportunity and competitive advantage through design.” —Will Spivey, Managing Partner, Trone

PIEDMONT TRIAD ARCHITECTURAL INITIATIVE

An effort to bring architectural education to the region

Architecture Design Hub is on the Table



Early in its work, the Creative Enterprises and the Arts Roundtable identified the need for architectural education in the Piedmont Triad and established a team to explore options.

The Piedmont Triad Architectural Initiative commissioned a study to determine the viability of a Piedmont Triad-based School of Architecture. The team explored options for collaboration with architecture schools at NC State and UNC Charlotte. Within the Piedmont Triad, NC A&T State University, UNC Greensboro, Elon University, High Point University, Wake Forest University and Forsyth Technical Community College also participated in the process.

A long-range goal remains to create a program accredited by the National Architectural Accrediting Board (NAAB) at a public or private institution in the region, but the team determined that creating an Architecture Center is a short-term win and a building block for a larger program.

Following visits to design centers in Detroit; Alexandria, Virginia; and Warren, Vermont, the team drafted preliminary plans for a Piedmont Triad center. Area industry professionals are now actively planning an Architecture Design Hub as part of the Triad Design Consortium (TDC). Building on the work begun under WIRED, the Hub will promote sustainable design and construction strategies, initiate community development projects, host events and encourage collaboration among architectural firms.

ENTREPRENEURSHIP FOR CREATIVES (E4C)

A course to build the business skills of artists

Giving a Boost to the Creative Economy

Register Now!
go to: www.uacARTS.org
Registration Closes April 22

The United Arts Council of Greater Greensboro with support from the Piedmont Triad Partnership and Duke Energy is pleased to provide educational workshops to regional artists and creative workers on developing entrepreneurial skills. Training for these sessions include a variety of topics, from developing a mission/vision statement to writing a business plan and pricing product. Instructors will come from the Triad regional community. The UAC objective is to provide valuable training to artists and in order to grow our regional economy through the creation of new small businesses. This economic development will help grow the regional creative economy and move the UAC toward our vision of a becoming nationally recognized creative community.

TRAINING: 3 Saturday workshops will be held from 9 am to 5:30pm at the Cultural Arts Center in downtown Greensboro.

1. April 25, 2009 from 9am – 5:30pm
Module 1: Pulling Your Passion to Work
Module 2: Getting Started
Module 3: Critical Legal Issues to Consider
Module 4: Do I Really Need a Business Plan?
Module 5: Tapping Into Financial Resources
Panel Discussion
2. May 2, 2009 from 9am – 5:30pm
Module 6: Art Law: What You Need to Know
Module 7: The Value of YOU and Your Work
Module 8: What's It Worth: Pricing
Module 9: Communicating With Your Customers
Module 10: Keeping Track of the Financials
Panel Discussion
3. June 6, 2009 from 9am-5:30pm
Module 11: The World is Global
Module 12: Networking Trends
Module 13: Strategic Planning
Panel Discussion
Graduation, Certificates, Reception

COSTS: Training will be offered to students at a cost of \$150 in total. Students will be encouraged to attend all 13 modules as the program builds from one session to the next. Additional financial support has been provided by the Piedmont Triad Partnership through a US DOL WIRED Grant and Duke Energy.

The creative economy thrives on small businesses, innovative partnerships and entrepreneurial know-how. To solidify the business skills of “creative workers” and spur the creation of new small businesses, Entrepreneurship for Creatives (E4C) was created.

The course, piloted with the United Arts Council of Greensboro in Spring 2009, provided entrepreneurship training and business skills to visual and performing artists. The course focused on:

- Providing fundamental business startup basics, to include business structure, business planning, self assessment, market analysis, financing, accounting.
- Instilling confidence in the entrepreneurs of their ability to start and operate a business without diminishing their creative effort and talent.
- Building mentoring relationships with successful practicing artists.
- Clarifying and familiarizing entrepreneurs with support resources to start and run their businesses.
- Providing a sustainable educational format which will support entrepreneurs as they build their businesses over time.

A second program was held one year later at Davidson County Community College's campus in Mocksville in Davie County. This program will be sustained throughout the Piedmont Triad through the support of United Arts Council of Greensboro, Davidson County Community College, UNC Greensboro, Piedmont Craftsman and Community College Small Business Centers.

DIGITAL MARKETING BOOT CAMP

A crash course in marketing across the digital landscape

Taking the Mystery out of Digital

Register now at digitalmarketingbootcamp.com

DIGITAL MARKETING BOOT CAMP
7 weeks of digital enrichment

Presented Brought to you by the Piedmont Triad at North Carolina A&T S

LOCATION
The Campus of North Carolina A&T State University in Greensboro

THE SPEAKERS

Brad Bennett
15 years in advertising and marketing in the Piedmont Triad in 2002 where he became Chief Executive Officer responsible for developing client relationships and contributing creative insight resulting in communication solutions for clients including Home Depot, the University Furniture and B&B. As a result of his passion he is committed to education and how they receive and improve marketing messages, meet the need of your business and become an expert in the digital marketing space. He is a sought after speaker at the marketing conference for an additional 1000+ marketing professionals from the right consumer at the right time to maximize their bottom line. He has spoken at the top for numerous organizations and is able to address either at the community or the importance of digital marketing for business success.

Bruce Carlisle
10+ years of experience spanning 40+ brands, 10+ companies, 10+ communications, 10+ business models, advertising, PR, 10+ campaigns, direct response and for the last 5 years, digital marketing. In 2009 he was named "most powerful" of his profession at the time and of his nation's first full-service interactive marketing agency where he was President and CEO. Since then, he has founded Digital A&T, a multi-driven digital strategy and media services consulting firm. He is a recognized leader in the field of digital marketing which has been published, interviewed or featured on various media including Fortune, the Wall Street Journal, CNN, and Bloomberg. He has a frequent speaker at 40+ events and a recognized consultant to 100+ organizations and is recognized for his leadership in digital change management. He is also currently CEO of Carolina Connect.

CONTACT

The digital media space is fast-moving, but professionals in the Piedmont Triad have learned to keep pace with help from the Digital Marketing Boot Camp.

The Boot Camp was designed to meet the needs professionals taking the first steps into digital marketing, as well as those who need to update and upgrade their skills. It included an overview of all things digital, from website to widgets to social networks to RSS feeds. It addressed sales-focused digital communication vehicles, common technology, online marketing and building brands in a digital world.

Winston-Salem's Wildfire Marketing collaborated with North Carolina A&T State University's Continuing Education Program to create the two-tier program: Boot Camp Jumpstart and a in-depth Boot Camp Plus.

The Boot Camp Jumpstart was a half-day session in October 2009, giving an overview of digital marketing. Boot Camp Plus was an additional six sessions, offering in-depth examination of marketing across the digital landscape. In just seven weeks, Boot Camp Plus attendees learned the nuts and bolts of digital marketing while shifting their mindsets to think in a digital-centric way.

Another Boot Camp is planned for later in 2010 - www.digitalmarketingbootcamp.com.

"Participants in the Boot Camp walked away with the digital tools needed and the knowledge of how to use them to create a powerful marketing program for their business." — Brad Bennett, Wildfire

TRIAD DESIGN LEADERSHIP

A workshop about the strategic value of design and design thinking

Inspire Creative Thinking

TRIAD DESIGN LEADERSHIP

A transformative series of lectures and workshops where six world-class designers teach their methods for success and how to apply them to your business

SEPTEMBER 2009 - JANUARY 2010

DAVID ROSE // BILL GRANT // CLAUDIA KOTCHKA
JASON MANLEY // PHIL FREELON & DAVID ADJAYE

WWW.TRIADDESIGNLEADERSHIP.COM

A PROGRAM OF PIEDMONT TRIAD PARTNERSHIP AND N.C. A&T STATE UNIVERSITY

Design and design thinking has emerged as a strategic asset to businesses across sectors.

The Triad Design Leadership, a series of one-day workshops, was held in 2009 to show the power of design thinking for regional businesses and our community. With a goal to inspire creative thinking, the Leadership brought five major design professionals to the Piedmont Triad to offer public keynote addresses and one-day, intensive workshops: David Rose, Bill Grant, Claudia Kotchka, Jason Manley, David Adjaye and Phil Freelon.

Architects, industrial designers, graphic designers and others with design-driven jobs participated in Leadership, along with professionals from a range of sectors and fields who sought to understand how design trends and design thinking can help their businesses.

The regional design partners who developed the Leadershop were Marian Bell, MMC; Herb Burns, HB Studios; Ken Mayer, Moser Mayer Phoenix Associates; Carol Strohecker, Center for Design Innovation; and Elliot Strunk, Fifth Letter.

Under the umbrella of the Triad Design Consortium, the 2010 Triad Design Leadershop will be held with a focus on a Piedmont Triad business. The class will consist of five regional design teams and will tackle a challenging problem or emerging opportunity facing a particular business.

INTERACTIVE DESIGN AND ADVANCED LEARNING TECHNOLOGIES

Demonstration project to develop serious games workforce

Pushing the Power of Interactive Media



To push forward the goal of developing the region's gaming and animation workforce, the Interactive Design and Advanced Learning Technologies Initiative developed a serious game that can help educate medical personnel about surgical tools and protocols.

In January 2009, a learning project was initiated to research, design and execute a serious game project as a means to gain hands-on experience and to promote collaboration across multiple campuses and functional disciplines. A request for game proposals from area schools yielded 19 project concepts; five were healthcare related. The team selected a proposal submitted by Tony Makin, Department Chair, Surgical Technology, Guilford Technical Community College.

Led by Andrew Young, an independent game designer, a team of over 30 educators, students, and industry professionals representing nine academic institutions completed development of The Surgical Technology Skills Builder (STSB) in January 2010. The STSB includes three games:

The *ID Game* tests a student's ability to match instrument names, tissues or procedures with the instruments themselves. The *Set Up Game* has the student follow the surgeon's Preference Card and assemble the correct Back Table and Mayo Tray with the least number of moves. The *OR Game* simulates a live operating room. When the surgeon calls for an instrument, the student selects the correct instrument and puts it into the surgeon's hand.

The STSB will be incorporated into the Surgical Technology curriculum at GTCC and has also gained the interest of several leading publishers and distributors.

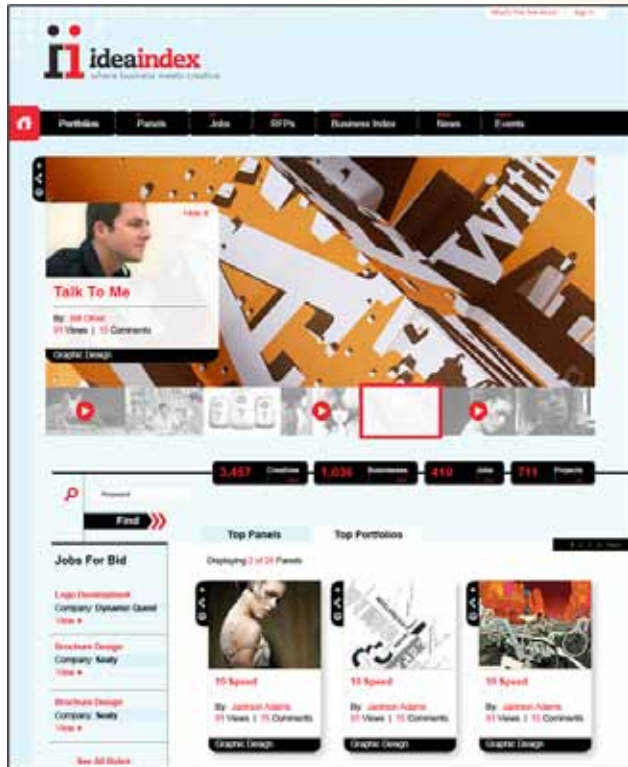
Though WIRED, the Piedmont Triad has begun to develop and harness an expertly qualified workforce prepared to grow this important sector. Moving forward as the TDC's Interactive Design Hub, this initiative will continue to pave the way for a robust private sector cluster involved with serious games, immersive learning and other forms of interactive design.

Serious games partners included: Elon University, Forsyth Technical Community College, Guilford Technical Community College, High Point University, NC A&T State University, Piedmont Community College, Surry Community College, UNC Greensboro, UNC School of the Arts, Wake Forest University, Winston-Salem State University and Page High School.

IDEA INDEX

An Interactive, Regional Creative Directory

Stimulating the Creative Economy in the Piedmont Triad



The region's creative economy is vibrant, but connecting creative talent with the needs of businesses, organizations and communities can be a challenge.

To better leverage the resources of the growing creative economy, an "Idea Index" is under development. Designed to be a fully interactive online creative directory, the Idea Index will be a single resource that gives creatives, businesses and educators the tools they need to find local jobs, hire local talent and become a part of the creative economy in the Piedmont Triad.

With the Idea Index, all levels of the creative economy—designers, architects, visual artists, advertising agencies, game developers, web shops, printers, publishers, marketers, PR firms, artisans, furniture makers, manufacturers, entrepreneurs, film, performing arts and innovators—can share one resource with one goal: connecting people and commerce through ideas.

Creatives can: Find jobs, freelance projects and opportunities; promote themselves for free; network with other creatives; share and compare their work; collaborate on projects; serve as industry experts.

Businesses can: Search, evaluate and contact creative individuals and companies in the piedmont triad; hire employees, vendors and consultants; gain instant access to industry experts; post RFPs and call for submissions; retain young talent and attract new talent.

Educators can: Inspire and engage the local creative economy, offer expert opinions and advice; evaluate ideas, rank work and use as inspiration in the classroom; connect students with creative talent in the region; communicate with all levels of the creative economy; spur regional growth.

By making it easy to match ideas with people, projects, proposals and funding, Idea Index will help local businesses save recruiting costs and find resources, help creative entrepreneurs find projects, and stimulate the creative economy across the Piedmont Triad region.



With a shortage of available workers to meet the current and projected growth in the health care field, the Piedmont Triad Healthcare Cluster has moved forward rapidly to fund programs for recruiting and retaining qualified healthcare employees.

More than \$1.7 million in WIRED funds for health care workforce development initiatives have been awarded, for a total investment of over \$4.1 million in programs.

HEALTHCARE ROUNDTABLE

A cross-section of healthcare leaders

Boosting the Region's Healthcare Workforce



Approximately 20 percent of the region's current jobs are in healthcare or related organizations.

The challenge, regionally as well as nationally, is to meet the current and increasing demand for highly skilled healthcare professionals. Through WIRED, the Healthcare Roundtable was established to explore new and innovative educational programming and other supporting activities to assist in closing the gap between the demand and the supply of workers.

The Roundtable included 42 healthcare industry professionals from the 12 counties with a goal to develop a plan for boosting the quality and quantity of the region's healthcare workforce. The Roundtable and its subcommittees addressed specific challenges and opportunities in six high-priority areas: allied health, direct care, education, emergency medical services, health information exchange networks and public health.

Input and counsel was sought from groups such as Northwest AHEC, N.C. Department of Public Health, Center for Creative Leadership, UNC School of Public Health, EMS directors, Maya Angelou Center for Health Disparities, and N.C. Alliance for Diversity in Health Professions.

The Roundtable also hosted a Health Care Mini-Event at which Rosalind Strickland, Director of the Office of Civic Education at the Cleveland Clinic, discussed outreach activities. She explained

Cleveland Clinic's national models for healthcare internship programs for high school students; and a two-day conference for regional high school guidance counselors that offered an overview of career options in healthcare.

"In contrast to other sectors in our national economy, healthcare is driven by increased demand for services. This in part is a reflection of the longevity of the population as well as an increase in chronic diseases such as diabetes, heart disease and obesity rates. Additionally, a number of healthcare and health-related fields, such as nursing and medical technicians, are perpetually short on employees."

—Doug Atkinson, PTP board member and chairman of the Healthcare Roundtable

PATH: THE PIEDMONT ALLIANCE FOR TRIAD HEALTHCARE (PATH)

A team dedicated to improving allied health

New Plans for Allied Health



The Piedmont Alliance for Triad Healthcare (PATH), a subcommittee of the Roundtable dedicated specifically to challenges in allied health fields, developed an implementation plan for increasing the Allied Health workforce. Members represent employers, workforce development officials, educators and community representatives.

The implementation plan included focused efforts to increase the workforce in Emergency Medical Services, Occupational Therapy Assistant, Physical Therapy Assistant, Certified Nursing Assistant, Certified Medical Assistant and Medical Coding occupations.

In addition, PATH co-sponsored (along with the Southern N.C. Allied Health Regional Skills Partnership and Turning Point Allied Health Regional Skills Partnership) an Allied Health Workforce Solutions Summit. The meeting featured guest presenters from Chicago, Boston and Flint, Michigan who shared their regions' successful strategies for moving entry-level workers into higher skilled and higher paying jobs in health care.

DAVIDSON COUNTY COMMUNITY COLLEGE
*Curriculum development for Network
Transition Care Coordinator program*

Training for Transition



Current and prospective health care workers can gain training as Network Transition Care Coordinators through a new program developed by Davidson County Community College and N.C. Community Care Networks.

Designed by experienced case management nurses, the curricula will serve as the model for training physician office staff in the Community Care Network across North Carolina. Courses are expected to be offered through Community Care Network provider sites in 2010.

Partners: N.C. Community Care Networks

WIRED Funding Award: \$6,000

FORSYTH TECHNICAL COMMUNITY COLLEGE
*An accelerated Emergency Medical Training
Preceptor (EMTP) program*

Fast-tracking EMTP Certification



Training emergency medical service personnel requires a network of preceptors – experienced professionals who supervise and guide students during their training.

Forsyth Technical Community College is creating a fast-track accelerated Emergency Medical Training Preceptor (EMTP) program. This curriculum allows completion of all coursework related to an EMTP certification in 11 months, rather than the usual 24 months. All credits apply towards an Associate Degree.

The integration of technology (use of internet “blackboard” to receive course content) in the accelerated course is expected to meet the needs of area students and the region’s EMS Departments. Course development continues and recruitment of students is active.

Partners: Forsyth County EMS

WIRED Funding Award: \$50,000

WINSTON-SALEM STATE UNIVERSITY
System-wide strategies for faculty recruitment and retention

Meeting the Demand for Healthcare Faculty



A coalition of higher education and healthcare professionals is seeking new approaches to attracting and retaining faculty for healthcare education programs. The demand for faculty is high and growing in the Piedmont Triad.

The group's initial work included surveys and information gathering to identify innovative and effective strategies. Partners are now using the data and insights to improve their approach to retention and/or recruitment. A core group of higher education professionals is continuing the work and expects to publish its findings.

Partners: Forsyth Technical Community College, Guilford Technical Community College, Surry Community College, Wake Forest University Baptist Medical Center

WIRED Funding Award: \$22,310

UNIVERSITY OF NORTH CAROLINA CHAPEL HILL, NC INSTITUTE FOR PUBLIC HEALTH
A Leadership Institute for public health directors and future leaders

Building a Cadre of Public Health Leaders



Effective leadership in the region's public health network is essential. The University of North Carolina-Chapel Hill's NC Institute for Public Health was called on to develop and pilot a regional public health leadership institute.

The result was a retreat for 22 public health directors and high-potential leaders representing nine counties and six public health departments in the Piedmont Triad. The program focused on the development of the region's workforce. The participants were also able to participate in portions of SEPHI (Southeast Public Health Institute) for networking and leadership and professional development opportunities. A web site was also set up to allow participants to maintain communication with each other as well as faculty and staff (Ning.com).

Partners: NC Public Health Incubators Collaborative; six public health departments; Discovery Learning

WIRED Funding Award: \$50,000

Leveraged Funds: \$85,701

WAKE FOREST UNIVERSITY HEALTH SCIENCES

A study of minority retention and matriculation factors

Understanding Barriers to Graduate-level Health Professions



Wake Forest University Health Sciences led a team to better understand the factors that have led to a shortage of minority and disadvantaged students entering into graduate-level health professions.

The team, which included representatives of higher education institutions in the region, conducted a critical analysis, evaluation and assessment of contributing factors. It then developed and piloted the acceptability of a student survey: the Health Professions Graduate School Readiness Questionnaire.

A scientific poster of the pilot was presented at the National Conference to End Health Disparities II: "Faces of a Healthy Future" in 2009.

Partners: Two- and four-year institutions of higher education in the Piedmont Triad.

WIRED Funding Award: \$70,000

Leveraged Funds: \$3,648

WAKE FOREST UNIVERSITY HEALTH SCIENCES

Accelerated Critical Care Nursing (CCRN) program

Providing Specialized Certification to Nurses



Filling Critical Care Nursing (CCRN) roles just got a little easier for hospitals in the Piedmont Triad. A new program developed by Wake Forest University Health Sciences accelerates the CCRN certification process for incumbent nurses.

The program was implemented via Wake Forest University Baptist Medical Center, Division of Nursing and Northwest Area Health Education Centers (NWAHEC).

Partners: Piedmont Triad Hospitals, NWAHEC

WIRED Funding Award: \$53,000

WAKE FOREST UNIVERSITY HEALTH SCIENCES

Clinical clerkships for area college students

Immersing Students in Clinical Programs



College students in training for health professions have more regional opportunities to complete their clinical clerkships.

An immersive clinical clerkship program at Wake Forest University Health Sciences has been tailored to the needs of region's higher education health professions students. More than 400 clerkship experiences are being provided to students attending Elon University as well as Guilford Technical, Davidson County and Forsyth Technical community colleges.

Partners: Two- and four-year institutions of higher education in the Piedmont Triad.

WIRED Funding Award: \$92,000

GUILFORD TECHNICAL COMMUNITY COLLEGE *Direct-care worker training program*

Building Capacity to Serve Mental Health, Disabled and Substance-abuse Patients



Direct care workers are non-licensed staff serving mental health, disabled and substance abuse patients.

A new program for training direct care workers has been designed and is expected to be a model for similar programs across the state. The curricula (The Direct Care Workers in North Carolina: A Competency Based Curriculum for Paraprofessionals in Behavioral Health Services) was created with input from partners, and efforts are underway to raise interest in the program.

Partners: Guilford County Workforce Development Board, Randolph Community College, NC Council of Community Programs

WIRED Funding Award: \$40,500

PIEDMONT COMMUNITY COLLEGE *Weekend Certified Nursing Assistant (CNA) program*

Weekend Classes Plus On-line Lessons Give Option for CNA Training



Flexibility is key for many community college students. With the new Certified Nursing Assistant program, students can complete their training with a combination of weekend classes and on-line training modules. The on-line access to course materials and video demonstrations of procedures provide the content students need to become proficient, with the benefit of studying on their own time.

According to the program organizers, the goal is to serving 60 students per year.

Partners: Rockingham Community College, Caswell Family Medical Center, Caswell Health Department, Brian Center, Alamance Regional Medical Center

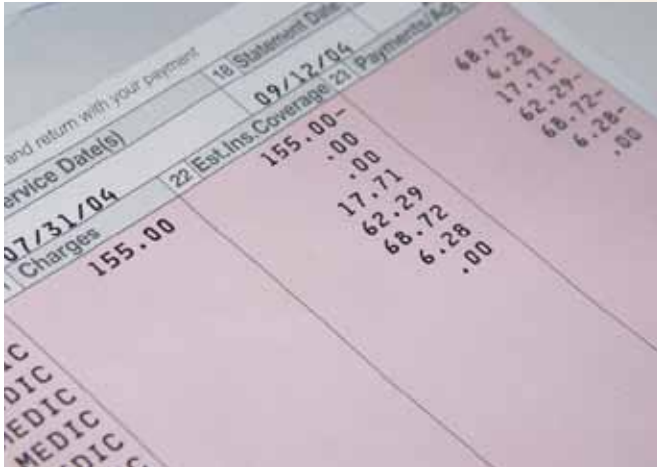
WIRED Funding Award: \$112,553

Leveraged Funds: \$69,855

DAVIDSON COUNTY COMMUNITY COLLEGE

Fast-track healthcare billing and reimbursement course

Students Ready for Entry-level Jobs in 90 Days



The new fast-track Health Care Billing and Reimbursement Course has both short-term and long-term benefits.

The 180-hour course can be completed in just 90 days, helping students move quickly into new jobs. The program will provide healthcare organizations a pool of new job candidates to meet immediate needs, while creating a steady stream of trained staff in years to come.

The first course was held with 15 students, and 13 of them received an 85 percent or higher on the Reimbursement Specialist (CMRS) Examination.

Partners: Davidson and Davie County Health Education Leadership, Davie County Hospital

WIRED Funding Award: \$20,107

Leveraged Funds: \$5,064

DAVIDSON COUNTY COMMUNITY COLLEGE

Feasibility study for occupational therapist assistant program

Occupational Therapist Assistant Program to be Region's First



Steps are underway to establish the region's first program to train occupational therapist assistants.

Following a feasibility study, Davidson County Community College and its partners developed the curriculum for the Occupational Therapist Assistant program. Following review and approval by the State Community College system and necessary funding, the program will be offered beginning in Fall 2011.

Partners: Thomasville Medical Center, Lexington Memorial Hospital

WIRED Funding Award: \$10,423

Leveraged Funds: \$5,064

PIEDMONT COMMUNITY COLLEGE
On-line medical coding certification
**New On-line Courses Give
Maximum Flexibility**



In just two semesters, community college students can be prepared for medical coding jobs in the Piedmont Triad.

Students can earn Medical Coding certificates exclusively through on-line courses. The Medical Coding certificate program is a stand-alone option, but it will also enable students who previously have taken Medical Office classes to advance their careers.

First semester offering was completed in December 2009; student retention in the course was higher than anticipated.

Partners: Rockingham Community College
WIRED Funding Award: \$25,308

DAVIDSON COUNTY COMMUNITY COLLEGE
EMS instructor training

**New Program Meets the Need
for EMS Instructors**



EMS instructors are in demand, but training these trainers has been a challenge.

To meet the need, Davidson County Community College and partners have made a push to increase access to EMS instructor training within the Piedmont Triad. Course materials were developed and initial interest in the program was greater than expected.

Partners: Davidson County EMS, Stokes County EMS, Rockingham County EMS
WIRED Funding Award: \$10,423

GUILFORD TECHNICAL COMMUNITY COLLEGE
*Certified Nursing Assistant (CNA) training
using WorkKeys® assessment*

Increasing Capacity in CNA Program

Introducing GTCC's New
Nursing Assistant 1 Program!

Continuous enrollment! • No more lines! • No more camping out!

14 new classes available now
through January 2010!

GTCC
www.gtcc.edu

Information Session

Monday, October 26th • 9am-10:30am
GTCC Greensboro Campus, 3505 E. Wendover Avenue
CEC Building, Rooms 152 A, B, C

Questions? Call (336) 334-4822 ext. 4213

An area Certified Nursing Assistant program has doubled student enrollment with an investment in new lab space.

Two additional labs were upfitted, increasing program capacity to 200 students per year. A new open registration process was implemented to accommodate the increase, and a waiting list is in place.

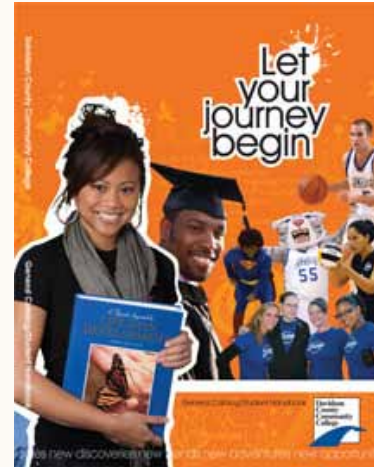
Program organizers also added WorkKeys® as a component of the training, enhancing the benefits to students and potential employers.

Partners: Northwest Piedmont Workforce Development Board, Guilford County Workforce Development Board, Forsyth Technical Community College

WIRED Funding Award: \$200,000

DAVIDSON COUNTY COMMUNITY COLLEGE
*Academic program with Healthcare
Technician certificate*

Building Health Careers Readiness



Students in Davidson County Community College's Achieving College/Career Entry (ACE) program can prepare for healthcare jobs along the way.

The college has expanded the use of healthcare-related content in its basic skill, preparatory and curriculum courses. Through the ACE / Health program, students are given individualized, self-paced instruction enabling them to move into college-level courses. The courses include nine math modules and specific health-related assignments and activities that pertain to the health field.

DCCC has also enhanced its Health Careers Readiness class by introducing a new component that underscore the "soft skills" that employers seek. Students who complete this class will earn a Health Care Technician certificate.

In addition, the ACE/Health students have flexible access to instruction with the interactive video conference classroom at the Uptown Lexington Education Center.

Sharing the ACE/Health concept beyond the Piedmont Triad, organizers gave presentations about the ACE/ Health program at "A Breaking Through Peer Learning Conference" in Seattle in October and at the "National Network of Sector Partners/Insight Conference" in November in Washington, DC.

Partners: DavidsonWorks, Northwest Piedmont Workforce Development Board

WIRED Funding Award: \$54,880

Leveraged Funds: \$14,264

ROCKINGHAM COMMUNITY COLLEGE
ROCKET: Resources to Optimize Career Knowledge and Expedite Training

Overcoming Barriers to Pre-Nursing and Allied Health Success



Rockingham Community College has developed a new approach to identifying and preparing interested students for nursing and allied health programs. The ROCKET program - Resources to Optimize Career Knowledge and Expedite

Training – is designed to accelerate admissions into its nursing and allied health programs.

The program focuses on overcoming barriers that many pre-nursing and allied health candidates face. By understanding weaknesses and challenges, ROCKET expects to improve areas that historically have shown weaknesses, preventing admission to a program or impeding student's successful completion of a program after admission.

Partners: Northwest Piedmont Workforce Development Board, Rockingham EMS, Rockingham Public Health Department, Morehead Memorial, Annie Penn Hospital

WIRED Funding Award: \$36,300

FORSYTH TECHNICAL COMMUNITY COLLEGE
CNA training for Hispanic students

Promoting Healthcare Careers to Minority Communities



A variation of CNA training is designed to draw minority communities toward healthcare careers.

Forsyth Technical Community College introduced a Certified Nursing Assistant training program tailored specifically to the Hispanic population. The program relies on mentoring, bilingual nursing instructors, and the pairing of new instructors with experienced CNA faculty. The program is expected to increase recruitment of Hispanic students for entry into the field of healthcare.

Of the nine students in the pilot course, eight took the state exam and seven passed, earning their CNA certification.

The program will be replicated at Surry Community College, Guilford Technical Community College and Rockingham Community College during 2010.

Partners: Surry Community College, Rockingham Community College, Guilford Technical Community College, jwr Solutions, University of North Carolina at Greensboro, Wake Forest University Baptist Medical Center, Forsyth Technical Community College

WIRED Funding Award: \$34,418

GUILFORD TECHNICAL COMMUNITY COLLEGE
Effort to grow and improve EMS training program

New Strategies Used to Attract Minority Students to EMS Careers



Guilford Technical Community College is looking to increase the number of minority students in regional EMS programs. With a revised program, the college is seeing results.

By adding remote EMS classes in eastern Guilford County in addition to a West Campus course, GTCC has seen increased enrollment in the EMT program and significantly greater diversity among students.

The program is also using HOBET (Health Occupations Basic Entrance Test) to determine its effectiveness as a predictor of student success. HOBET analysis will offer insight for future recruiting efforts.

Partners: Moses Cone Health Systems, High Point Regional Health System, Guilford County EMS, Guilford County Fire Departments, Greensboro Fire Department, High Point Fire Department, Piedmont Triad Ambulance and Rescue

WIRED Funding Award: \$59,000

WINSTON-SALEM STATE UNIVERSITY
Student retention efforts in nursing and allied health

Nursing Educators and Employers Fight Student Attrition



Nursing and allied health professionals know the challenges students face on the path to success.

At a two-day summit, nurse educators and employers worked together to find ways to ensure that healthcare students complete their training and earn their credentials. A report of findings and recommendations was produced following the session, influencing retention plans across the Piedmont Triad.

Partners: Forsyth Technical Community College, Guilford Technical Community College, Winston-Salem Forsyth Schools, Piedmont Community College, Surry Community College

WIRED Funding Award: \$53,000

DAVIDSON COUNTY COMMUNITY COLLEGE
Clinical preceptor training

Nursing, EMS and Allied Health Preceptors to Guide Students



Good mentors are essential for healthcare workers as they transition from classroom learning to clinical experience. Recognizing the need for a pool of skilled clinical preceptors for nursing, allied health, and EMS students, Davidson County Community College developed a training program for preceptors.

The hybrid program combines on-line and face-to-face learning. The demand for this training is growing as area partners now require students to have preceptor training and mentors. The program was also promoted at EMS Today conferences, raising expectations that future classes will be well-attended.

Partners: N.C. Department of Cultural Resources, Lexington Memorial Hospital, Davie County Hospital, Rockingham County EMS, Stokes County EMS, Davidson County EMS

WIRED Funding Award: \$23,411

Leveraged Funds: \$7,250

ALAMANCE COMMUNITY COLLEGE
Hybrid nursing program

Hybrid Classes Benefit Nursing Education Students



Nursing students in the Piedmont Triad need to learn in different ways and at different times.

Alamance Community College has created a hybrid training program that combines in-person, on-line and simulation technology. It was designed to strengthen ability of at-risk students to successfully complete nursing education programs.

Instructors from ACCC's nursing faculty received additional training allowing them to better instruct students on a simulator, while online lessons were developed and published. As part of the program, students can participate in a test-taking skills course and receive additional assistance in coursework as needed. They also benefited for increased access to the Open Nursing Lab.

Partners: Advanced Home Care, Alamance Regional Medical Center, Hospice and Palliative Care of Alamance Caswell, Moses Cone Health System, Village at Brookwood, Kernodle Clinic

WIRED Funding Award: \$137,855

NORTH CAROLINA BAPTIST HOSPITAL
Strategies to improve retention of Nurse Anesthesia students

Orientation and Support Boost Student Performance and Interest



A new curricula for the Nurse Anesthesia program lead to the lowest attrition rate in four years – not one of the program's 24 students dropped out and student evaluation of program was excellent.

With a solid program in place, efforts will be made to encourage practicing nurses to earn anesthesia credentials as well.

Partners: Wake Forest University School of Medicine, University of North Carolina at Greensboro

WIRED Funding Award: \$12,707

WAKE FOREST UNIVERSITY
Spanish-language medical interpreter curriculum

Associate Degree Raises Caliber of Spanish Medical Interpreters



A new approach to having skilled medical interpreters is underway in the Piedmont Triad. Wake Forest University has developed a program for an Associate Degree for Spanish Medical Interpreters.

Once the curricula was established, six instructors were trained to deliver the courses to students in the Community College system.

While still in its infancy, this program has generated international interest. With this in mind, the program was developed with a “shell” approach to curricula, which can be easily adapted to many languages.

Partners: North Carolina Baptist Hospital, Maya Angelou Center for Health Equity, Davidson County Community College

WIRED Funding Award: \$155,346



ADVANCED MANUFACTURING

CREATIVE ENTERPRISES AND THE ARTS

HEALTHCARE

LOGISTICS AND DISTRIBUTION



The region's mid-Atlantic location, excellent Interstate highway system, and manufacturing workforce have been a magnet for companies manufacturing and distributing products to the U.S. East Coast. With the decision by FedEx Express to locate its mid-Atlantic hub at Piedmont Triad International Airport, and the more recent decision by FedEx Ground to build one its largest hubs in Kernersville, the Piedmont Triad boasts logistics assets not found anywhere else on the eastern seaboard. Logistics and transportation are a natural target for regional economic development and job creation.

LOGISTICS AND DISTRIBUTION ROUNDTABLE

Industry-led effort to make the region the premier logistics center on the East Coast

Dedicated Leaders Push Logistics



The Logistics and Distribution Roundtable, a group of dedicated leaders from logistics, distribution and supply chain businesses in the region, set some very big goals when they formed in 2007.

The group created programs of work that centered around four major goals:

- Promoting the Piedmont Triad Region as the premier logistics center on the U.S. East Coast.
- Addressing government and land-use planning needs.
- Promoting logistics to youth as a career path.
- Logistics education, including branding and marketing the Piedmont Triad Region logistics and supply chain education capacity.

The commitment of the Roundtable members has led to a number of “wins” and a strong foundation for continued growth of the logistics and distribution cluster in the Piedmont Triad. Highlights include:

- Selection of the Piedmont Triad WIRED Region by the U.S. Department of Labor to assist in developing a career lattice for logistics occupations. This lattice allows educators to create curricula that specifically relate to skills that are needed in logistics industry jobs.
- A group of regional logistics and business leaders have convened to collaboratively form the Piedmont Triad Supply Chain Institute. This effort will bring together various regional community college and university logistics based curriculum under one administrative entity.

- Established a grant to fund the development of WorkKeys® to identify the skills needed for workers in logistics and distribution fields. WorkKeys® enables workforce development boards and educators to collaborate and to narrow the gap between skills taught and skills needed.
- Developed an action plan based on a report written by Dr. Jack Kasarda and approved by the Piedmont Triad Leadership Group's Global Logistics Task Force. The action plan provides a strategy for implementing the next steps in transforming the Piedmont Triad into a hub of economic development activity surrounding logistics and distribution.

The Logistics and Distribution Roundtable has grown from the original 21 members to 63 executives from 30 sectors of the logistics, distribution and supply chain fields. The members are committed to making the Piedmont Triad Region the premier location for logistics and distribution facilities on the East Coast.

PIEDMONT TRIAD AEROTROPOLIS

A strategy of economic development based on regional logistics and distribution capacity

A Path for Regional Transformation



With the long-awaited opening of the FedEx Mid-Atlantic Hub in 2009, Piedmont Triad International Airport and surrounding counties are poised to become an Aerotropolis – an urban, aviation-intensive business cluster, centered at the airport, with long transportation corridors radiating at some distance from the airport center.

Manufacturing success depends on speed, innovation and agility, and the Piedmont Triad Aerotropolis is providing the perfect solution for companies that manufacture or distribute goods to East Coast markets.

The Aerotropolis project – a term coined by Dr. Jack Kasarda, Director of the UNC-Chapel Hill Kenan Institute of Private Enterprise – has proven to be a regionally galvanizing opportunity for regional transformation. Collaboration has been critical and relationships have been formed with industries, economic developers, workforce development boards, public education, universities and community colleges across the 12-country region.

Drawing on many stakeholder groups and more than 300 regional stakeholders, the WIRED-driven project has taken off. Accomplishments seeded by WIRED and supported by additional private funds include:

- Raising \$6.5 million through a private fundraising campaign to sustain the WIRED grant logistics and distribution efforts as well as other “Clusters of Opportunity” in furnishings, nanotechnology and regenerative medicine.
- The creation of a regional land planning coordination group.
- The creation of a regional “land mapping” project to create a single-source database/document/GIS map encompassing all regional land planning assets.
- The creation of a regional marketing/branding effort surrounding the regional Aerotropolis project.
- The creation of a regional logistics landing web page to consolidate “all things logistics” in the region. This web page is being created in collaboration with the NC Center for Global Logistics.

As collaboration across counties and among stakeholders increases, the Piedmont Triad Aerotropolis has the capacity to bring economic prosperity to the region.

The new FedEx Mid-Atlantic hub at Piedmont Triad International Airport has had a profound economic impact on the Piedmont Triad region, catalyzing over \$1 billion in direct airport and related highway and business investment in the Piedmont Triad. A new 9,000-foot runway, with one-mile separation from the existing 10,000-foot runway, gives PTI simultaneous flight capabilities and significant capacity for expansion, including direct cargo and passenger aviation activities, as well as manufacturing, distribution and ancillary businesses. A FedEx Ground hub and UPS and U.S. Postal Service distribution centers also contribute to the region’s growing reputation as a major East Coast logistics and distribution center.

TEACH THE TEACHERS

A project to bring the business of logistics into schools

“Boot Camp” and Curriculum Boost Logistics Interest in Schools



A WIRED-funded initiative, organized by North Carolina A&T State University, is bringing the real-world of logistics into the classroom.

Teach the Teachers began with an intensive, hands-on logistics and supply chain experience for teachers, CTE staff and counselors from around the region. The 3 1/2 day event was described by organizers as a “logistics boot camp” but in a fun atmosphere. Educators traveled by bus to tour logistics facilities in Thomasville (Old Dominion Freight Line), Charlotte (CSX), Wilmington (NC Ports) and Greensboro (UPS), learning directly about logistics and supply chain operations.

While on the bus, educators were educated. They gained a clear understanding of the importance of logistics and distribution in our daily lives and the role the cluster plays in our economy.

Working together, the educators developed strategies to include logistics as a method to teach elements of the standard high school curriculum.

NORTH CAROLINA CENTER FOR GLOBAL LOGISTICS

A facility for logistics education and growth across the region

Building a strong logistics workforce



A new initiative is underway to step up logistics education in the Piedmont Triad and position the region as the No. 1 center for global logistics on the eastern seaboard.

The North Carolina Center for Global Logistics is poised to be the country's leading global supply chain, logistics and transportation management resource and education center. It will provide logistics education and training programs; coordinate all regional, and perhaps statewide, logistics educational offerings; and house a state-of-the-art consulting and research capability.

The 80,000 square-foot Center will be located on the new Northwest Campus of Guilford Technical Community College near Piedmont Triad International Airport. The new facility is scheduled for completion in 2011.

Spurred by the WIRED Logistics and Distribution Roundtable, the Center will be launched through a collaborative public/private partnership between institutions of higher education, industry, and economic development agencies. While located at GTCC, the Center will draw on programs and expertise from among the region's community colleges and four-year colleges and universities.

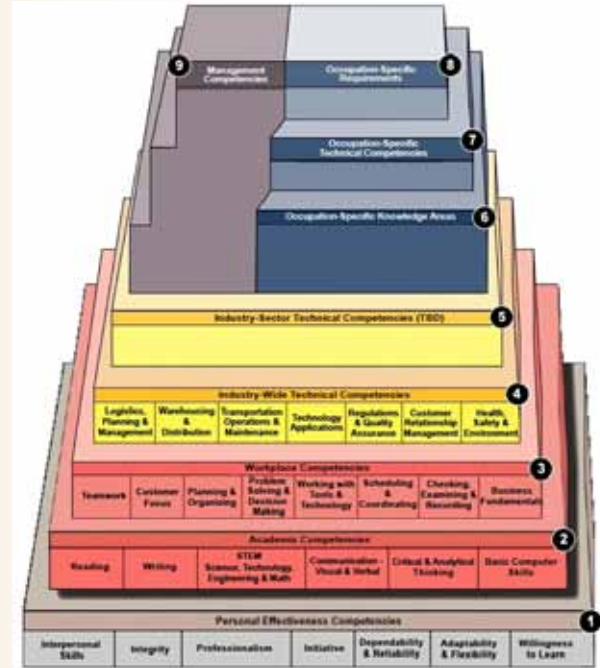
With a central, physical presence, the Center clearly positions the Piedmont Triad as a leader in the development of workforce for companies in the logistics and distribution cluster. It will also assist economic developers in recruiting new business and industry to the region.

“Providing a highly skilled workforce is essential to economic development. The North Carolina Center for Global Logistics will offer the educational resources that logistics and supply chain companies need to be competitive in today’s global market.” – Dr. Don Cameron, President, Guilford Technical Community College.

US DEPARTMENT OF LABOR COMPETENCY MODEL

A project to describe the skills and education needed for Transportation, Distribution and Logistics (TDL) careers

Piedmont Triad Takes the Lead on Federal Logistics Initiative



Building the logistics capacity within the Piedmont Triad workforce is key to the region's future success. Working with the U.S. Department of Labor, the region has clarified the path to a successful logistics career.

The Department of Labor, working with several WIRED regions, sought to communicate the skill sets and educational requirements needed to develop competencies required for transportation, distribution and logistics careers. With the Piedmont Triad as the national lead, the consortium created a graphic and interactive representation of what it takes to secure logistics jobs and advance in a logistics-based career path.

With this information, the regional logistics sector can better assess its employment needs. At the same time, educators can develop programs that specifically relate to skills that are needed in logistics industry jobs.

REGIONAL LOGISTICS WEB PRESENCE

An internet resource for logistics education and industry information

A Single Source for Logistics



During the “WIRED years,” the Piedmont Triad made major strides in developing the logistics and distribution sector. As the WIRED-funded work transitions to other regional groups and funding sources, the need remains to share information and promote regional efforts as a whole.

To meet that need, the Piedmont Triad Partnership, the Logistics and Distribution Roundtable, the Piedmont Triad Aerotropolis Leadership Board and the North Carolina Center for Global Logistics are creating a single source for “all things logistics” in the region.

The logistics “Landing Page” will be a single location for finding information about the region’s business and educational infrastructure for meeting logistics, distribution and supply chain needs. The site will tie together all WIRED-funded logistics programs of work, all regional logistics educational projects, the Aerotropolis Project and more.



ADVANCED MANUFACTURING

CREATIVE ENTERPRISES AND THE ARTS

HEALTH CARE

LOGISTICS AND DISTRIBUTION



The Innovation and Outreach efforts under the WIRED grant are about engaging the entire Piedmont Triad and fostering culture change that supports economic competitiveness. Minority outreach, entrepreneurship and collaboration have been the focus areas for this work. To drive economic development and growth, these efforts have strong connections to the advanced manufacturing, creative enterprises industry, healthcare and logistics and distribution clusters, as well as to the broader community.

SURVEY OF THE WORKING POOR *A study of 6,258 low-income families*

Understanding the Working Poor



The high-wage, high-skill jobs of the four industry clusters hold great promise for the working poor. But enabling the working poor to move into skilled jobs is an uphill battle for most due to a lack of literacy, career skills and technical abilities.

To help this group compete in the current job market, the WIRED team commissioned an in-depth survey of people who are economically disadvantaged despite being fully employed. The goal was to better understand their perspectives and experiences in order to develop targeted, effective workforce development strategies.

In collaboration with twelve Departments of Social Services, Connectinc conducted an extensive, telephone-based survey of 6,258 people in Alamance, Davidson, Davie, Forsyth, Guilford, Montgomery, Rockingham, Stokes, Surry and Yadkin counties. The survey included more than 20 questions about income, education, transportation, computer use, family circumstances and more. The Odum Institute for Research in Social Science at the University of North Carolina in Chapel Hill compiled and analyzed the results of the survey.

Many of the findings informed recent efforts funded under the Piedmont Triad Partnership's WIRED grant and will continue to influence how the region's workforce development, education and social services agencies serve the working poor in the Piedmont Triad. Unsurprisingly, education, the study notes, is a particularly important requirement for the upward mobility of the working poor.

As people become more educated — spending more time in high school and college — they are likely to make more money. More specifically, a one-unit increase in education (e.g., from high school

diploma to some college) increases the probability of being in a higher income category by a striking 73 percent. The effect of education on income cannot be emphasized enough.

A large percentage of respondents (94 percent) indicated that education was “very important” for getting ahead in the world and 72 percent said they were very likely to enroll in a school or training program if cost were not a factor. The top three areas of career interest in all counties were health care, business and education.

Understanding the Working Poor

- 29% have a high school diploma.
- Over half of the respondents reported making less than \$20,000 per year.
- Approximately half of the respondents indicated receiving food stamps, school lunch subsidies, and child care assistance, and approximately three-fourths receive Medicaid.
- 67% have a computer at home and over half of respondents have Internet access.
- Over 60% have health insurance.
- 77% have children 5 years of age or younger.
- Highest Hope: Finishing School and Finding a Good Job.
- Worst Fear: Illness or Untimely Death of Self, Spouse or Child.
- Potential Obstacle: “Not Having Enough Money To Do Anything.”

THE NORTH CAROLINA ENTREPRENEURSHIP SUMMIT

A statewide conference held in Greensboro

Fostering Entrepreneurship in the Piedmont Triad



The North Carolina Entrepreneurship Summit brought together over 450 entrepreneurship and small-business advocates in 2008 to help establish a strong environment for the support of entrepreneurs.

Organizers of the Summit identified and highlighted resources already available in the Piedmont Triad that help entrepreneurs to succeed. These resources include networking opportunities, connecting entrepreneurs with capital, providing management and technical assistance, increasing access to educational services, support from incubators, and facilitating connections among entrepreneurs, potential clients and customers.

For the Summit, WIRED partners presented a cohesive, one-hour program segment that incorporated both video media content and live participation to showcase the entrepreneurship assets, best practices and success stories of the Piedmont Triad region. The program reflected the full diversity of initiatives and programs available around the region, ranging from community college Small Business Centers to innovation and entrepreneurship incubators to successful entrepreneurs who shared their experiences.

Well beyond the 2008 Summit, entrepreneurs will be putting into practice what was learned. Building on previous successes, the Piedmont Triad is becoming the place where entrepreneurship thrives.

MINORITY ENTREPRENEURSHIP PILOT PROJECTS

Business Mentorships for Latino and African-American Entrepreneurs

Building Capacity of Minority-Owned Businesses



Economic development and growth is needed across all sectors and communities in the Piedmont Triad. To help minority entrepreneurs and small business owners improve their overall global competitiveness and increase participation in region-wide economic development, the Regional Advisory Committee for Minority

Economic and Workforce Development (RACMEWD) defined a minority entrepreneurship strategy to leverage WIRED funding and address key needs identified by the committee.

A team of partners lead by East Market Street Development Corporation (EMSDC) established pilot projects to explore sustainable models for supporting and growing minority-owned businesses in both urban and rural settings.

The Latino Demonstration Project provided entrepreneurship education and individual coaching for existing and potential Latino small business owners. With information, guidance and support, participants could become more proficient and knowledgeable in all areas of business.

The project also included development of a Latino Small Business bilingual website and creation of five Spanish-language workshops:

1. Assess Yourself as a Potential Business Owner.
2. Determine Concept Feasibility.
3. Examine Critical Issues and Make Important Decisions.
4. Legal Considerations and Requirements.
5. Develop Your Business Plan.

The Winston-Salem Urban League Quality Of Life Institute developed a Small Business Leadership Development Pilot Program to increase the capacity and revenue opportunities for participating minority-owned companies through training and technology. Through this program participants were offered a variety of training services through the Winston Salem Urban League, including strategies for pursuing contracts and business with high-growth high-need industries in the region.

Accomplishments included:

- 82 companies participated in training and development incorporating the use of technology in their business solutions.
- 50 minority companies increased access to contracts and bids and provided goods and services to the targeted industries.

In Rockingham County, EMSDC took another approach to support small businesses across a large, rural area. The organization partnered with The Rockingham County Business and Technology Center to create a Business-to-Business Marketing Program to help business owners improve their marketing efforts. The program included:

- A series of five B2B marketing workshops, along with work books and training tools;
- The establishment of a database of all businesses in Rockingham County to assist with networking and sales efforts; and
- The development of a support network of mentors for program graduates.

The program offered three sessions on B2B marketing and engaging in buy-sell discussions. Optional sessions focused on researching leads, pursuing government and military opportunities. Twenty-four businesses enrolled in the program, six were minority-owned and four were women-owned.

In addition, a separate three-hour training class was provided to the directors of twenty-five child care business centers in collaboration with the Rockingham County Partnership for Children / Smart Start.

ENTREPRENEUR AND SMALL BUSINESS RESOURCE GUIDE

A directory of services across the region

The Go-to Guide for Small Business Assistance



Many resources for small business owners are available throughout the Piedmont Triad, but they are not widely known. To get the word out about the range of services that may be useful to entrepreneurs and business owners, a resource guide was developed under the WIRED grant.

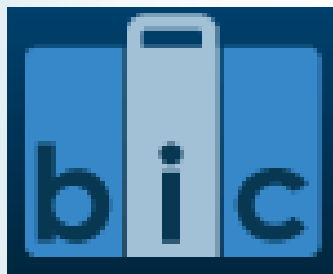
The guide includes information about:

- **Business Development and Technical Assistance.** Education and business assistance programs are an integral and vital component of our economic development strategies. Small business counseling can be found through a variety of programs and resource partners. This guide lists organizations that provide services to both established small businesses and start-ups. These organizations offer guidance and solutions on a range of issues, including finance, marketing, accounting, operations and planning, financial plans, marketing and sales plans, business plans and loan proposals.
- **Education and Training.** Training programs and support organizations are available throughout the community college system for business owners and their employees. The directory lists the nine branches of the community college system in the Piedmont Triad, with 28 campuses and centers. It also shares information about Piedmont Triad universities and research institutions.
- **Municipalities (Cities, Towns, Villages).** The organizing and administrative structures of the region's cities, towns and villages are important information for area entrepreneurs and business owners.
- **Networking.** Networking creates the relationships that help develop business. The networking section provides information to help regional small business owners make new contacts and associations. Area chambers of commerce and other networking, professional and business development organizations are listed.

NATIONAL BUSINESS INFORMATION CLEARINGHOUSE

A tool for entrepreneurs

Business Information on Tap



Another tool in the region's entrepreneurial strategy involves a project with the National Business Information Clearinghouse (BIC) to create a customized, web-based resource tool for entrepreneurs.

BIC is a non-profit organization that provides information on money, markets, management and technology to help entrepreneurs. The BIC supports the startup and growth of small and minority-owned businesses by enabling access to timely business information, online training and best practices, resulting in a more vibrant business community.

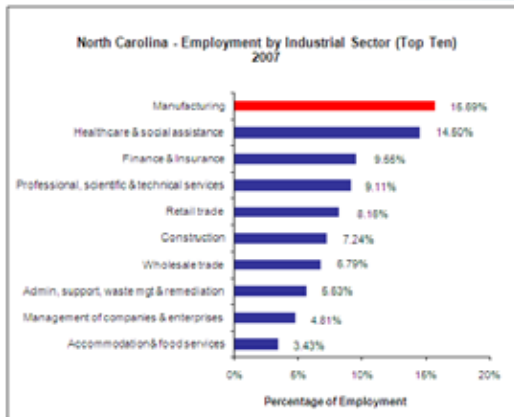
The BIC is being tailored to designated U.S. Department of Labor (DOL) WIRED regions including the Piedmont Triad. The web portal will include:

- Articles on the most pressing issues for small businesses.
- Bilingual content in English and Spanish.
- Online training videos for self-paced learning.
- Demographics data to understand potential markets.
- Tools, templates, podcasts and blogs.
- Dynamic search of 300 top business web sites.
- Online connection to local and national resources, organizations and associations.

MANUFACTURING EXTENSION PARTNERSHIP (MEP)

Manufacturing and Technical Assistance from the Industrial Extension Service of North Carolina State University

Partnering to Increase the Competitiveness of Piedmont Triad Companies



Innovation and efficiency are more than buzz words among manufacturers in the Piedmont Triad. With support from the Industrial Extension Service (IES) of North Carolina State University, more businesses in the region are using new processes and technologies to increase their competitiveness in the global economy.

IES is part of the Manufacturing Extension Partnership (MEP), a nationwide program that is part of the National Institute of Standards and Technology (NIST). It helps companies stay abreast of the latest technologies and best practices in both engineering and business management, with the ultimate aim of helping to increase productivity, efficiency, quality and, as a result, profits.

With the WIRED grant, the Piedmont Triad Partnership (PTP) was able to bring in an IES Business Innovation Specialist to create partnerships and leverage available services within the region to develop and implement innovative methods of advancing the capabilities of regional manufacturing.

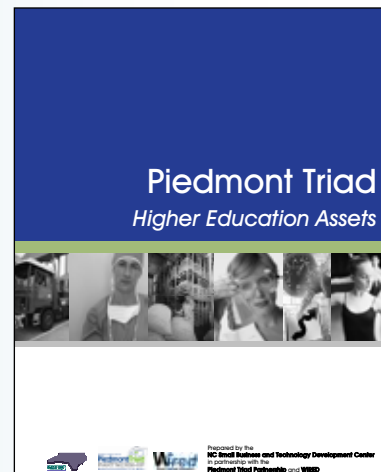
Goals of this collaboration between PTP and IES included establishing a systematic approach to helping “at risk” industries adopt new product lines while they still have the competitive ability to do so; coordinating and developing partnerships with other federal and local small manufacturers’ assistance programs; developing an expanded business model for manufacturing support programs through the adoption of best practices in other federal, state and local programs; and developing and implementing customized ideal strategies for small manufacturers.

“Innovation is the lubrication that keeps the economic engine running.” – Bob Hall, MEP Business Specialist

THE HIGHER EDUCATION INNOVATION COUNCIL (HEIC)

An initiative to boost collaboration among the region’s higher education institutions

Sharing Ideas and Showcasing Capabilities



Higher education is a critical component of the region’s innovation and transformation strategy. The Piedmont Triad is well-positioned with knowledge assets that include nine community colleges and 11 four-year colleges and universities.

By bringing together representatives of all 20 of the region’s institutions, the Higher Education Innovation Council (HEIC) sought to leverage their considerable collective assets in ways that boost innovation and benefit economic growth.

The HEIC recognized the need to compile and communicate the extensive higher education resources – both within the higher education community and more broadly with business and industry.

Working with the Small Business & Technology Development Center (SBTDC), the HEIC developed a comprehensive inventory of program offerings and other resources within the higher education community. This higher education “asset inventory,” to be housed in a searchable database, would provide a comprehensive picture of the intellectual capital available within the Piedmont Triad.

Today, the HEIC asset inventory is part of the larger Piedmont Triad asset map – PiedmontTriadProspector.com. Under the “Talent” section of the searchable, GIS-based service, higher education programs and resources are listed, with the ability to link to more information.

The HEIC Talent inventory is now facilitating economic and workforce development projects, partnerships and initiatives. It also is connecting academics and researchers to opportunities for collaboration and potential applications for their work.

Another HEIC effort to boost collaboration within higher education and between higher education and industry is a new a communications model. The members agreed on a new approach to exchanging information among the institutions and with stakeholders. This work will position the HEIC over the long-term to develop and share a meaningful inventory of offerings, increase collaborative research, address knowledge and skills gaps, and build economic partnerships.

Goals of the HEIC

- Strengthen capacity for innovation at the region’s higher education institutions.
- Enhance R&D collaboration among Piedmont Triad higher education institutions.
- Increase innovation and collaboration between industry and higher education.





The Piedmont Triad region is emerging as a major leader in a variety of industries requiring new skills in the workforce. In order to meet this demand, the region has instituted a number of strategies to leverage all of the region's educational and training resources to transform and create a best-in-class workforce training system. Through the WIRED-funded workforce development initiatives, the region has increased its capacity for training skilled workers and, just as important, connecting them to employers.

LITERACY AND LIFELONG LEARNING CAMPAIGN

A 12-county initiative to strengthen and build a literate, qualified and motivated workforce

Changing Attitudes, Building Skills, Competing for Jobs



Attracting high-wage, high-skill jobs to the Piedmont Triad requires that every resident has the tools to succeed in today's changing and uncertain economy. This major WIRED-funded project is reaching out in new ways to the people most likely to miss out on opportunities for employment in a 21st Century economy.

From displaced adult workers to adolescents and young adults to people with low incomes, limited education or non-English speaking backgrounds, the Piedmont Triad is demonstrating the value of literacy and education. Taking it a step further, the region is connecting these groups to the support and resources they need to make change happen in their lives.

Drawing on the ideas and services of more than 100 leaders from economic development, workforce development, business, education, literacy, government and philanthropy, the region is on a path to overcome barriers and develop a more literate, qualified and motivated workforce. The campaign has included:

- The TriadWorks Literacy Website, a one-stop resource for finding the literacy, career and technical education programs available in the 12-county region. Programs include Pre-K, K-12, GED, English as a Second Language, Adult and Family Literacy programs and numerous opportunities in career and technical education. www.TriadWorks.org

- The “Our Heroes – Give Yourself A Chance” initiative tells the stories of real people who have overcome obstacles and found the strength to improve their education to create a better life. They are the role models for others in our region to make the journey from where they are to careers in high-demand, high-wage fields. www.TriadWorks.org
- A public awareness campaign titled “Get Not Out of Your Life” to inspire people to take the first step to upgrade their literacy, education and work skills, so that “not qualified,” “not ready,” and “not good enough” are no longer holding them back.
- A Lifelong Learning Summit, attended by educators, employers and community leaders from throughout the state.

“Go back to school if you want a better job and want to help your kids. I tell people to ask yourself where you want to be in 5 or 10 years. You’ll at least give yourself a chance if you get a high school degree or GED.”

– Tina Barnes, mother who completed her GED and is now enrolled in college

VIRTUAL JOB FAIR

A week-long online recruiting event

A New Take on the Traditional Job Fair



TriadWorks, a regional consortium of six workforce development boards, has combined the best of two worlds: online ease with traditional job fair opportunities. The Virtual Job Fair is a week-long online recruiting event in which employers set up virtual booths to attract potential employees and collect resumes.

Developed to meet the needs of job seekers and businesses from across the 12-county Piedmont Triad, the Virtual Job Fair allows employers to showcase jobs – from entry level to top management.

The Virtual Job Fair lists jobs only from local employers, who purchase online “booths” that serve the equivalent of setting up booths at an in-person job fair. Employers provide a business profile and post as many jobs as they wish. They also receive electronic copies of all resumes submitted at the fair.

During the job fair week, job seekers can log on to <http://virtualjobfair.triadworks.org> to post resumes, apply for jobs and chat with employers – at no cost.

TriadWorks held three Virtual Job Fairs between July 2008 and May 2009 with great success: more than 5,500 job seekers posted resumes with the 85 local companies offering 480 jobs. Job openings were from a cross-section of fields and industries, including health-care, administrative/office, management, production, sales, technical/IT and engineering. The National Association of Development Organizations recognized the Virtual Job Fair with its prestigious Innovation Award when the organization recently held its annual meeting in Chicago.

DavidsonWorks served as lead administrator for the Virtual Job Fair. The other workforce development boards involved in TriadWorks are Greensboro/High Point/Guilford County Workforce Development Board, Kerr-Tar Regional Workforce Development, Regional Partnership Workforce Development Board, Pee Dee Region Workforce Development Board and Northwest Piedmont Workforce Development Board.

“Not only has the Virtual Job Fair helped employers and job seekers in our region, but it’s also a great example of what collaboration among the region’s workforce development boards can accomplish.” –Althea Hairston, Director, Northwest Piedmont Workforce Development Board

CRITICAL THINKING PLATFORM

Web-based training to build essential competency

Creating a Workforce of Critical Thinkers



New skills are needed in the workforce, as jobs in the healthcare, bioscience, nanotechnology, digital media and logistics industries become increasingly technical. Among the most essential skills needed: critical thinking.

To enhance critical thinking skills among the region’s workforce, the Piedmont Triad Partnership used WIRED funding to develop an interactive format for learning.

The result is a set of training materials for a four-session introduction to critical thinking for adults that can be offered either online or in a classroom setting. In addition, the grant generated a proposal for an interactive critical thinking training game that could be used within the curriculum and independently.

Critical thinking is a complex process that draws on a range of concepts and processes. Using an interactive process that enables debate and dialogue, the multiplayer game will help players practice several skills, including:

- Ability to solve problems.
- Determine meaning and significance; interpret and evaluate information or observation.
- Determine whether to accept, reject or suspend judgment about a claim.
- Ability to have confidence in one’s ability to make these decisions.
- Ability to consider evidence, context, and relevant criteria for making a judgment.
- Ability to employ logic, clarity, credibility, accuracy, precision, relevance, significance and fairness when making judgments.
- Ability to work as part of a team.

The platform used for the critical thinking game will support discussion groups, online chat, video delivery and training game delivery, as well as testing and assessment. Once the initial development has taken place, the tools used for development can be used to create a Triad Interactive Learning Center – providing training and educational materials in many different subject areas.

PIEDMONT TRIAD CAREER LATTICE

A website of jobs and career pathways

Uncovering and Exploring Career Options



Key economic clusters suffer from skills/talent shortages – in part because the jobs and career options are unknown or unclear. The Career Lattice project has taken a deep look at the kinds of skills that are needed in healthcare; transportation, distribution and logistics; advanced manufacturing; and creative enterprises and the arts to demystify the career training and development process for students and adults seeking new careers. It also has created a direct link between employers and groups involved in workforce education, training and placement.

Using WIRED funds, the Piedmont Triad Partnership, in collaboration with allies, has researched and documented pathways for career progression in the target industries. The project identified job families as well as more than 350 occupations that have been identified as jobs with a good future and as jobs that have education and training opportunities in the Piedmont Triad. www.TriadWorks.org

- Healthcare job families include: Nursing, Pharmacy, Public Health, Radiology, Science and Engineering, Special Technologies and Services, Therapy, Dental, Emergency Services, Health Services Administration. PATH – Piedmont Alliance for Triad Healthcare - partnered on the Healthcare Career Lattice project.

- Advanced Manufacturing job families include: Design and Process Development, Quality Assurance, Logistics and Inventory Control, Production, Welding, Furniture, Bio-Processing.
- Transportation, Distribution and Logistics job families include: Planning and Management, Maintenance and Repair, Supply Chain, Infrastructure, Intermodal, Warehousing.
- Creative Enterprises and the Arts job families include: Architecture, Design, Film-Video-TV, Fine Arts and Crafts, Arts Education, Interactive Media, Marketing/Communications.

In addition to describing the skills, education and credentials required for these roles, the Career Lattice helps identify the skills and talents that are “transferable” to other careers. It also notes salary ranges for jobs, as well as programs offered by regional community colleges, universities and colleges, and workforce initiatives.

REGIONAL TRANSITIONAL EMPLOYMENT PROJECT

A program to help Workforce Investment Act-eligible workers succeed in new jobs

Supporting Workers in Transition



The Piedmont Triad Partnership WIRED initiative and TriadWorks partnered to provide Transitional Employment services to eligible dislocated workers and older youth. The program was for jobseekers who completed JobsNow “12 in 6” training in Logistics and Distribution, Allied Health, Advanced Manufacturing or Creative Enterprises.

Transitional Employment is a planned, structured learning experience that takes place in a workplace setting for a limited period of time and is designed to enhance long-term employability. In this program, jobseekers eligible under the Workforce Investment Act (WIA) are provided a practical learning opportunity as they put their new skills to work. After completing three months of Transitional Employment, the employee exits to full-time, unsubsidized employment.

The region's JobLink Career Center's workforce Development staff, Business Services staff and Community Colleges worked together to match 48 eligible employees with employers willing to support the program.

TRIADWORKS

A regional consortium of six workforce development boards

Collaboration Spurs Innovation, Creates Opportunity



TriadWorks is a strong example of the power of regional collaboration.

Six area Workforce Development Boards first explored ways to work across their jurisdictions. They then engaged other workforce resources in the Piedmont Triad to pursue a regional perspective.

After winning a Regional Collaborative Grant from the Division of Workforce Development, and attending the Department of Labor's "Driving Transformation Forum," the Boards developed their regional identity under the title of TriadWorks.

TriadWorks began to enhance regional communication by developing a shared website, sharing targeted cluster roundtable meeting summaries, and holding a regional collaboration staff kick-off meeting.

As a result, the regional Workforce Development Boards are working together across boundaries, leveraging and sharing resources, and developing programming that applies to the whole region.

The regional groups continue to offer numerous services to job seekers through their local programs, but increasingly those efforts are coordinated and shared across the region. In addition, TriadWorks has played a pivotal role in several region-wide projects, including the three Virtual Job Fairs and the Literacy and Lifelong Learning Initiative. www.triadworks.org

JOBLINK TELECOMMUNICATION SYSTEM

Video conferencing capabilities for workforce and economic development

Connecting Communities, Serving the Workforce



An investment in video conferencing capabilities has the region's JobLink Services overcoming geographic barriers to serve more people, more efficiently.

With WIRED support, the Northwest Piedmont Workforce Development Board has connected the region's JobLinks and Workforce Development Boards with remote webcams and video conferencing units. With the new system, geographically dispersed coworkers, partners and JobLink customers interact with each other face-to-face with audio and video technology while each remains in the JobLink closest to her/him.

Each JobLink site and Workforce Development Board in the region, as well as the Piedmont Triad Partnership, received the technology to increase the communication that is essential for driving regional initiatives.

The virtual environment allows any JobLink customer to communicate with offsite JobLink partners whose services are needed. For instance, a customer can access an Employment Security Commission staff person at another JobLink and without waiting for an Employment Security Commission representative to come to the site nearest her/him. Rural and underserved populations have especially benefited from this technology. Services that are rarely offered to rural customers, such as opportunities for practice interviews to refine job-seeking skills, can now become more commonplace.

In addition to providing more timely support for JobLink customers, the system can help transform the delivery of educational and training services from area community colleges. This technology allows cus-

tomers at multiple JobLink sites to constitute a single class for adult basic skills, job-seeking skills, GED, WorkKeys® and other educational offerings. Without having to travel major distances to access these classes, more people will be served by the community college system and will have additional opportunity to acquire the reading, math and problem-solving skills sought by advanced manufacturing, health services and logistics/distribution firms.

PIEDMONT TRIAD ASSET MAP *PiedmontTriadProspector.com*

An In-depth Look at the Piedmont Triad – Anytime, Anywhere



For years, regional economic developers have touted the Piedmont Triad’s many attributes, including excellent location, low cost of operation and living, extensive higher education network and a labor force of more than 750,000 workers. PiedmontTriadProspector.com literally puts those assets on the map, providing an interactive and in-depth resource for businesses looking to locate in the region. Current employers, too, can see the full picture of the community and identify potential suppliers, partners and other resources.

Linked directly to the Piedmont Triad Partnership website, the tool brings together business and talent in a searchable, interactive GIS program. It shows the location assets such as our four-year colleges and universities, community colleges, the new FedEx Mid-Atlantic hub, and one of the most extensive interstate highway networks in the nation. It also identifies businesses in each industry cluster. Users can then access additional layers of data and link to more information.

The project began with a pilot project of the Higher Education Innovation Council (HEIC), which applied the results of an educational

assets study with GIS programming to find education programs and their associated graduates. Today, PiedmontTriadProspector.com is expanded to include:

- Businesses for each cluster and basic contact information.
- Higher education programs relating to the industry clusters.
- Employment demographics.
- Population demographics.
- Sites and buildings.

COLLEGE FOUNDATION OF NORTH CAROLINA WORKFORCE PORTAL

A career and college planning service

CFNC.org Adds New Resources for Adult Learners



Meeting a clear need for a single online source for detailed information about the Piedmont Triad’s workforce training resources, the Piedmont Triad Partnership

partnered with the College Foundation of North Carolina (CFNC).

CFNC is a career and college planning service provided by the State of North Carolina to increase college access for students at all North Carolina two- and four-year, independent and public institutions. Its website – CFNC.org – is the premier resource for information about higher education across the state. Working with Piedmont Triad Partnership staff, CFNC now has added comprehensive information for adult learners, too.

The Adult Learner and Workforce Development section of the website provides tools that will guide jobseekers through the process of finding and pursuing a new career, from researching career options to resume writing and interview preparation. The website also includes in-depth career profiles, inventories, and interviews and detailed information on North Carolina’s two- and four-year colleges, including specific programs. The site also links to the NC Community College System Career Readiness Certification program and connects from career profiles on CFNC.org to related Employment Security Commission job openings in North Carolina.

The portal benefits workforce development professionals in several ways, too. The Professional Tools functionality allows JobLink professionals to view and report on the progress of their customers through

recommended CFNC.org Guideways. As part of the WIRED-funded effort, more than 153 front line JobLink staff were given workshops on using the system. Additional information sessions or training were provided to the Workforce Development Board Directors; a partner agency, Connectinc; and participants at the 2009 NC Workforce Partnership Conference.

The PTP/CFNC collaboration has been successful not only in the completion of a number of objectives, but in bringing together professionals from the arenas of workforce development and education to launch collaborations that will continue beyond the grant. Additionally, tools added to the CFNC.org website as part of the WIRED grant have benefitted workforce development regions statewide.

TRIAD YOUTH INTERMEDIARY NETWORK (TYINETZ)

A collaboration to support youth in transition

Improving Opportunities and Outcomes for Youth



The Triad Intermediary Network provides innovative programs and strategies to identify young adults at risk of dropping out of school and provide them with an easy way to link in to Education and Training resources so that they can make a successful transition into adulthood.

The dropout crisis is huge in our nation, and the Intermediary Network model has enabled regions in our country to make tremendous improvements both to the school environments and to outreach programs for those who either dropped out or who did not continue their education past high school.

This organization, TYINetz, has been approved for membership as an emerging Intermediary in the national Intermediary Network. Intermediaries connect systems partners to each other and help connect youth to their future.

This membership will provide technical assistance and give access to the best practices in Programs and Services in its membership organizations.

TriadWorks, the consortium of Workforce Development Boards in the Piedmont Triad has agreed to sustain TYINetz into its next stage of development beyond WIRED-funding.

What do we know about the youth in the Piedmont Triad? To understand and better serve young people ages 16-24, 64 organizations participated in the Regional Youth Mapping Event.

THE VIRTUAL SUCCESS ACADEMY

A technological answer to assisting high school dropouts

A Community of Motivation and Action



The Virtual Success Academy is a new take on reaching out to the 20,000 youth in the Piedmont Triad who have dropped out of high school.

While new services and resources exist to help these young people create a path to success, the communication and outreach to them has been limited. The Virtual Success Academy is an online community of motivation and action. Now in the prototype phase, it has been designed to provide these youth access to the tools, knowledge, local and online resources they need to assist them in making a 12-month personal success plan and following it.

The Academy is customizable and designed to offer success strategies in all areas of these young people's lives. It features testimonial videos, blogs, personal success points, contests and prizes. Members also earn points and gain access to a Success Coach who can assist them individually, online, with their plan.

In time, the goal is to create a vibrant community of young people pursuing their dreams, supporting and encouraging each other along the way.

YOUTH: THE REAL FUTURE OF THE SOUTH *Southern Growth Policies Board Meeting*

Cultivating the Talents of Young People



Developing the potential of Southern youth, listening to their views and inspiring them to take action in our communities are vital to the economic future of our region.

Piedmont Triad Partnership sponsored seven youth representing six counties to attend the Annual Southern Growth Policy Conference in Little Rock, Arkansas. The conference focused on youth development and engagement and strategies for building policies and partnerships to foster youth leadership skills, workforce readiness, volunteerism, entrepreneurship and the traits to become active, responsible citizens.

Prior to attending, the young people participated in 12 PTP-hosted forums where youth were encouraged to speak out regarding the issues facing them today. As part of a survey, the 226 forum attendees were asked to rank their choices for potential actions that could be taken to strengthen and capture the vision, talents and passion of youth in the community. The top three responses were:

- Create more physical gathering places for youth such as coffee houses, technology centers and skate parks.

- Encourage businesses to offer internships and other opportunities for youth.
- Boost investments in youth leadership and development programs.

At the event in Little Rock, the Piedmont Triad youth and their six adult sponsors participated in large-room conversation on “Youth: The Real Future of the South.” Shelby Oldham, a high school student from Alamance County, reported out to the 265 attendees on the outcomes and common themes discovered in the Piedmont Triad forums.



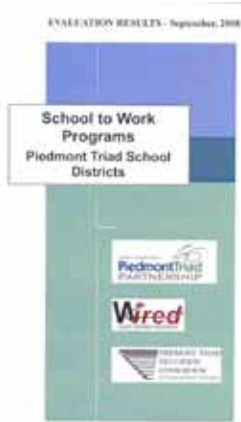
The Piedmont Triad Partnership is committed to developing career-ready students across the region. With collaboration among the Piedmont Triad Education Consortium (PTEC), the Piedmont Triad K-12 school districts, community organizations and businesses, WIRED-funded education initiatives have taken significant strides to address the region's future workforce needs.

The WIRED-funded K-12 activities focus on aligning the needs of the industry clusters with educational programs and curriculum. This link between business and education provides a vehicle for sharing issues and challenges in the Piedmont Triad's K-12 systems while establishing a workforce that will enable businesses to complete successfully in the global arena.

SCHOOL-TO-WORK

A “best practices” survey and forum

Identifying and Sharing What Works



A regional approach to workforce development requires effective transition from school to work.

To better understand the effectiveness of current school-to-work practices, Piedmont Triad Education Consortium (PTEC) conducted a survey of educators in the twelve-county North Carolina Piedmont Triad WIRED region.

PTEC then created a “best practices”

document to share the findings from the survey. The publication “School to Work Programs in Piedmont Triad School Districts” became a foundational document for replicating and expanding current best practices and innovating new school-to-work activities. At a day-long conference, more than 250 representatives from the region’s 17 school districts discussed the findings and offered ideas. Administrators, career-technical directors, career coordinators and some classroom teachers attended.

The event also featured two keynote speakers: Tom Houlihan, Ed.D., from the Institute for Breakthrough Performances. Dr. Houlihan is a nationally known expert on preparing students for the workforce of the 21st century. Rita Pierson, Ed. D., spoke about the relationship of economics to education and workforce preparedness drawing on the learnings of A Framework for Understanding Poverty.

An industry resource fair was the focus during the afternoon, where industry representatives from healthcare, logistics and distribution, advanced manufacturing, and creative enterprises and the arts addressed career opportunities, student preparation and training, and the challenges they have in finding prepared and qualified job candidates.

A second school-to-work forum focused entirely on equipping classroom teachers by sharing best practices and introducing them to the four industry clusters in the region.

WORKKEYS® IN RURAL HIGH SCHOOLS

A program to assess skills and develop work-based learning

Connecting Workplace Needs with Classroom Learning



High school students in rural areas are preparing for the workforce using the WorkKeys® Assessment Program. WorkKeys® is a job skills assessment system measuring “real world” skills that employers believe are critical to job success.

Expanding on the successful outcomes of a FOCUS Grant awarded to Regional Consolidated Services/Randolph County JobLink Career Center, nearly 2,000 students in 23 high schools took a computer-based skills test in the areas of Reading for Information, Applied Mathematics and Locating Information. The test determined the student’s current knowledge base of skills needed by local employers. Both students and teachers received immediate feedback on their level of mastery of the skills.

Next, teachers and students used feedback from the assessment to identify gaps between student skills and employer needs. Teachers adapted their instruction based on those gaps, and students participated in tutoring programs to address deficiencies.

Lastly, students were administered the WorkKeys® Assessment about three months later to determine their improvement. Students who demonstrated proficiency in career-ready skills were awarded the North Carolina Career Readiness Certificate, which improves opportunities for success in the workforce.

The program is in place in ten school districts throughout the Piedmont Triad region, including Davidson County, Davie County, Elkin City, Lexington City, Montgomery County, Rockingham County, Stokes County, Surry County, Thomasville City and Yadkin County Schools.

“A large number of businesses and industries in the Triad recognize the WorkKeys® credential as a measure of mastery in career-readiness skills. Thomasville High School students will benefit as a result of our participation in this project. It is a win-win situation for our students and just another tool to help them achieve their career goals.” —Rick Jones, Director, Career-Technical Education at the Thomasville City Schools

CONNECTING STUDENTS TO JOBS OF THE FUTURE *A learning event for high school counselors*

Raising Awareness of the Fastest-growing Careers in the Piedmont Triad



Advanced manufacturing, logistics and distribution, healthcare, and creative enterprises and the arts are predicted to be the fastest-growing career fields in the Piedmont Triad, but few students know it. In an effort to change that, high school guidance counselors were invited to a two-day seminar on the future of work in the region.

The two-day event included opportunities for high school counselors to learn about the four industry clusters, and to connect with and learn from the cluster directors and industry leaders about jobs of the future. They were given practical information on the skills sets students need to enter the workforce and training required for specific career opportunities. It concluded with a panel discussion by representatives from Guilford Technical Community College, Forsyth Technical Community College and Davidson County Community College.

The feedback from career counselors was so positive that a second, two-day event was held and a DVD was created to reach as many career and counseling staff as possible.

“Educators left the institute with first-hand knowledge from industry leaders about the many career opportunities available for students today and in the future. These educators are now more confident in their ability to guide students in making informed choices for their careers after graduation.” —Dr. Frances Jones, Executive Director of the Piedmont Triad Education Consortium

BE THERE *A campaign to get parents involved*

Everyday Actions Foster Student Success



Be There is a nationwide, research-based, multimedia campaign designed to get parents more involved in their children’s education. In the Piedmont Triad, *Be There* is a communication effort of the Piedmont Triad Education Consortium (PTEC) aimed toward both parents and teachers.

The focus of the campaign is to remind parents and teachers that personal attention and interest in the lives of young people makes a huge difference in successful education and personal outcomes. Research shows that when children know that parents, family members and teachers value their education and care about them personally, they benefit in several ways:

- Achievement in school improves; students earn higher grades and test scores and enroll in higher-level programs.
- Children want to go to school.
- Courses are passed, credits earned and students are promoted to the next grade.
- Self-confidence improves.
- Children have better social skills and behavior at home and at school.
- Students graduate from high school and go on to postsecondary education.

A series of *Be There* brochures and banners was produced with support from the Bank of America Charitable Foundation.

DROPOUTS: A SILENT EPIDEMIC IMPACTING THE PIEDMONT TRIAD ECONOMY

A regional event to address the dropout crisis

Taking Steps to Address Dropout Risk Factors



About 5,000 students each year drop out of school across our region. That translates to 18 percent of the young people (ages 16-24) in our region. And the dropout rate is increasing.

To face this crisis head-on, the Piedmont Triad Education Consortium (PTEC) held a one-day symposium on curbing dropouts. A panel of local K-12 school superintendents joined 220 educators and community-based organizations in November 2008 to better understand what causes students to drop out.

Two nationally known presenters addressed the audience. Dr. Steve Sroka spoke of “The Power of One: Making a Difference for Potential Dropouts,” and Stephen Peters focused on “Inspiring Students to Stay in School.”

They also shared examples of excellence for curbing dropout rates by addressing risk factors of such as:

- Personal characteristics and habits.
- Family situations.
- Peer and community relationships.
- School climate and culture.
- School connectedness.
- School safety and attendance.
- Alternative school environments.
- School achievement.
- Career skills.

SENIOR PROJECT INSTITUTE 2009

Industry guidance for high school senior projects

Making Senior Projects Count



All high school seniors complete a special project as a requirement for graduation. The Senior Project Institute 2009, hosted by the Piedmont Triad Education Consortium (PTEC), helped stimulate new ideas for connecting senior projects to career interests.

The Senior Project Institute was a two-day session on planning and implementing a curricula design for assisting students with meaningful senior projects. About 90 educators from 17 school systems in the Piedmont Triad region had the opportunity to discuss with the WIRED staff potential projects within the four industry clusters: advanced manufacturing, healthcare, creative enterprises and the arts, and logistics/distribution.

Educators also came away with ideas for planning and presenting projects, sources for mentors and experts, and strategies for linking senior projects to real-world problems and opportunities.

Supporting and Retaining Effective School Principals



A recent report from the University of North Carolina Center for School Leadership Development shows an “exodus” of principals after their fourth, fifth and sixth year on the job.

To be competitive with other districts, retain experienced professionals, and build a network of excellent principals, the Piedmont Triad must provide them with the tools they need to be successful.

The Piedmont Triad Education Consortium created a four-part workshop to provide networking, information and insight to new and aspiring school principals. Held in March 2009, each session included presenters, panels, roundtable discussions and interactive learning sessions. The topics included:

- Requisites of the Principal Leader
- What Great Principals Do Differently: Fifteen Things That Matter Most
- Secrets to Inducting, Developing and Supporting New Teachers
- Getting Prepared for the First Principalship by Analyzing Personal Strengths and Areas for Growth
- Pathways to the Principalship: Developing Strategies for Getting the Job and Keeping It
- Surviving and Loving the Principalship
- What's So Great About Working in the Piedmont Triad?
- It Takes Leadership to Build a Committed Team
- Selecting Outstanding School Principals – What's Important to Superintendents?

A program to support and keep new teachers

Investing in Young “Teacher Leaders”



Research has shown that highly qualified teachers have the most powerful impact on whether or not students learn. Yet, throughout the Piedmont Triad, school districts struggle to keep these teachers. There is a particularly high rate of teacher turnover during the first five years of their careers.

A recent report from the National Center for Educational Statistics showed that programs offering support and assistance to novice teachers can help to keep them in the classroom. With this in mind, the Piedmont Triad Education Consortium created a pilot project focused on building collaboration and connections among new teachers across the Piedmont Triad.

Accustomed to social networking and collaborative environments, today's young educators seem naturally inclined toward group structures where they can collaborate on issues and problems as well as learn with others of their generation. The Retaining the Best Young Teachers initiative was designed to help these teachers find the connections they crave—connections to their school district, their community and the Piedmont Triad so that they are more likely to stay as teachers in the region.

Teachers from all 17 Piedmont Triad school districts were invited to participate in a program that introduces them to the economic and cultural richness of the Piedmont Triad region. During the event, they connected with their peers and other professionals and were introduced to the concept of being teacher leaders in their communities.

ÉXITOTAL!™ EN LA EDUCACIÓN EN HIGH SCHOOL (SUCCESS IN HIGH SCHOOL)

A DVD / video series to assist Spanish-speaking parents of high school teens

Influencing Positive Outcomes for Hispanic Teens



Providing tools and learning opportunities for all facets of the workforce is one goal of the WIRED grant. Many Hispanic students and their families could use more support and clarity about what it takes to graduate - and why it matters.

The parents of many Hispanic students have no- or low- literacy in Spanish and minimal English skills, and they are unsure how to work with American school systems to support their children's education and life success. Éxitotal!™ en la educación en high school (Success in High School) is a DVD/video series to help Spanish-speaking parents of high school teens support their children in school so that they graduate ready for the future.

Produced in collaboration with Makin' It Work Pronto! a Winston-Salem based Hispanic marketing and communications company, Éxitotal!™ helps parents learn how to help children do well in their studies, to graduate and continue with post-high school education and/or successful workforce entry in the Piedmont Triad. It also gives guidance for working with teachers and with the school.

Éxitotal!™ includes a Spanish language DVD / video, a companion audio CD and a facilitator's guide. The series consists of four lessons: Getting Started in the School Year, Effective Communications, Homework and Helping My Child Graduate.

The products are provided free to Piedmont Triad educational, not-for-profit, faith and other community-based organizations who are

working with this population segment. Éxitotal! can also be used by parents, teens and extended families as a standalone, in-home learning tool.

By putting these innovative tools in the hands of schools and communities, Piedmont Triad educators hope to improve high school outcomes for the region's Hispanic students. With a successful high school experience, these students will be ready for higher education and a range of work options.

“Many school systems in NC are trying their best to encourage Latino parents to get involved. Exitotal! is an outstanding resource for NC Latino parents to learn how to build stronger connections with the educational success of their children.” – Dr. Nolo Martinez, The Center of Business and Economic Research at The Bryan School of Business and Economics at the University of North Carolina at Greensboro.



YADKIN VALLEY REGIONAL CAREER ACADEMY *A school focused on 21st century skills*

Driving Science, Entrepreneurship and Innovation



Innovation is needed across the board to draw – and keep – businesses in the Piedmont Triad. In the Yadkin Valley, educators and industry are open to many new approaches, including a new high school option for area students.

Using a Wired planning grant, area leaders conducted a feasibility study to determine the value of establishing a regional career academy – a high school that could serve students from Surry, Davidson and Yadkin Counties.

Planning of the Yakin Valley Career Academy is now underway based on four areas of focus: Health Sciences, Advanced Technology, Global Logistics, and Interactive Design. Each focus area, or academy, reflects jobs identified by the U.S. Department of Labor as high-wage, high-skill, and high-demand occupations expanding within the Piedmont Triad region.

The curriculum will immerse students in STEM courses (science, technology, engineering and mathematics), which are basic to many of today's highly competitive careers. STEM courses, taught in technology-enriched classrooms, will be supported by industry experience with regional employers and businesses.

Students will also develop entrepreneurship and twenty-first century work skills (such as problem solving, creative thinking, team work, communication). Clear career paths, based on regionally identified industry growth clusters, will be woven into the curriculum. Apprenticeships, connections with community colleges, and other strategies will be used to make academics clearly relevant to career choices.

CAMP FLAT WORLD *A one-of-a-kind summer camp*

Preparing Teens for Success in a Global Economy



Teenagers attending Camp Flat World gained a head start on preparing for a future in the global economy.

Inspired by Thomas Friedman's book, "The World is Flat," the week-long camp was designed to help rising 7th - through 10th-graders explore how they will fit into the changing world, how technology will affect their future and what kinds of jobs will be available. Friedman, a foreign affairs columnist with The New York Times, analyzed the progress and effect of globalization in his 2005 best-selling book, which portrayed the world as "flat" in the sense that the competition between the industrial nations and emerging market countries is taking place on a technology-driven and level global "playing field."

The camp for 100 teenagers was held the YMCA's Camp Weaver in Guilford County. The campers learned how technology has revolutionized the modern world and how they can use "flat world" tools to collaborate and communicate well in a rapidly changing society. The one-of-a-kind programming was supplemented with opportunities for the campers to enjoy the outdoor activities of Camp Weaver.

In addition to the Piedmont Triad Partnership, Camp Flat World was supported by the Greensboro Chamber of Commerce, Greensboro Parks and Recreation, Leadership Greensboro and the YMCA of Greensboro.

"Ensuring that students in the Piedmont Triad understand the options and requirements of the global economy is essential if they are to be prepared to enter the twenty-first century workforce. Camp Flat World provided students with critical, real-world awareness and orientation." –Don Kirkman, President and CEO of the Piedmont Triad Partnership

PIEDMONT TRIAD WIRED PRODUCT LIST

Industry Survey
 CFNC - Workforce Portal
 Strategic Plan for Aerotropolis
 Aerotropolis Implementation Plan
 Furnishings Report Implementation Plan
 Creative Enterprises and the Arts Strategic Plan
 Asset Map
 Working Poor Telephone Survey
 Working Poor Report
 Virtual Job Fair
 TriadWorks Website
 Architect Feasibility Study
 Career Start Teacher Guide
 Communication Plan for Lifelong Learning
 Near Time Collaborative Workspace
 InternNet
 Leadership Curriculum
 Entrepreneurial Video
 WIRED Video
 Technology Career Days
 Career Lattices for each Cluster
 Higher Education Asset Inventory
 “Be There” High School Dropout Prevention
 12 School-to-Work Best Practices Inventory
 12 Best Practices/Year Follow-up Report
 Design Professionals Leadership Curriculum
 Marketing Curriculum
 Individual Artist Entrepreneurs/Publishing in a Digitally
 Enable World Curriculum
 E4C
 Serious Game: Surgical Technician
 Strategic Investment Plan for Triad Design Consortium
 Commercialization of Serious Games
 Forsyth Technical Community College Logistics Curriculum
 Forsyth Technical Pharmacy Technician Associates in
 Applied Science Curriculum
 DCCC Network Transition Care Coordinator Position Curriculum
 DCCC Feasibility Study for OTA
 Spanish Interpreter in Healthcare
 HEIC
 Biotech Industry Study
 Making it Work Pronto – Spanish Speaking Outreach
 Career Lattice Website



The Piedmont Triad Partnership would like to acknowledge the many partners and supporters of the WIRED initiative. The commitment of these businesses, government agencies, educational institutions, community and nonprofit organizations - as well as the efforts of countless individuals – made WIRED a success. Thank you for setting the Piedmont Triad on a course for regional growth and success from all of us.

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Executive Vice President

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Finance and Administration*

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Administrative Manager

Barbara Forsyth
Administrative Assistant

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WIRED Project Manager*

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Director/Logistics & Distribution

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Director, Workforce Development

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Administrative Specialist

Mary White
Administrative Specialist

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VP Workforce Development

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VP Innovation and Outreach

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Director/Healthcare

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Director/Advanced Manufacturing

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MEP Business Specialist



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Client Development*

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Research Manager

Kimberly Funderburk
Marketing Assistant



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RJ Reynolds)

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(Davidson County Community College)

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(Old Dominion Freight)*

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Team (TRONE)*

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Team (Piedmont Craftsmen)*

Mr. John Drinkard, *Creative Enterprises and Arts
Leadership Team (Calloway Johnson Moore & West PA)*

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(Wake Forest University Baptist Medical Center)*

BUSINESSES

ABCO Automation Inc.
Aberdeen Western Carolina Railroad
Acme-McCrary
Adrienne Cregar Jandler
Advanced Home Care
AFG Wipes
Alamance-Caswell LME
Alamance Regional Medical Center
Alderman Company
Alex Lee Associates Inc.
All-State Express, Inc.
amcase, inc
Andrew Young
APICS Piedmont Triad Chapter
Applied Polymerics Inc.
ArmaceLL LLC
Associated Artists
AT&T North Carolina
Atlantic Aero
Atkinson Collaborative Enterprise LLC
Atrium Windows & Doors
Austin Electrical Enclosures
Atrium Windows & Doors
Automation Federation
Autumn Care of Biscoe
B.M.Bohigas, B Creative Media
B/E Aerospace
Baker Furniture
Bank of America
Banner Pharmcaps
Bassett Furniture Industries
BB&T - Business Loan Div.
BB&T Corporation
BB&T Insurance Services
Berkshire Corporation
Best Services Group Inc.
Blake Leftwich
Bob Timberlake Gallery
Bookmarks Book Festival
Brayton International
Bricolage
Brooks Pierce McLendon LLP
Brown Investment Properties, Inc.
Business Dynamics Abroad Inc.
C&D Industrial Tools & Supply
Calloway Johnson Moore & West
Carolina Investment Properties
Carolina Precision Plastics
Carolina Theatre
Carson Dellosa
CD Consultants
Celebration of Seagrove Potters
Center for Design Innovation
Center for New North Carolinians
Central Park NC
Charter Medical
Cisco Systems
City Arts
City Transfer & Storage Co.
Community Arts Café
CommunityOne Bank

Connie Post Companies
Cornerstone Healthcare
Cook Medical
Craftique Furniture
Creation Sport USA
Crescent Manufacturing Inc
Crescent Ford, Inc.
Corporation for a Skilled Workforce, CSW
Council on Adult & Experiential Learning, CAEL
Cyrus Art Production
Dangus Inc.
Davidson County EMS
Davie County Hospital
DCA of Boston
Dell Inc. North Carolina Operations
Diebold Inc
Diggs Gallery
DirectLink Courier Inc.
Dorsetts Inc.
Douglas Battery Manufacturing Co.
DSC Logistics
Duke Energy
Dynamic Quest
Eastern Music Festival
Edward Ferrell-Lewis Mittman
Efird Sutphin Pearce & Associates PA
Elite Foods
Epes Carriers Inc.
Eveready Battery Co Inc
Exel Transportation
Extreme Entrepreneurship Tour
FedEx Corp. (Freight)
FedEx Express
Fifth Letter
First Citizens Bank
Firsthealth Montgomery Memorial Hospital
Flow Companies Inc.
Forsyth Medical Center
Fresh Tilled Soil Website Development
Frogman Interactive
Fuller Architecture
Furniture Today
Furnitureland South
Gefen Productions
General Dynamics
George B. Daniel, PA
Glen Raven Inc.
GMA/FirstPoint Inc.
GMAC Insurance
Granite Tactical Vehicles
Graphik Dimensions Ltd.
Guilford Co. EMS
Guy M. Turner Inc.
Hampton House Gallery
Handmade in America
Hanes Company Inc.
Hanks Lumber Co.
Harris Teeter
HB Studios
Hibco Plastics, Inc.
High Point Regional Health System
Honda Aircraft Company Inc.

Honda of America Mfg Inc
Honda Jet
Hospice & Palliative Care Center of Greensboro
Hospice of the Piedmont, Inc
HP Coatings Inc.
Hugh Chatham Memorial
INET
Ingersoll Rand Industrial Solutions
InnerEye Studios
Interior Solutions Inc
International Home Furnishings Center
International Trade Center Interior Furnishings
Interview Stream, LLC
ISA
Isaacson Isaacson Sheridan & Fountain
ISP Sports
J. Holmes, LLC
Jake Van Wyk
JBS Transportation Inc.
JOCCA
John S. Clark Company LLC
Jordan Lumber & Supply Inc.
Joseph M. Bryan Foundation
Kaplan Company
Kaydon Corporation
Keen Innovations
Kenan Transport Co.
KI - High Point
Klaussner Furniture Industries Inc.
Kleinfelder
Kobe Weiland Copper Products
Koury Corporation
Kravet
Kreber
Krispy Creme Doughnut Corp.
Kuhn Studio
Lab Corporation of America
Lafferty Architecture
Legacy Paddlesports
Lewis Storage Company
Lexington Memorial Hospital
Liberty Aircraft USA
Liberty Hardware
Lincoln Financial Group
Loparex, Inc.
Lori Jarrett Consulting
M33 Integrated
Makin It Work Pronto
Marketing Associates Inc.
MGM Transport Corp.
Microfibres, Inc
Mike Helsabeck Collection
Miller Brewing Co.
MMC
Montagnard Dega Association
Moorefield Engineering
Morehead Memorial
Morgan Herring Morgan Green & Rosenblutt LLC
Moser Mayer Phoenix Associates
Moses Cone Health System
MWG Biotech Inc
NAI Piedmont Triad

NanoTech Labs, Inc.
nCoat Inc.
New Bridge Bank
NIMS
North Carolina African Services Coalition
North Carolina Biotechnology Center
North Carolina Railroad Company
North Carolinians Against Gun Violence
Northern Hospital of Surry
Novant Health Acute Care Services
Novant Health Inc.
Nussbaum Center
Nyght Falcon
Office Visions Inc
Old Dominion Freight Line Inc.
Olympus
Orange County Resource Coordinator
Out of Our Minds Animation
Pace Communications
Packaging Service Solutions Inc.
Perper Design
Phillips Collection
Piedmont Craftsmen Inc.
Piedmont Home Care
Piedmont HomeHealth
Piedmont Natural Gas Inc.
Piedmont Triad Airport Authority
Piedmont Triad Film Commission
Pilot Turbine Services
Polo Ralph Lauren
Powell Enterprises
PPG, Inc.
Preservation Greensboro
Priism Group
Provagen Inc.
Pursuit of Happiness
Quality Oil Company
Que Pasa
Randolph Hospital
R&R Transportation Inc.
R. Steve Bowden & Associates
R.C. Racing Enterprises Inc.
R.J. Reynolds
Rains Studio, PA
Reynolds American Inc.
RF Micro Devices
Richards and Associates
Robert Donnan, Consultant
Root Level Labs
RSVP Communications
RTS
Salem Logistics
Samson Marketing
Sandy Ridge Assisted Living Residence
Sears Holdings/Kmart Distribution Center
Service Logistics Inc.
She Is Digital
Shermin Ata Architect PLLC
Smith Leonard PLLC
Social Policy Associates
Spencer's Studio & Gallery
Spevco Inc

Stantec
 State Farm Insurance
 Steelcase Inc.
 Steve Hodges Associates Inc.
 Stokes Co. EMS
 Strategic Logistics Solutions LLC
 Surrey Bank & Trust
 Surry Co. EMS
 Susan Carson Associates Inc.
 Swedwood/IKEA
 Team Emergent, LLC
 The Hollingsworth Companies
 The Messenger
 ThermCraft, Inc.
 Thomasville Medical Center
 TIMCO Aviation Services
 Timken Company
 Trade Street Partners
 TransTech Pharma Inc.
 TREBIC
 Triad Medical Services Inc.
 Triad Stage
 TRONE
 TurboCare
 Tyco Electronics Ltd.
 Unifi, Inc.
 Unilin Flooring NC LLC
 UPS Supply Chain Solutions
 Valspar
 Vanguard Furniture Co. Inc.
 Viking Polymers
 Village Care of King
 Virtual Heroes
 Volvo Logistics North America
 Volvo Trucks North America
 Wachovia / Wells Fargo Co.
 Wake Forest University Baptist Medical Center
 Walter Robbs Callahan & Pierce Architects, PA
 Warehouse Design Inc.
 Weaver Investment Company
 Well-Spring
 Wells Jenkins Lucas & Jenkins PLLC
 White Oak Family Practice
 Wildfire
 Wishart Norris Henniger & Pittman PA
 Wizard's Cauldron
 Womble Carlyle Sandridge & Rice, PLLC
 Workplace Strategies Inc.
 Xceldyne Technologies
 Yadkin Co. EMS
 Yadkin Valley Bank
 Yadkin Valley Railroad

CHAMBER OF COMMERCE

Alamance County Area Chamber
 Archdale-Trinity Chamber of Commerce
 Asheboro /Randolph Chamber of Commerce
 Caswell Chamber of Commerce
 Davie County Chamber of Commerce
 Denton Chamber of Commerce
 Eden Chamber of Commerce
 Greater Mount Airy Chamber of Commerce
 Greensboro Chamber of Commerce

High Point Chamber of Commerce
 Kernersville Chamber of Commerce
 King Chamber of Commerce
 Lewisville Clemmons Chamber of Commerce
 Lexington Chamber of Commerce
 Liberty Chamber of Commerce
 Montgomery County Chamber of Commerce
 Northern Davidson County Chamber of Commerce
 Randleman Chamber of Commerce
 Reidsville Chamber of Commerce
 Western Rockingham Chamber of Commerce
 Winston-Salem Chamber of Commerce
 Yadkin Valley Chamber of Commerce

GOVERNMENT

Alamance County
 Caswell County
 City of Burlington
 City of Greensboro
 City of High Point
 City of Winston-Salem
 Davidson County
 Davie County
 Forsyth County Board of Commissioners
 Greensboro City Council
 Guilford County Board of Commissioners
 Guilford County Planning Department
 Montgomery County Board of Commissioners
 NCDOC - International Trade Division
 NCDOC-Office of the Secretary
 North Carolina Department of Commerce
 North Carolina General Assembly
 Northwest Piedmont Council of Governments
 Orange County Parks and Recreations
 Piedmont Triad Council of Governments
 Randolph County Board of Commissioners
 Rockingham County Commissioners
 Stokes County Commissioners
 Surry County
 Town of Biscoe
 Town of Lewisville
 Trinity City Council
 Winston-Salem / Forsyth County Planning Department
 Yadkin County Board of Commissioners

COMMUNITY BASED / NON-PROFIT / ASSOCIATIONS

AC Dispute Settlement & Youth Services
 Action Greensboro
 Alamance Co. Arts Council
 Alamance Weed and Seed
 American Home Furnishings Alliance
 Arts Council of Winston-Salem
 Augustine Project for Literacy
 Betsy Jeff Penn 4-H Education Center
 Black Child Development Institute of Greensboro, Inc.
 Blue Ribbon Mentor Advocate
 Buffalo Creek Literacy Project
 Burlington Recreation and Parks
 Caswell Council for the Arts
 Center for Creative Leadership
 Center for Youth Family and Community Partnerships
 Children's Museum of Alamance County

Communities Caring For Families
 ConnectInc.
 Crossroads:Pathways to Success
 Davidson County School Readiness / Parents as Teachers Program
 Davidson Vision
 DJJDP
 DMC Youth Ambassadors
 Elon Community Council Coalition to Prevent Underage Drinking
 Entrepreneur Action Team (EAT)
 FaithAction International House
 Future Fund of the Community Foundation of Greater Greensboro
 GCPD - Youth Intervention
 Glenwood Branch Library ESOL Program
 Goodwill CNC Community Resource Center
 Goodwill Industries of Central NC
 Goodwill Industries of North West NC
 Greensboro AHEC
 Greensboro Symphony
 Guilford Child Development, Inc. (GCD)
 Guilford County Substance Abuse Coalition
 High Point Arts Council
 High Point Market Authority
 High Point Partners
 Hoops and Hopes
 Imagination Library of Smart Start of Davie County
 Institute of Electrical and Electronic Engineers (IEEE)
 Loflin/St. Joseph After-School Program
 Mebane Hill Early Literacy Project (HELP)
 Moore-Richmond Community Support Center
 National Home Furnishings Assoc
 National Manufacturing Institute
 NC Cooperative Extension
 NC Furnishings Export Council
 NC Manufacturing Council
 NC REAL Enterprises
 NC Zoological Park
 New Ways To Work
 North Carolina Rural Center
 Northwest AHEC
 Orange County YMCA
 PART
 Pathways Alamance County
 Piedmont Triad Airport Authority
 Piedmont Triad Charitable Foundation
 Piedmont Triad Entrepreneurial Network
 Randolph County - Building Futures
 Reading Connections
 Regional Consolidated Services
 Richmond Community Support Center
 Richmond County Smart Start
 Rockingham Business & Technology Center
 Rockingham County Literacy Project
 Rockingham County Smart Start Partnership
 Second Harvest Food Bank of Northwest NC
 Senior Resources of Guilford
 Smitty's Notes
 Stockhausen Inc (DeGussa)
 Stokes Opportunity Center
 Surry SCAN
 Survival Skills Training Guilford
 Teen-to-Teen Theatre
 The Education Center

The Enrichment Center - Readers are Learners (REAL)
 Trade Street Partners
 TRP
 U.S. Foundation for Inspiration and Recognition of Science
 and Technology (FIRST)
 United Arts Council of Greensboro
 United Way of Alamance County
 United Way of Forsyth County
 United Way of Greater High Point
 United Way of Greensboro
 United Way of Rockingham County
 Welfare Reform Liaison Project
 Winston Salem Disabilities Association (an affiliate of the national Learning
 Disabilities Association)
 Winston Salem State University-Youth in Transition
 World Relief
 Winston-Salem State University - Center for Safe Communities
 Yadkin Valley Craft Guild
 YES I CAN
 YMCA Literacy Initiative
 YMCA of Northwest North Carolina Davie Family Branch Literacy Initiative
 YWCA Greensboro

DEPARTMENT OF SOCIAL SERVICES

Alamance County Department of Social Services
 Caswell County Department of Social Services
 Davidson County Department of Social Services
 Davie County Department of Social Services
 Forsyth County Department of Social Services
 Guilford County Department of Social Services
 Montgomery County Department of Social Services
 Orange County Department of Social Services
 Randolph County Department of Social Services
 Rockingham County Department of Social Services
 Stokes County Department of Social Services
 Surry County Department of Social Services
 Yadkin County Department of Social Services

EDUCATION

Alamance Citizens for Education (ACE)
 Alamance Burlington Schools
 Alamance Community College
 Asheboro City Schools
 Bennett College
 Center for Design Innovation
 College Foundation of North Carolina
 Communities in Schools for Forsyth County
 Communities in Schools - High Point
 Communities in Schools of Greater Greensboro, Inc. (CISGG)
 Communities In Schools of Lexington/Davidson County
 Communities In Schools of Montgomery County
 Communities In Schools of Randolph County
 Communities in Schools of Rockingham County
 Communities in Schools of Thomasville
 Davidson County Community College
 Davidson County Community College Davie Campus
 Davidson County Community College Foundation
 Davidson County Schools
 Davie County Schools
 Elkin City Schools
 Elon University
 Forsyth Technical Community College

Forsyth Technical Community College Stokes County Campus
 Gateway University Research Park
 Greensboro College
 Guilford College
 Guilford County Schools
 Guilford Technical Community College
 High Point University
 Kennan Fellows Program
 Lexington City Schools
 Montgomery Community College
 Montgomery County Schools
 Mount Airy City Schools
 NC State-Sandhills Research Station
 North Carolina A&T University
 North Carolina Community College System
 North Carolina State University Industrial Extension Services
 Page High School
 Piedmont Community College
 Piedmont Community College-Caswell Campus
 Piedmont Triad Education Consortium
 Quality Education Academy's Even Start Family Literacy Program
 Randolph Community College
 Randolph County Schools
 Rockingham Community College
 Rockingham County Schools
 Salem Academy & College
 Small Business Technology Development Center
 Stokes County Schools
 Surry Community College
 Surry Community College -Yadkin Campus
 Surry County Schools
 Thomasville City Schools
 UNC Schools of the Arts
 University of North Carolina Charlotte
 University of North Carolina Greensboro
 University of North Carolina System
 Weaver High School
 Winston Salem State University
 Winston Salem Street School (Twin City Academy)
 Winston Salem/Forsyth County Schools
 Yadkin County Schools

FAITH BASED

Anderson Grove Baptist Church
 Calvary Baptist Church - ESL in International Ministry
 First United Methodist Church
 Lutheran Family Services in the Carolinas
 Piedmont Baptist Association ESL
 Shepherd's Center of Greater Winston-Salem -
 Intergenerational Reading Program
 Sunnyside Ministry of the Moravian Church
 United Montagnard Christian Church

ECONOMIC DEVELOPMENT

Davidson County Economic Development Commission
 Davie County Economic Development Commission
 Greensboro Economic Development Alliance
 High Point Economic Development Corporation
 Montgomery County Economic Development
 North Carolina Department of Commerce
 Randolph County Economic Development
 Rockingham County Partnership for Economic and Tourism Development

Stokes County Economic Development
 Surry County Economic Development Partnership
 Winston Salem Business Inc.
 Yadkin County Economic Development & Chamber

COUNTY HEALTH DEPARTMENT

Alamance County Health Department
 Caswell County Health Department
 CenterPoint Human Services
 Davie County Health Department
 Guilford Public Health Department
 Montgomery Health Dept
 Rockingham Department of Mental Health

WORKFORCE DEVELOPMENT

Alamance Co JobLinkCareer Center
 Alamance County Building Futures
 Caswell County JobLink Career Center
 Yadkin County Health Department
 Alamance County JobLinkCareer Center
 DavidsonWorks Get Real Youth Program
 DavidsonWorks Job Training and Education Center
 DavidsonWorks Workforce Development Board
 Davie County JobLink Career Center
 ESC - Davie County
 ESC - Rockingham County
 ESC- Regional Office
 Forsyth County JobLink Career Centers
 Goodwill Industries of NWNC Forsyth E-Link
 Greensboro JobLink Career Center
 Greensboro/High Point/Guilford Workforce Development Board
 High Point JobLink Career Center
 KerrTar Workforce Development Board
 KerrTar Workforce Development Board - Youth Services
 Montgomery County Joblink Career Center
 North Carolina Commission on Workforce Development
 North Carolina Division of Workforce Development
 North Carolina Employment Security Commission
 North Carolina ESC Labor Market Division
 Northwest Piedmont Service Corps
 Northwest Piedmont Workforce Development Board
 Northwest Piedmont Workforce Development Board - Youth Council
 Orange County JobLinkCareer Center
 Pee Dee Workforce Development Board
 Randolph County Building Futures Youth Program
 Randolph County JobLink Career Center
 Regional Consolidated Services
 Regional Partnership Workforce Development Board
 Rockingham County E-Link
 Rockingham County JobLink Career Center
 Rockingham ESC
 Stokes County E-Link
 Surry County ESC
 Surry County JobLink Career Center
 Surry County Schools- E-link
 Thomasville JobLink Career Center
 TriadWorks
 Yadkin County Elink Program
 Yadkin County JobLink Career Center



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