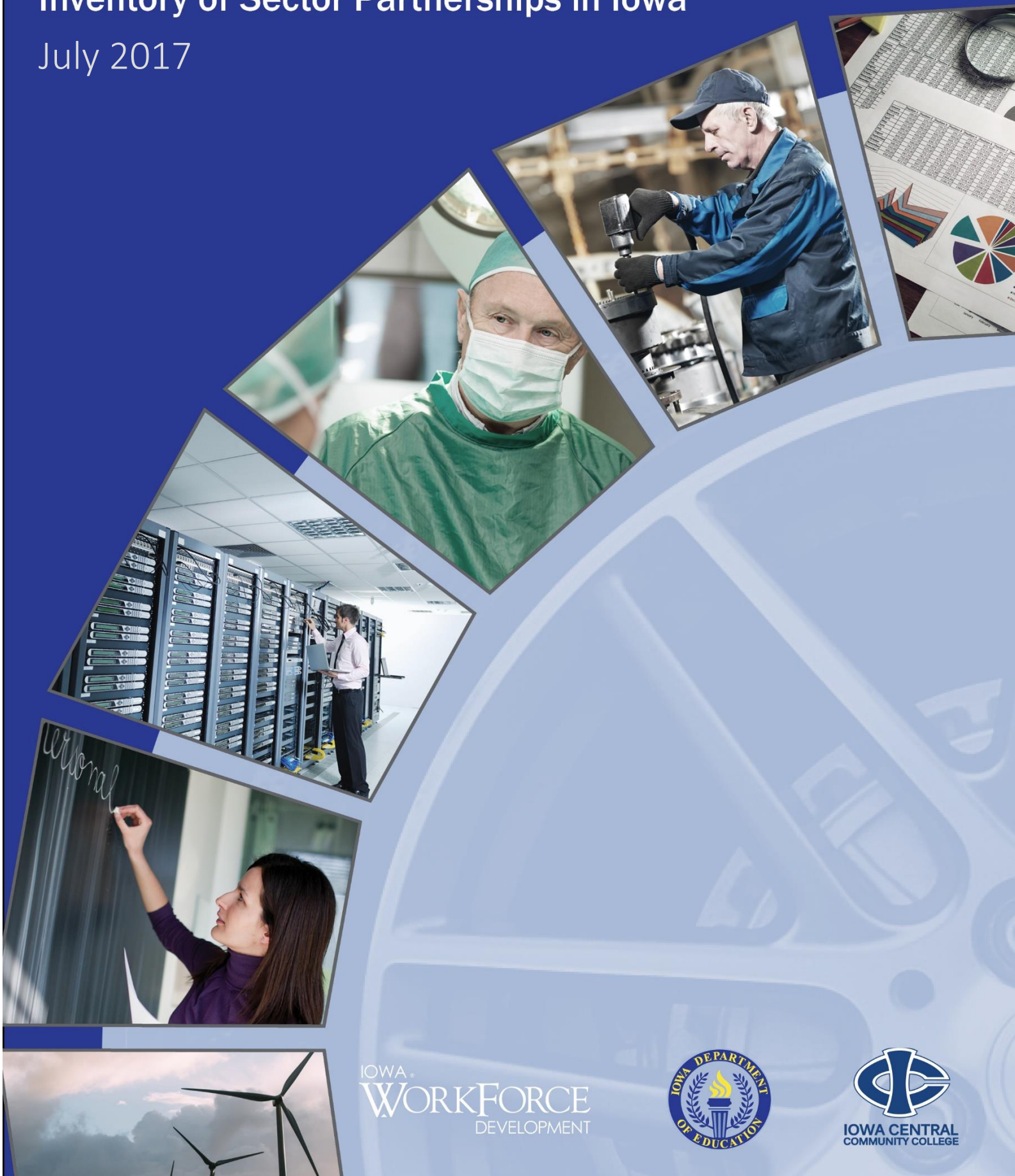


Inventory of Sector Partnerships in Iowa

July 2017



IOWA
WORKFORCE
DEVELOPMENT



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PROJECT BACKGROUND AND METHODOLOGY

Project Objective

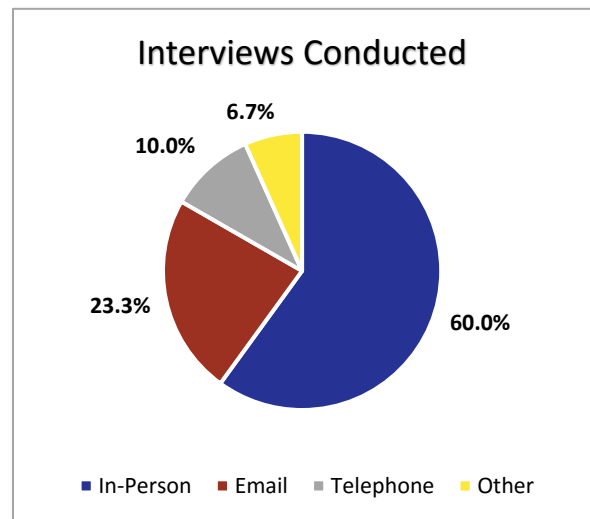
In support of Iowa Central Community College, Iowa Workforce Development, and the Iowa Department of Education Community College Division (IDOE), the University of Northern Iowa's researchiQ (a collaboration between Strategic Marketing Services and Institute for Decision Making) conducted quantitative and qualitative primary research, along with supplementary secondary market research, to develop an inventory of sector partnerships across the state of Iowa. A sector partnership is defined as "a workforce collaborative that organizes key stakeholders and targeted industry partners into a sustainable working group focused on the long-term workforce needs of a targeted industry cluster" (Sector Partnership & Career Pathway Advisory Council Overview and Survey Findings, December 2015).

Project Methodology

In order to achieve the stated objective, researchiQ first conducted secondary research to identify sector partnerships in Iowa (above and beyond those identified by IDOE), including collaborative entities driven by Iowa's 15 community colleges, as well as nonprofits, educators, and other community partners. researchiQ worked in conjunction with IDOE team members to develop a set of in-depth interview questions designed to collect information that supports the overall project objective.

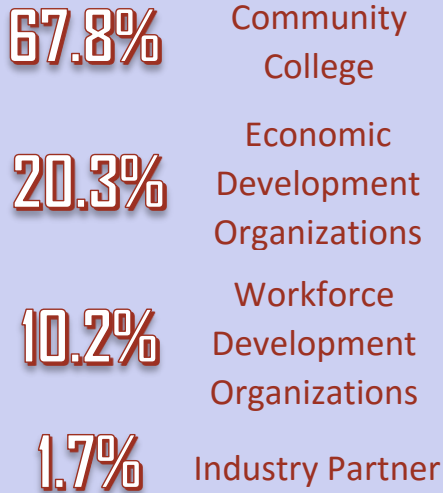
In-depth interviews were conducted with approximately 60 sector partnerships by employing an approach of in-person, telephone, and e-mail interviews, with a preference of in-person interviews conducted whenever possible. The primary lines of questioning assessed the following data sets for each sector partnership (where available):

- Industry/sector of focus
- Geographic area of focus
- Length of existence/History/Structure
- Membership list
- Partnership engagement
- Current work, projects, task groups, subcommittees
- Accomplishments/success stories and set-backs/areas for improvement
- List of needs, hopes, desires, or requests



SECTOR PARTNERSHIP BACKGROUND

Convener



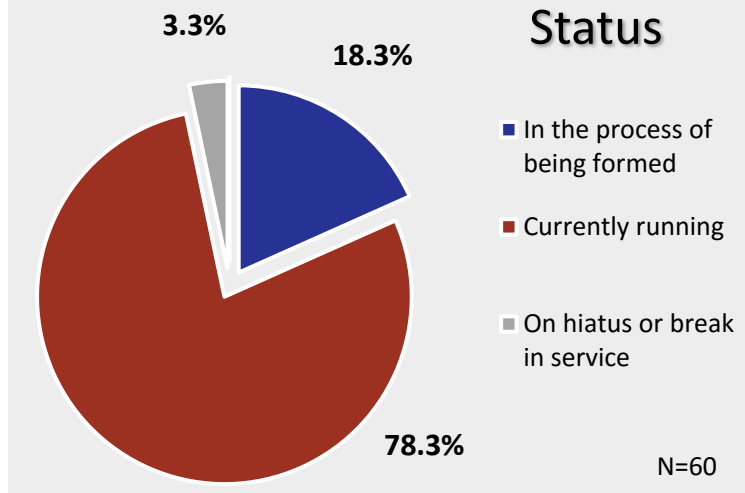
Definitions

Sector Partnership – a workforce collaborative that organizes key stakeholders and targeted industry partners into a sustainable working group that focuses on the long-term workforce needs of a targeted industry cluster.

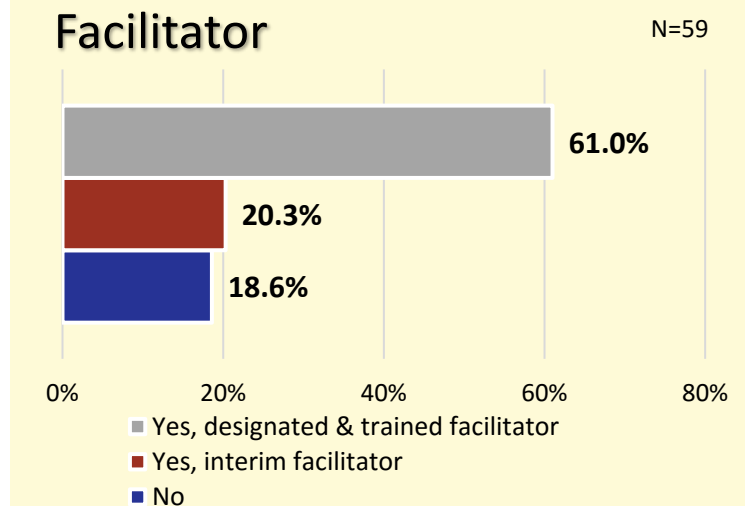
Convener – a credible entity in a position to identify regional economic and labor needs and convene industry and support partners to develop strategies which address the identified regional needs.

Facilitator – a neutral, credible, and trained entity tasked with ensuring the ongoing operation and sustainability of a sector partnership.

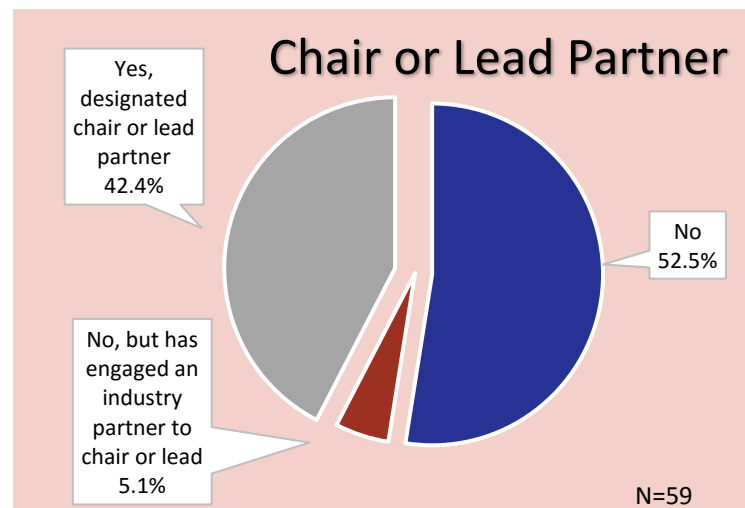
Status



Facilitator

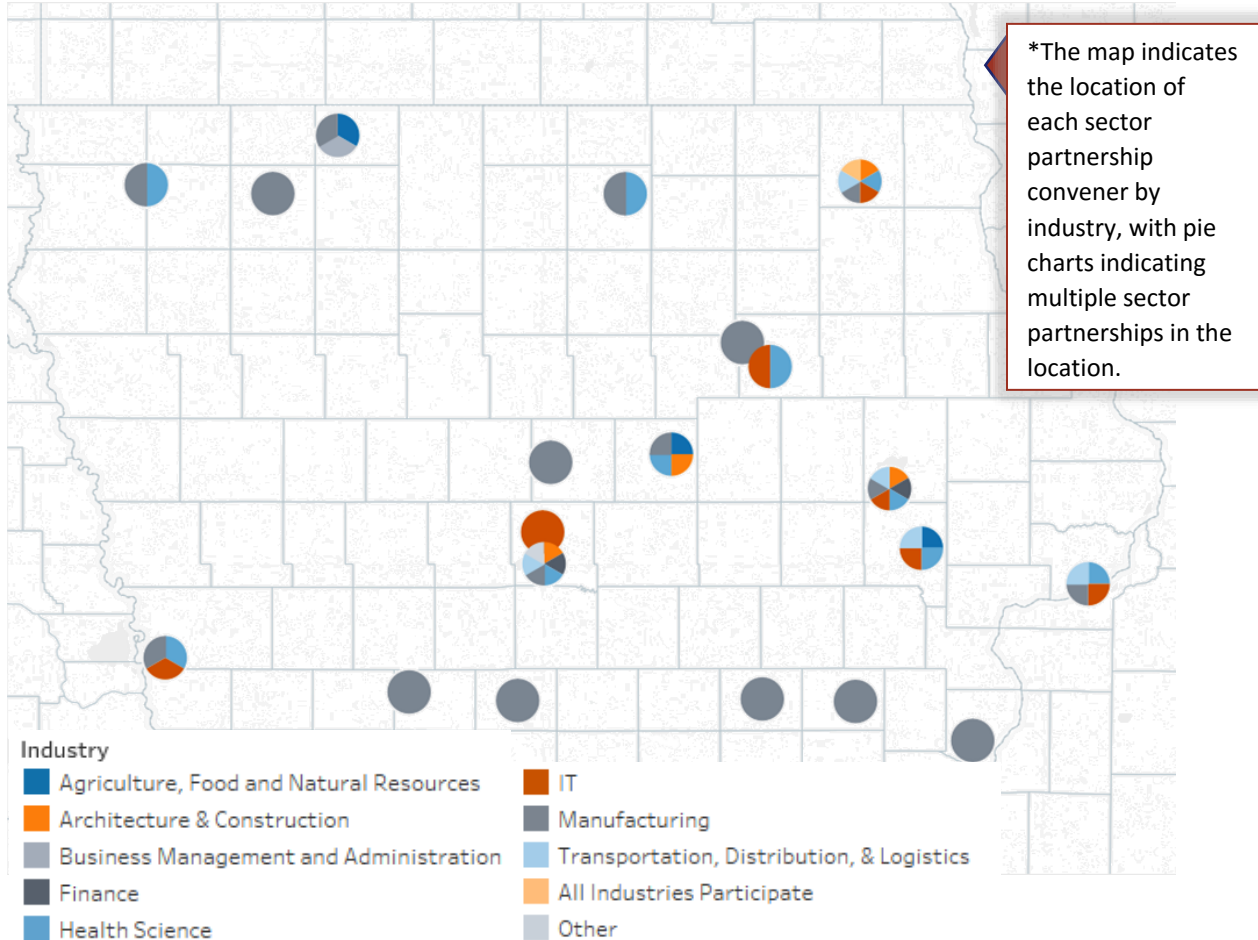


Chair or Lead Partner

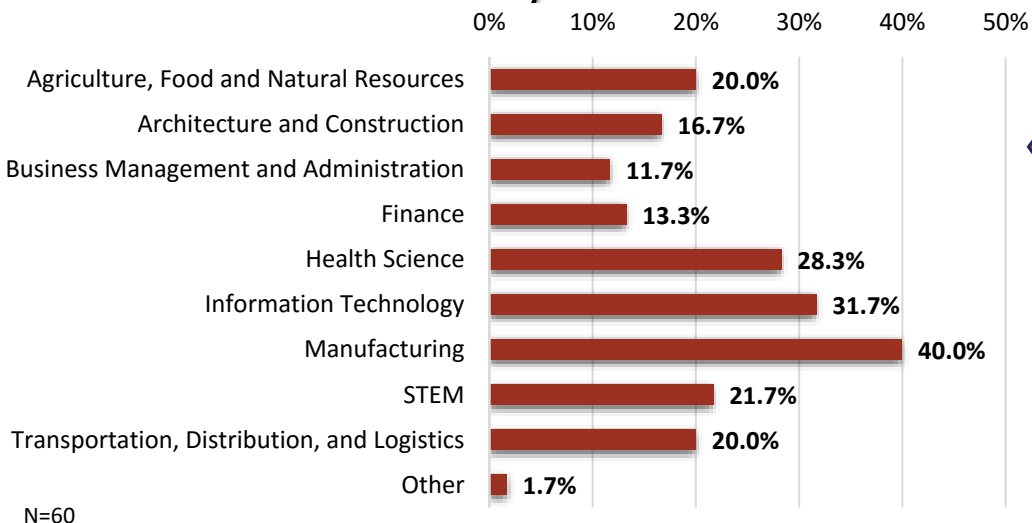


GEOGRAPHY, INDUSTRY & OCCUPATIONS

Sector Partnership Convener Locations by Industry



Industry Area of Focus

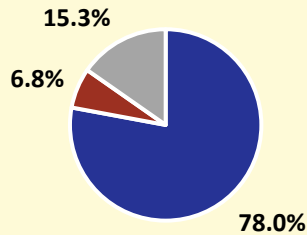


The top industry of focus for sector partnerships in Iowa is Manufacturing (40.0%), followed by Information Technology (30.0%) and Health Science (28.3%). The Other industry mentioned is Education.

GEOGRAPHY, INDUSTRY & OCCUPATIONS

Focus on Career Cluster

N=59



■ Yes ■ No, but we plan to add ■ No, don't see a need

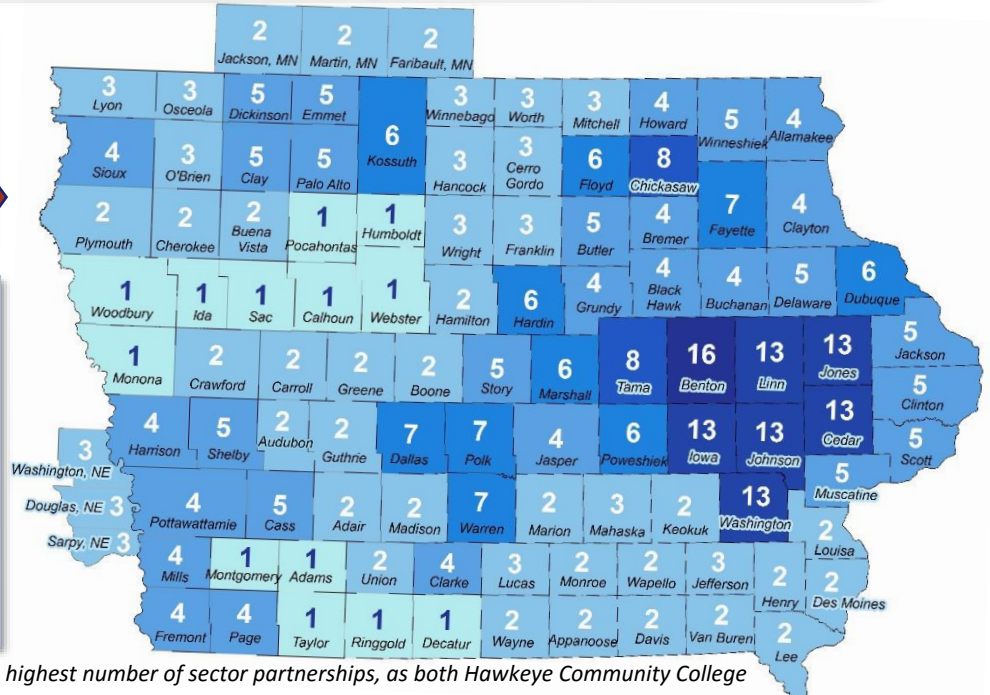
Top 5 Career Cluster Categories

1. Manufacturing (15)
2. Healthcare (9)
3. Technology (9)
4. Transportation & Logistics (7)
5. Construction (4)

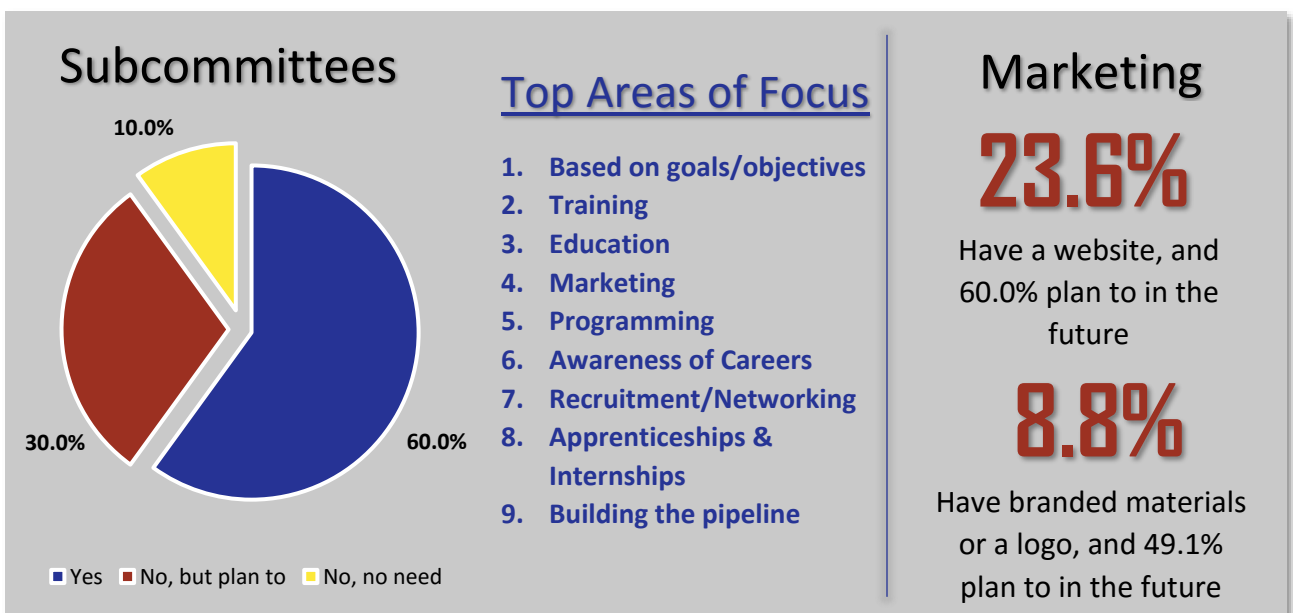
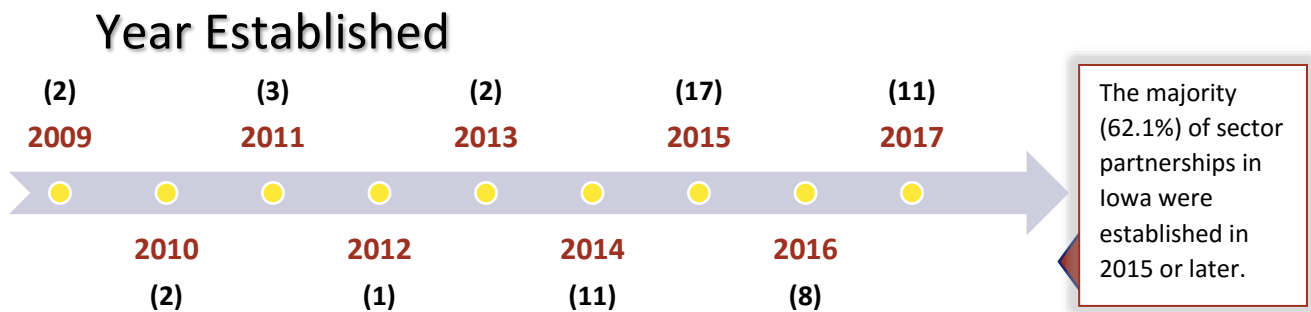
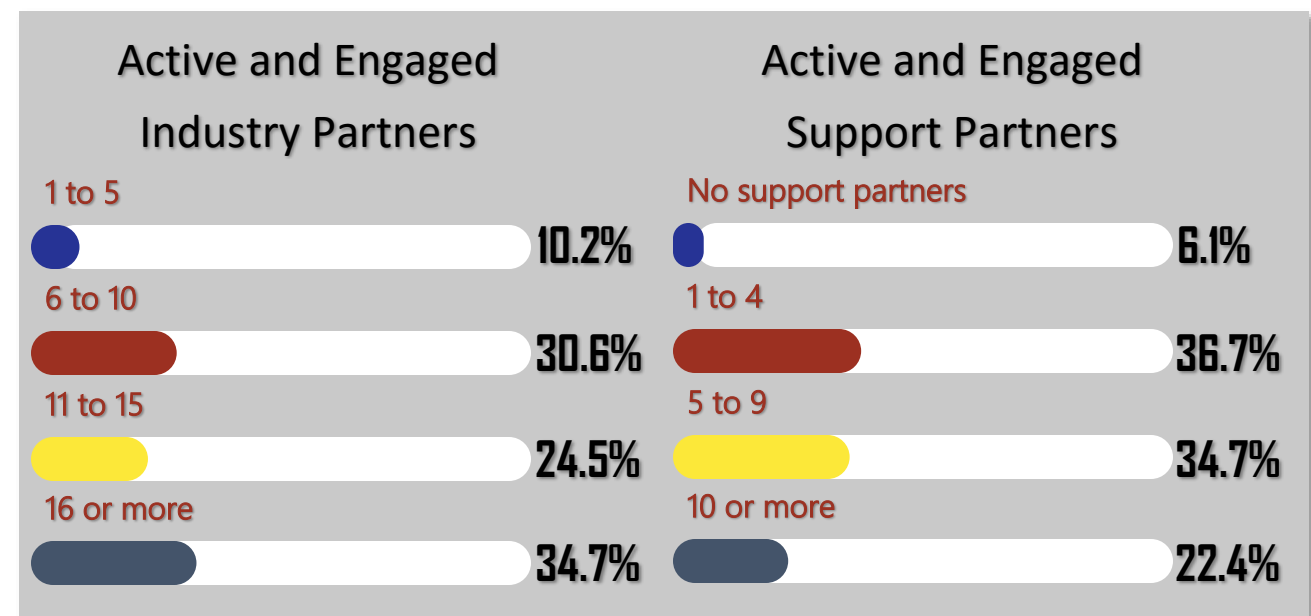
The map indicates the number of sector partnerships serving each county, including six counties outside of Iowa.

Geographic Area of Focus

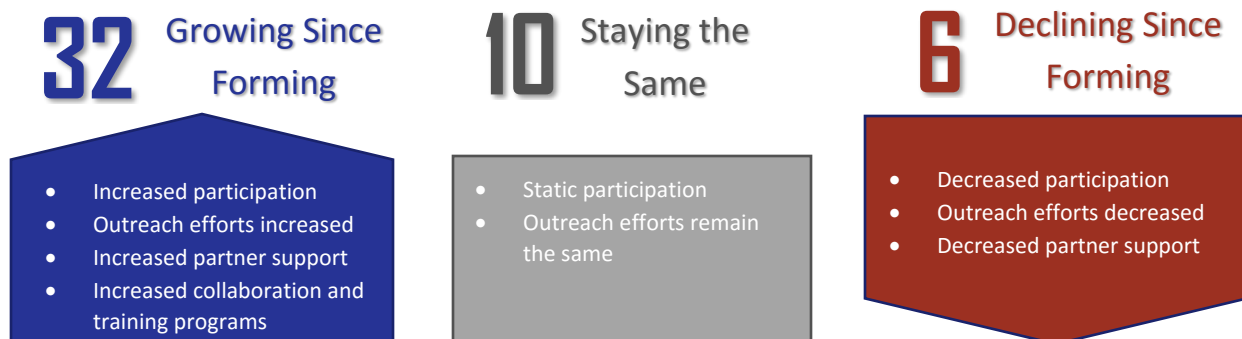
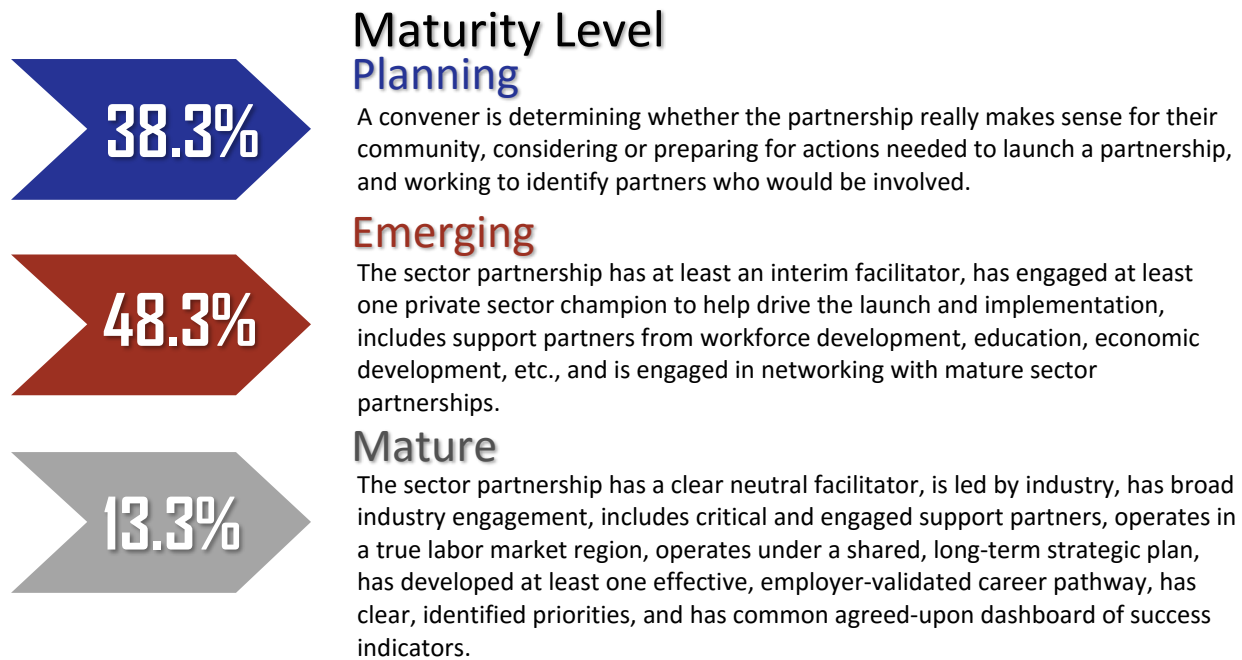
73.7% Regional
14.0% County
10.5% City
1.8% Statewide



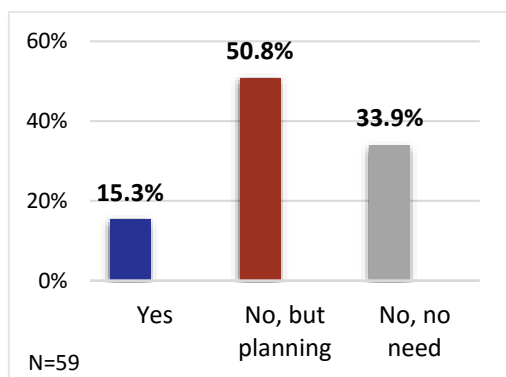
HISTORY AND STRUCTURE



HISTORY AND STRUCTURE

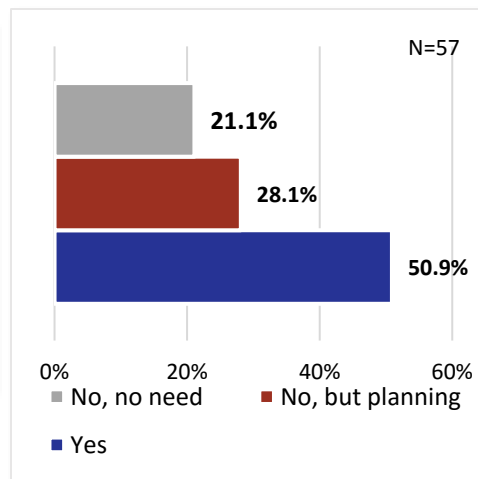


Formalized Contract or Structure



- Charter (4)
- Memorandum of understanding (3)
- By-laws (2)

Additional Written or Unwritten Guidelines

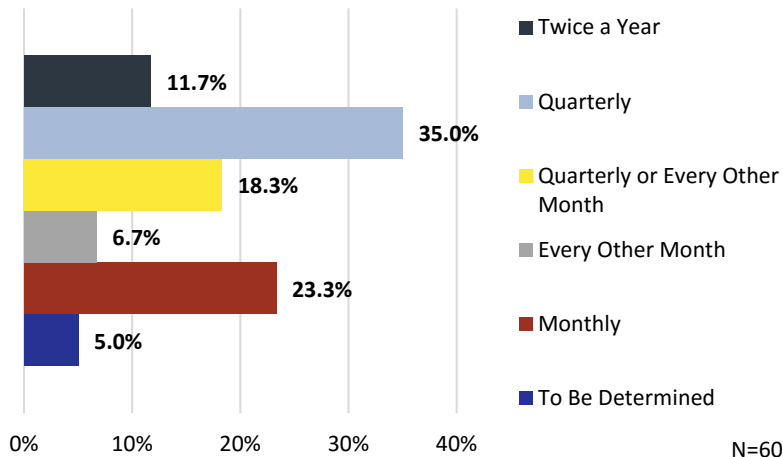


Top Mentioned Guidelines:

- Meeting length and time (11)
- Large business to support partner ratio (10)
- Mission statement (4)
- Participation and attendance (4)
- Serve on committee (3)
- Leadership terms (3)
- Member expectations (3)

PARTNERSHIP ENGAGEMENT

Meeting Frequency



The majority (60.0%) of sector partnerships prefer to meet quarterly or every other month.

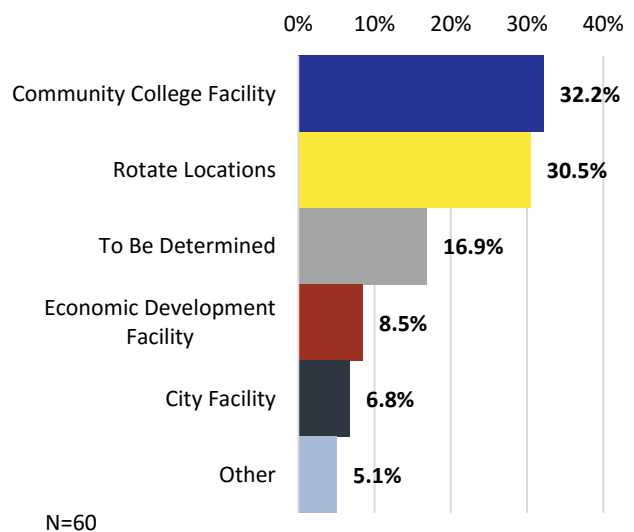
41.7% Operate according to a shared, long-term strategic plan.

40.0% In the process of developing a strategic plan.

Agenda

- ☑ Current Developments & Program Updates (54.2%)
- ☑ Workforce Issues (27.1%)
- ☑ Goal Progress (23.7%)
- ☑ Training Needs (22.0%)
- ☑ Employer Needs (20.3%)
- ☑ Subcommittee Work Time (20.3%)
- ☑ Still Developing Agenda (18.6%)
- ☑ Marketing (15.3%)
- ☑ Guest Speaker (13.6%)
- ☑ Career Exposure in Area Schools (10.2%)
- ☑ Upcoming Events (8.5%)
- ☑ Curriculum Development (6.8%)
- ☑ Best Practices & Success Stories (6.8%)

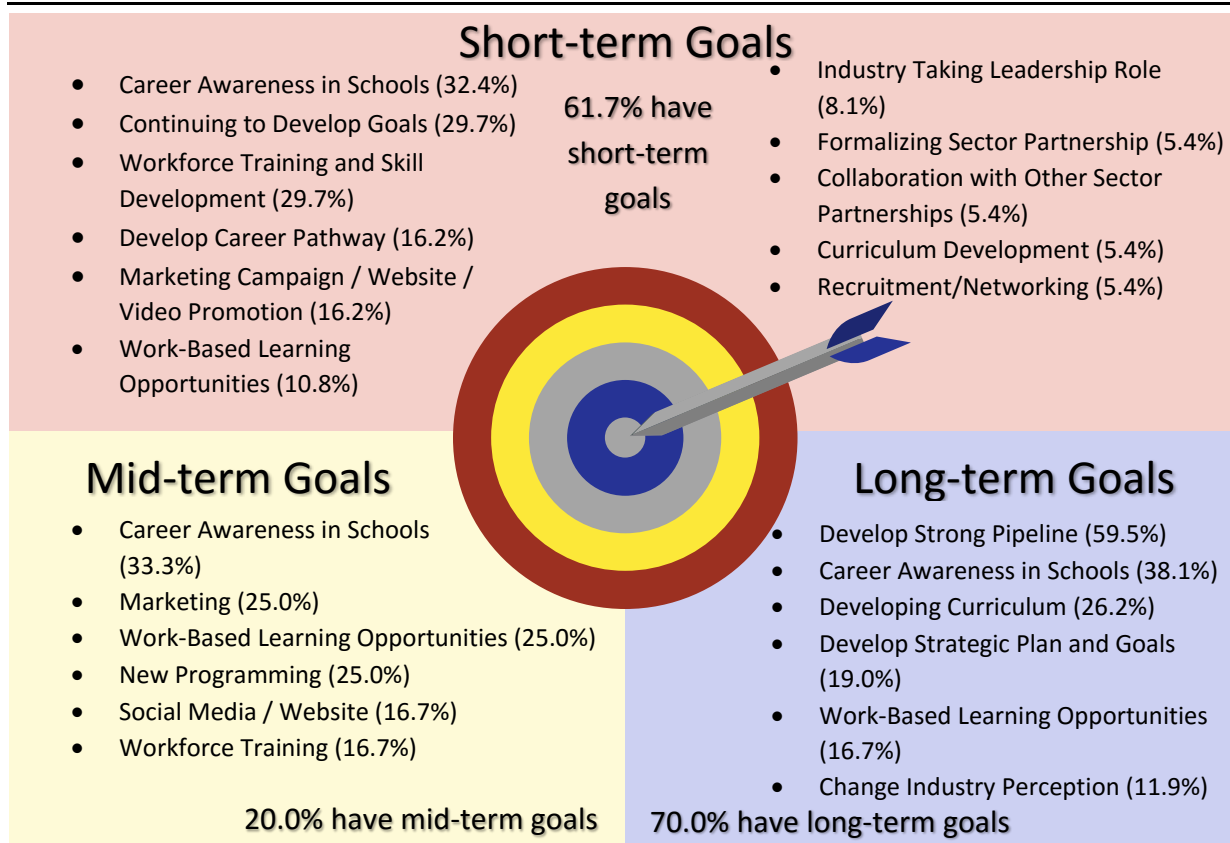
Meeting Location



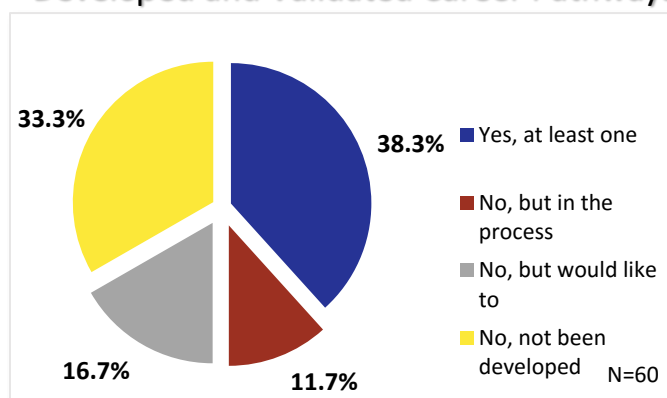
100% Prefer in-person meetings.

5.0% Also prefer conference calls and Skype for meetings.

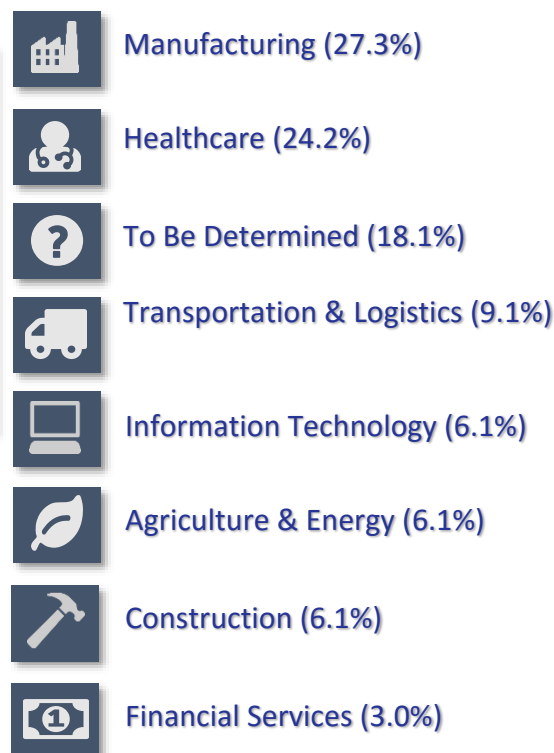
CURRENT WORK AND PROJECTS



Developed and Validated Career Pathways



A **career pathway** consists of structured course sequences which organize rigorous and high-quality education, training, and other services related to a targeted industry cluster to meet the education and skill needs of the region and state, and the particular needs of an individual, all in the context of workforce preparation.



ACCOMPLISHMENTS AND AREAS FOR IMPROVEMENT

Areas Working Well

"Getting the group together and talking about programs has worked well so far. A CDL program was established as a result of the sector partnership, with 150 people successfully completing the program."

"All educational institutions are participating in this sector board, which has been valuable to develop curriculum and improve relationships with area employers."

1. **Programming (37.2%)**
2. **Collaboration (32.6%)**
3. **Actionable Goals (30.2%)**
4. **High School Engagement (18.6%)**
5. **Strong Industry Leadership (16.3%)**
6. **Participation & Engagement (14.0%)**
7. **Subcommittees (9.3%)**
8. **Sharing Information & Success Stories (9.3%)**
9. **Other - Career Pathway, Trained Facilitator, & Membership Increasing (7.0%)**

"The group is nimble and flexible and is controlled by local businesses. Goals are not forced upon the businesses. We have to be flexible and be responsive to business needs so there is focus on specific outcomes."

"Engagement is high and the business partners own the work. There is excitement and many leaders are willing to step up and are open to new ideas."

Areas That Need Improvement

"Consistent involvement from employers – I don't feel most employers are engaged to participate and lead."

"Actual goal setting and formal strategic planning could use improvement."

1. **Participation & Engagement (69.0%)**
2. **Understanding the Value of Sector Partnerships (11.9%)**
3. **Industry Taking Leadership (9.5%)**
4. **Diversity in Careers (7.1%)**
5. **Focus on Goals (7.1%)**
6. **Finding the Right People to Be Involved (7.1%)**
7. **Scheduling (7.1%)**

"There is so much diversity in health care, and the group is looking to find commonalities and be accommodating to differing needs of the industry partners."

"The chair leadership is not as strong and could use training on the workforce system and value of sector boards."

Factors Attributing to These Areas

Understanding **business needs** and **being flexible** are the top factors that attribute to the areas working well. Multiple respondents also cited **participation and engagement** or **strong leadership** as factors.

The top factors driving the areas that need improvement include businesses having **limited time**, a **large number of groups** that have similar goals, struggles in **rural communities** to bring businesses together, and **weak industry leadership**.

SUCCESS

Definition of Success



Goals

Accomplishing goals is the top definition of success, mentioned by 44.1% of sector partnerships



Workforce Needs

Meeting skilled workforce needs (23.7%)



New Group

18.6% are still new groups and are developing their definitions of success



Awareness

Building career awareness in high schools is considered a sign of success by 15.3%



Pipeline

13.6% believe success comes with building a strong pipeline of skilled employees

"One step at a time – Defining barriers and figuring out as a group how to get past them."

"Meeting their skilled workforce needs, increasing job placement for high demand positions, and decreasing worker turnover and keeping more young people in the region."

"We define success as making a positive impact on our industry in our region."



Training

Training the workforce with an increase in employment within the industry (13.6%)



Participation

Participation and engagement of industry partners (8.5%)



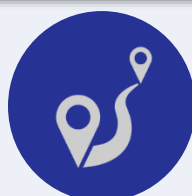
Impact

Having a positive impact on the industry (6.8%)



Collaboration

Building a larger network and collaborating with industry partners (6.8%)



Career Pathway

Developing a career pathway (5.1%)



20 percent of sector partnerships have established common, measurable indicators of success. Some examples include benchmarks, enrollment in programs, number of projects launched, number of tours, and number of goals accomplished.



Success indicators are most often updated yearly, or sometimes twice a year or more frequently depending on the project. Several sector partnerships do not update their success indicators or plan to in the future.



A total of 21 sector partnerships would be interested in receiving assistance to develop success indicators, and 15 others would be interested in knowing what other groups are doing, but believe the success indicators still need to be developed based on member needs.

RESOURCES AND OPPORTUNITIES NEEDED

1

Funding

Maintaining funding for areas of support would help sector partnerships to continue accomplishing goals, including funds for marketing, equipment, initiatives, technology, staff, trained facilitator and meals at meetings.

2

Participation

Increased participation and engagement by industry partners is needed. Ideas would be welcomed on topics to discuss or guest speakers to bring in to make meetings more engaging.

3

Marketing

Assistance with marketing campaigns and brochure development, as well as marketing funds for job opportunities and promotion of sector board successes statewide would be beneficial.

4

Value

Training provided to industry partners on the value of sector partnerships would help them understand the purpose. Assistance at the state level in promoting the value of sector partnerships would also be appreciated.

5

Collaboration

Many sector partnerships would see value in collaboration with similar industry sector boards, comparable to the monthly calls that already occur to connect manufacturing sector partnerships throughout the state.

6

Rules & Regulations

Several sector partnerships emphasized the need for increased work-based learning regulations. Sector partnerships are also concerned state-level rules will be mandated upon them in the future that will negatively impact their local efforts.

7

State Level Resources

State-level resources such as a one-page summary about sector partnerships would be helpful. Federal grant proposals would also help to leverage funds to move ahead. Creating structure and funding available at the state level would help sector partnerships keep moving forward.

8

Facilitator Training

Sector partnerships would like to have assistance with finding a neutral, outside facilitator and have facilitator training headed by the state.

9

State Technical Assistance

Assistance from the state would be appreciated in facilitation or convening of meetings, development of success indicators, and conducting strategic planning.

10

CTE Advisory Boards

It would be helpful for CTE advisory boards to be a part of the sector boards to allow further collaboration between school districts and industry partners.

29

Sector partnerships are lacking representation from business/industry or support partners. The majority of these are new groups that are still recruiting participants. Others would like to see more school districts, rural companies, and smaller industry partners represented.

KEY TAKEAWAYS

Sector Partnership Background

- The majority of sector partnerships were convened by community colleges (67.8%) or economic development organizations (20.3%). Most groups have a designated or trained facilitator (61.0%), while less than half have a designated chair or lead partner (42.0%). Over three-fourths of sector partnerships are currently running, and another nearly 18.3% are in the process of being formed.

Geography and Industry

- The top industries of focus for sector partnerships in Iowa are Manufacturing (40.0%), followed by Information Technology (30.0%) and Health Sciences (28.3%). The majority of sector partnerships (78.0%) focus on career clusters, with the top career cluster categories being Manufacturing, Healthcare, Technology, Transportation & Logistics, and Construction.
- Nearly all (95.0%) sector partnerships are affiliated with secondary/postsecondary organizations, and 77.2% are affiliated or plan to affiliate with industry associations, trade organizations, or unions.

History and Structure

- Most sector partnerships in Iowa (62.1%) were established in 2015 or later. Over half (59.2%) have 11 or more active and engaged industry partners, and just under three-fourths have 1 to 9 active and engaged support partners.
- Only 20.3% of sector partnerships have websites, and some of these are through the general community college website. Some asked if they were going to be required to create one, and asked who would maintain it. Some suggested a statewide website for all sector partnerships.
- Several sector partnerships plan to implement a formal contract or MOU, but only 15.3% currently have done this. Just over half have written or unwritten rules.

Partnership Engagement

- The majority (60.0%) of sector partnerships prefer to meet quarterly or every other month. The top categories placed on the agenda include current developments and program updates, workforce issues, goal progress, training or employer needs, and subcommittee work time. All groups prefer to meet in person, and just under a third of the groups rotate meeting locations.

Current Work and Projects

- Half of the sector partnerships have developed and validated career pathways or are in the process of doing so. The top categories are Manufacturing, Healthcare, and Transportation & Logistics.
- Developing a strong pipeline, building career awareness in schools, and workforce training and skill development are top priority goals identified by Iowa sector partnerships.

Accomplishments and Areas for Improvement

- Sector partnerships report that some of the areas that work well for them include implemented programming, collaboration between industry and support partners, creating actionable goals, and engaging with area secondary and postsecondary organizations. Understanding business needs and being flexible are the top factors that attribute to these areas working well.

- The most often cited area in need of improvement was the challenge of keeping the board engaged. Related to this was the issue of participation and attendance at meetings. Also mentioned was the need for assistance with goal setting, strategic planning, and helping industry partners to understand the value of sector partnerships. The top factors driving needed improvements include businesses having limited time, a large number of groups that have similar goals, struggles in rural communities to bring businesses together, and weak industry leadership.

Success

- Sector partnerships define success as accomplishing goals, meeting skilled workforce needs, building career awareness in high schools, building a strong pipeline of skilled employees, training the workforce with an increase in employment within the industry, participation and engagement of industry partners, having a positive impact on the industry, building a larger network and collaboration, and developing career pathways.
- 12 of the sector partnerships have established common, measurable indicators of success, 21 would be interested in receiving assistance to develop indicators, and 15 others would be interested in knowing what other groups are doing, but believe the success indicators still need to be developed based on member needs.

Resources and Opportunities Needed

- Many suggestions were mentioned when sector partnerships were asked what resources or opportunities are needed:
 1. **Funding:** Funding for externships, meals at meetings, marketing, equipment and initiatives, and more permanent staff would be great. Maintaining funding for areas of support would help the groups to continue accomplishing goals. In addition, groups would appreciate funding to invest in trained facilitators, without the attachments (paperwork, etc.) that usually go with funding.
 2. **Participation:** Increased participation and engagement by industry partners, as well as ideas on who to bring to meetings to make them more engaging would be welcomed.
 3. **Marketing:** Sector boards request marketing for job shadows and internships and help promoting sector board successes statewide.
 4. **Value:** Training provided to industry partners on the value of sector partnerships would help them understand the purpose and importance of the work.
 5. **Collaboration:** Statewide perspectives are helpful to hear experiences of other partnerships, similar to the monthly calls that already occur to connect manufacturing sector partnerships throughout the state.
 6. **Rules & Regulations:** Several groups emphasized the need for increased work-based learning regulations. Sector partnerships are also concerned state-level rules will be mandated upon them in the future that will negatively impact their local efforts.
 7. **State Level Resources:** Resources from the state such as marketing materials or one-pagers about sector partnerships would be helpful. Groups would also appreciate federal grant proposals initiated at the state level to leverage funds for Iowa sector partnerships.
 8. **Facilitator Training:** Groups would like assistance in obtaining neutral, outside facilitators and having training made available to them from the state.
 9. **State Technical Assistance:** Sector partnerships would appreciate assistance from the state with facilitation or convening meetings, as well as development of success indicators and strategic planning.
 10. **CTE Advisory Boards:** It would be helpful for IDOE to look at allowing CTE advisory boards to be a part of the sector board.

SECTOR PARTNERSHIP CONTACTS

Agriculture & Energy

Agriculture Sector Partnership

Convener: Iowa Lakes Community College

Jolene Rogers
19 S 7th St.
Estherville, IA 51334
jrogers@iowalakes.edu
712-362-0431

Facilitator: Jolene Rogers
Iowa Lakes Community College
jrogers@iowalakes.edu
712-362-0431

Agriculture Sector Partnership

Convener: Iowa Valley Community College

Jacque Goodman and Sandy
Supianoski
3702 S Center Street
Marshalltown, IA 50158
Jacque.goodman@iavalley.edu
641-844-5640

Organic and Natural Food

Convener: Iowa City Area Development Group

Tom Banta
136 S. Dubuque St.
Iowa City, IA 52245
tbanta@icadgroup.com
319-354-3939

Facilitator: Iowa City Area Development Group team member TBD

Iowa Energy Workforce Consortium

Convener: Center for Energy Workforce Development

Beth Britt
beth@cewd.org

Energy Sector Board

Convener: Iowa Lakes Community College

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Facilitator: Jolene Rogers
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Business Services

Central Iowa Careers in Financial Services

Convener: Central Iowa Works

Pat Steele
1111 9th St.
Des Moines, IA 50314
pat@centraliowaworks.org
515-243-2130

Facilitator: Pat Steele
Central Iowa Works
pat@centraliowaworks.org
515-243-2130

Financial Service Industry Sector Board

Convener: Kirkwood Community College

Kim Becicka
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Cedar Rapids, Iowa 52404
Kim.becicka@kirkwood.edu
319-398-5525

Facilitator: Judy Stoffel
Kirkwood Community College
Judy.stoffel@kirkwood.edu
319-398-5503

Community Board

Cresco Community Board

Convener: Northeast Iowa Community College

Wendy Mihm-Herold
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Calmar, IA 52132
Mihm-heroldw@nicc.edu
563-562-3263 x221

Facilitator: Wendy Mihm-Herold
Northeast Iowa Community College
Mihm-heroldw@nicc.edu
563-562-3263

Manchester Community Board

Convener: Northeast Iowa Community College

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Clayton County Community Board

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New Hampton Community Board

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ATEK
Mihm-heroldw@nicc.edu
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Oelwein Community Board

Convener: Northeast Iowa Community College

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Facilitator: Wendy Mihm-Herold
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Construction

Construction Sector Partnership

Convener: Iowa Valley Community College District
Jacque Goodman & Sandy Supianoski
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Central Iowa Careers in Construction

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Construction Sector Board

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Facilitator: Wendy Mihm-Herold
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Healthcare

Dubuque Long-Term Care Sector Board

Convener: Northeast Iowa Community College
Wendy Mihm-Herold
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Facilitator: Wendy Mihm-Herold or Sandy Collins
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Mihm-heroldw@nicc.edu
563-562-3263

Central Iowa Careers in Healthcare

Convener: Central Iowa Works
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Facilitator: Pat Steele
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Healthcare Technology

Convener: Iowa City Area Development Group
Tom Banta
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Facilitator: Member TBD
Iowa City Area Development Group

Healthcare Sector Partnership

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Calmar Long-Term Care Sector Board

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Healthcare Industry Sector Board

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Healthcare Collaborative Sector Board

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Healthcare Sector Partnership

Convener: NIACC
Kristy Molencamp/Heather Wright
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Facilitator: Sue Gibbons
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Healthcare Sector Board

Convener: Iowa Western Community College
Mary Warren
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Facilitator: Shalimar Mazetis
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Allied Health Sector Board

Convener: Eastern Iowa Community College
Ellen Kabat Lensch
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Facilitator: Bob Allbee
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Healthcare Sector Board

Convener: Northwest Iowa Community College
Dr. John Hartog
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Information Technology

Information Technology Sector Board

Convener: Eastern Iowa Community College
Ellen Kabat Lensch
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Facilitator: Bob Allbee
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Information Technology Sector Board

Convener: Northeast Iowa Community College

Wendy Mihm-Herold
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Facilitator: Kristin Dietzel
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Information Technology Industry Sector Board

Convener: Kirkwood Community College – Continuing Education

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Information Technology Sector Partnership

Convener: Transitioning to Hawkeye Community College
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Wearable Technology

Convener: Iowa City Area Development Group
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Facilitator: Member TDC
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Information Technology Sector Board

Convener: Iowa Western Community College

Mark Stanley and Marry Warren
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Facilitator: Terry Bailey or Shalimar Mazetis
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IT Industry Partnership

Convener: Des Moines Area Community College

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Facilitator: Karen Stiles and Bill Workman
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Augmented/Virtual Reality

Convener: Iowa City Area Development Group

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Facilitator: Member TBD
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Manufacturing

Advanced Manufacturing Sector Partnership

Convener: Hawkeye Community College
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Advanced Manufacturing Sector Board

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Manufacturing Sector Board

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Advanced Manufacturing Sector Partnership

Convener: Indian Hills Community College & IowaWORKS

Jennifer Erdmann
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Facilitator: Rich Kennedy
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Manufacturing Education Partnership

Convener: Iowa Lakes Corridor Development Corp., Spencer High School, Iowa Lakes Community College

Kiley Miller
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Facilitator: Scott Rettey
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Advanced Manufacturing Sector Board

Convener: Eastern Iowa Community College

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Facilitator: Bob Allbee
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Advanced Manufacturing Sector Partnership

Convener: Union County Economic Development

Wayne Pantini
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Facilitator: Wayne Pantini
Union County Economic Development
641-782-2003

Fairfield Manufacturing Association

Convener: Fairfield Economic Development

Joshua Laraby
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Central Iowa Careers in Advanced Manufacturing

Convener: Central Iowa Works
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Manufacturing Sector Board

Convener: Iowa Lakes Corridor –
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Northwest Iowa Metals Manufacturing Sector Board

Convener: Rosenboom
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Manufacturing Sector Partnership

Convener: Southeast Regional Planning Commission
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Southwest Iowa Advanced Manufacturing Sector Board

Convener: Iowa Western Community College
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Advanced Manufacturing Sector Partnership

Convener: Iowa Valley Community College District
Jacque Goodman & Sandy Supianoski
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Advanced Manufacturing Sector Partnership

Convener: Ames Economic Development Commission
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Facilitator: Brenda Dryer
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Advanced Manufacturing

Convener: North Iowa Area Community College
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Mason City, IA 50401
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Facilitator: Sue Gibbons
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Industry Technology Advisory Board

Convener: Clarke County Development Corp.
William Trickey
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Osceola, IA 50213
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Transportation & Logistics

Transportation/Logistics Sector Board

Convener: Eastern Iowa Community College
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Facilitator: Bob Allbee
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Automated Vehicles

Convener: Iowa City Area Development Group
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Transportation CDL Sector Board

Convener: Northeast Iowa Community College
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Transportation & Logistics Sector Board

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Central Iowa Careers in Transportation, Distribution & Logistics

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Des Moines, IA 50314

Other

Education Assessment & Technology

Convener: Iowa City Area Development Group
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Inventory of Sector Partnerships in Iowa

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