



DAVID CHILDERS
Chair Nominee

EILEEN BOERGER

JOSH BRATT

MIKE DONNELLY

DON HENDRICKSON

SOUNDHARYA
NAGASUBRAMANIAN

BECKY PAPE

MATT SMITS

CHERYL STEWART

Oregon Talent Council

November 12, 2015
8:00am-12:00pm

Clackamas Community College
Wilsonville Training Center Room 210
29353 SW Town Center Loop East
Wilsonville, OR 97070

Dial-in: 888-204-5984; Access Code: 3799438

AGENDA rev 11/6/15

*Persons wishing to testify during the public comment period should sign up at the meeting.
Times are approximate and order of agenda may change.*

| | | | | |
|--|--------------|------------|---|---|
| | 8:00 | 1.0 | Call to Order | Lisa Nisenfeld |
| LISA NISENFELD <i>Director, Employment Department</i> | 8:05 | 2.0 | Council Business Chair Election Approval of Bylaws | Lisa Nisenfeld |
| <i>Staff:</i> MARCIA FISCHER MICHELE VITALI | 8:10 | 3.0 | Welcome from the Governor's Office | Elana Pirtle-Guiney |
| | 8:20 | 4.0 | Chair's Remarks | Council Chair |
| | 8:30 | 5.0 | Oregon Talent Plan | Pat Scruggs & Beth Fitz Gibbon |
| | 9:30 | | BREAK | |
| | 9:45 | 6.0 | Proposed Grant Process | All |
| | 11:15 | 7.0 | Operational Items | Marcia Fischer |
| | 11:45 | 8.0 | Public Comment | |
| | 12:00 | 9.0 | Adjourn | |

Oregon Talent Council Organizational Meeting Minutes

September 1, 2015 12-3pm

Chemeketa Center for Business and Industry, 626 High Street NE, Salem 97301

Nominees Present:

Eileen Boerger, Josh Bratt, David Childers, Mike Donnelly, Don Hendrickson, Soundharya Nagasubramanian, Becky Pape and Cheryl Stewart (by phone)

Nominees Absent:

Brian Carter, Matt Smits

Employment Department

Lisa Nisenfeld, Marcia Fischer, Shalee Hodgson, Michele Vitali

Guests:

Pat Scruggs, Dan Dorsa, Nate Stice, Bob Miller, Jim Hook, Kyle Ritchey-Knoll, Eric Meslow, Mark Lewis, Andrea Fogue, Scott Prah, Kara McFall, Bob Harder, Kate Marx, Joyce Coleman, Beth Cooke, David Olson, Dieterich Steinmetz, Jim Lundy, Jordana Barclay, Karen Litman, Justin Rainey and others by phone.

Meeting called to order at 12:30pm

Employment Director Lisa Nisenfeld called the meeting to order and welcomed the group of Talent Council nominees with a round of introductions. She recognized the work of former ETIC (Engineering and Technology Industry Council) Chair Eric Meslow, former ETIC Executive Director Laura McKinney, Representatives Tobias Read and Mark Johnson as co-sponsors, and the many industry associations and champions from industry that were part of the group effort to drive the founding legislation, House Bill 2728, which was effective July 15, 2015.

The Council nominees include the following initial industry representatives:

- Advanced Manufacturing** **Mike Donnelly**, Care Stream, White City
Don Hendrickson, Boeing, Gresham
- Bioscience** **Soundharya Nagasubramanian**, Welch Allyn, Beaverton
Matt Smits, Micro Systems Engineering, Lake Oswego
- Energy** **Josh Bratt**, OESTRA and Morgan Stanley, Portland
Brian Carter, Bonneville Power Administration, Portland
- Healthcare** **Becky Pape**, Good Samaritan Regional Medical Center, Corvallis
Cheryl Stewart, Bend Memorial Clinic, Bend
- High Tech** **Eileen Boerger**, CorSource Technology, Portland
David Childers

Council Overview

David Childers, Chair nominee, provided an overview of the Council. He noted that this is an organizational meeting only, as we wait for the formal appointment process to be completed. The Council is on a tight timeline yet decision making authority is not yet in place.

The Council nominees, by design, include 5 different industries with a lot of diversity. Pat Scruggs has been hired as contractor via RFP to develop the Oregon Talent Plan, which as stated in the legislation, will guide the council. The legislation allows membership of 7 to 21 members, and we will flesh out the rest of the membership over time. David presented the following slide stating our objectives.

1. Advise and be a resource for agencies and educational institutions on issues of talent development.

Align work through agreements with state agencies and boards interested in talent development.
Promote the growth and competitiveness of Oregon's traded sector and high growth companies.

2. Develop and share the Oregon Talent Plan.

Living document, to be updated regularly
Must include action recommendations to the OWIB, STEM IC and HECC

3. Make co-investments via the Oregon Talent Council Fund.

\$5.5M to invest in 2015-2017
Leverage strategic "co-investments" in education and training
Outcomes per the legislation

David noted that this group appreciates all of the work that ETIC did to pave the way as an industry council. This Council will be about industry influence and input, along with contributions from our peers. Over the next weeks, we hope to convene some advisory sessions, and gather important feedback from industry. There is a lot of work to do procedurally and we are a new council starting fresh.

David explained that while ETIC was created for the high-tech sector, OTC is open to any sector. The Council has received state funds of \$6.1 million, but is not restricted to coordinate and raise additional non-state funds. There is a good opportunity to create more public/private partnerships.

David presented the following draft Mission, Vision and Values statement:

Mission Statement

To make Oregonians the first and best choice of Oregon employers

Vision

The OTC will be a catalyst for:

- Oregon economic growth and development
- Targeting the most critical talent needs of high impact, high growth industries in a strategic and focused fashion
- Fostering industry-education-workforce partnerships to develop a highly skilled and competitive workforce
- Connecting talent to regional and state economic growth opportunities

Values

- The Oregon Talent Council is an agent of change.
- Our efforts advance the relationship between industry, education and workforce to provide a sustainable flow of Oregon graduates and workers to fill Oregon jobs. We value every student and seek to ensure everyone can fulfill their potential.
- We strive for efficiency, effectiveness, and meaningful results across our work. We continually seek to improve our processes and increase our impact. We are fair with colleagues, partners, and those we serve, building relationships of trust.
- We recognize and acknowledge Oregon's strength comes from the diversity of our rural and urban communities, and by fostering their active engagement we learn from their experience.

The group brainstormed overall goals for this Council, which included themes such as collaboration, excellence, partnership, agility, becoming part of the fabric of the state and making Oregon a state of choice.

Oregon Talent Plan

David introduced Pat Scruggs, along with Beth Fitz Gibbon who joined today by phone, who has been contracted to develop the Oregon Talent Plan for the Council. There is a short amount of time to develop the plan. Pat informed the group that much of the work had been completed; it just needs to be compiled. The purpose of the plan is to provide independent industry-based talent data to guide the work of the Council and inform its partners. It will be a living document, and used to help prioritize the investments and recommendations of the Council. Additionally, the Plan will be promoted and shared with state and regional partners.

Don Hendrickson asked how this will be difference from what the Employment Department is already doing. Pat explained that their analysis overlays the industry trends and nuances with the occupational data, and the focus of the Plan is on high wage, high growth jobs. Top level information will be synthesized by October 1.

Strategy Discussion

The Council engaged in a strategy discussion and discussed general concepts around leveraging the Talent Plan, informing with industry knowledge, defining the problems, and identifying all pieces of the equation.

Legislative Overview

Representative Tobias Read joined the meeting by phone to provide a legislative overview to the group. He explained the Council's mission will require a coordinated and deliberate approach that will meet the needs of both new graduates and the existing workforce and cover the entire state. Leveraging other agencies and stakeholders will be important, as will prioritization of the Council's investments. This will allow the legislature to have confidence. It is expected that the Council's efforts will be a multi-layer effort across many partners.

Operational Items

Marcia Fischer, Council Manager, presented the nominees with some operational items. Because the Council membership is not yet official, with their consensus, a nomination for David Childers as Chair will be brought to the next meeting for formal ratification. Additionally, as the Council operates within the Employment Department, draft bylaws are presented today, and with consensus of the group, will be

forwarded to the Department of Justice for review and brought back to the Council for future consent agenda. Everyone agreed that makes sense.

Marcia also presented a tentative timeline for the quarter, covering the areas of operations, talent plan, grants and partner development.

| Activity | SEP 2015 | OCT 2015 | NOV 2015 | DEC 2015 |
|--------------------------------|------------------------------------|---|---|----------------------|
| Council Operations | Organizational Meeting | Information and Workgroup Meetings | Quarterly Meeting | |
| Talent Plan | Data/Research | Draft Plan October 1st Vet with Industry Focus Groups/Surveys | Final Plan Due Nov 15th | |
| Grants | RFP Development | | RFP Release Early November | Award Determinations |
| Partnership Development | Advisor/Ex Officio Member Meetings | | Talent Plan Review/Strategy Engagement MOU Development | |

Marcia added that the investments will be guided by the Talent Plan, directed by the Council and must achieve results in this first biennium.

David added that this is a new council, and the legislation is very clear that we need to treat ourselves as an inaugural unit. He also admonished the Council there are many procedural things we need to establish. We have the responsibility to be good stewards of moving efforts forward while under a tight timeline. We also want to be able to go back to the legislature with demonstrated results.

Josh Bratt asked about the status of RFPs that were requested under ETIC. David responded that we recognize that ETIC left a legacy of information for us to utilize, but new RFPs will be issued under this agency and the prior proposals must conform to the new guidelines. We are governed by new legislation and guided by the Talent Plan. It will be up to the OTC to determine the RFP objectives.

Committees and Workgroups

David informed the group that once we are official, several standing and temporary committees and workgroups will need to be formed, and will be heavily supported by staff.

Public Comment

1. Jim Hook, Associate Dean with the Maseeh College of Engineering and Computer Science at Portland State University presented his written testimony to the council nominees, which is linked to the meeting materials at oregontalentcouncil.org.
2. Eric Meslow, CEO of Timbercon, STEM Investment Council member and former Chair of ETIC shared a few verbal comments with the nominees. He noted that serving on ETIC was rewarding and this group has the ability to make an impact. He hopes nothing is lost in the transition, as there were some level of expectation in ETIC's proposal process that they may be received by this council and that those university contributions are still valuable.

The meeting adjourned at 2:50pm.

OREGON TALENT COUNCIL

BYLAWS

Dated November 12, 2015

ARTICLE I -- NAME, ROLE AND SERVICE AREA

Section 1. *Name and Organizing Authority*

The name of the organization shall be the Oregon Talent Council (OTC or Council). The OTC is organized under 2015 Oregon Laws, Chapter 682 (the Act).

Section 2. *Objectives*

- A. The OTC shall perform the duties required of it under the Act.
- B. The duties and roles of the OTC include:
 - 1. Providing industry-based information on critical occupations and skills that are essential for Oregon's competitiveness.
 - 2. Acting as a sounding board and advisor to state agencies and education and workforce organizations on matters of aligning degree and non-degree programs with industry needs.
 - 3. Making strategic co-investments in education and training programs or systems that address critical occupations.

These duties and roles will be further specified by written agreements with the Higher Education Coordinating Commission, the STEM Investment Council, state and local workforce boards, the Oregon Business Development Commission and the Oregon Employment Department.

- C. The OTC shall develop a Talent Development Plan (Plan), as required under the Act. The Plan shall be updated each biennium along with the Council's recommendations, and the Council shall report to the Governor and Legislature each year regarding the Plan.

Section 3. *Area Served*

The area to be served by the OTC shall be the State of Oregon and the labor markets contained therein.

Section 4. *Council Address*

The OTC operates under the auspices of the Oregon Employment Department. The official location and mailing address is: Oregon Talent Council, 7995 SW Mohawk Street, Tualatin, Oregon 97062.

ARTICLE II -- MEMBERSHIP

Section 1. *Voting Members*

The OTC shall be comprised of no fewer than seven (7) and no more than twenty-one (21) members appointed in writing by the Director of the Oregon Employment Department (Director) in consultation with the Governor's office.

- A. A majority of voting members shall be senior executives of traded sector and high growth companies operating in Oregon.
- B. Up to one-quarter of voting members may be from other types of entities, including industry associations or professional organizations.
- C. To the extent possible, voting members shall include representatives from various geographic regions in Oregon, targeted industry sectors and company size.

Section 2. *Non-voting Members and Advisory Committees*

- A. The OTC may appoint one non-voting ex-officio member from each of the following: the Higher Education Coordinating Commission, the STEM Investment Council, the Oregon Workforce Investment Board, Business Oregon and the Employment Department.
- B. The OTC may form an advisory committee of representatives from industry and organizations that provide education and workforce development services in Oregon. The purpose of this advisory committee will be to provide recommendations and guidance to the OTC on matters regarding the implementation of the education and training priorities and recommendations of the OTC. The advisory committee may include representatives from Oregon's public universities, community colleges, private colleges and universities, workforce development boards or organizations, and organizations providing apprenticeships or related work-based education.
- C. The OTC may also form other committees and delegate such duties to those committees as the Council decides are appropriate.

Section 3. *Membership Appointment Terms*

Appointment terms for all members of the OTC shall be two years. Appointments may be renewed twice for up to six years total.

Section 4. *Attendance by Voting Members*

Regular attendance at meetings is expected of each voting member. A member shall notify the Chair or OTC staff at least 24 hours in advance of a meeting if the member is unable to attend. In an emergency, the member shall contact the Chair or staff as soon as is reasonably possible.

Section 5. *Resignation or Removal from Membership*

- A. Members who change employment, change their role at their current place of employment or leave Oregon may be asked to resign by the Director. The Director may appoint a person to fill out the remainder of the member's term according to the provisions of this Article.
- B. A member's seat may be declared vacant due to lack of attendance. A member may be removed following the lack of attendance at three successive scheduled meetings of the OTC.

ARTICLE III -- OFFICERS

Section 1. *Officers*

The Officers of the OTC shall be the Chair and the Vice Chair(s). The Chair, or the Vice Chair per the Chair's request, shall preside at all meetings of the OTC.

Section 2. *Terms of Office*

The Chair and Vice Chair(s) may serve in their roles for no longer than four (4) years.

Section 3. *Election of Officers*

The Chair and Vice-chair shall be selected by a majority vote of the OTC from among the Council's private sector members.

Section 4. *Resignation of Officers*

Resignations of the Chair or Vice Chair(s) must be made in writing to the Director. Election of a successor shall follow provisions of this Article.

ARTICLE IV -- MEETING PROCEDURES, VOTING RIGHTS AND QUORUM

Section 1. *Meeting Procedures*

- A. The OTC shall hold regular meetings at least four times per fiscal year at a place, day and time determined by the Chair.
- B. The Chair may from time to time request a special or emergency meeting. Special meetings may also be requested by a written request submitted by a majority of the voting members of the Council. The provisions of this Article shall govern the conduct of these meetings.
- C. OTC members may attend and participate in meetings in person, or by phone or video conference.
- D. Notice of all regular meetings of the OTC shall be provided, and all meetings shall be held, in accordance with Oregon's Public Meetings Law, ORS 192.610 to 192.690. Meeting notices shall be emailed to each member of the OTC.

Section 2. *Voting Rights*

- A. Each voting member of the OTC, who is physically present or attending by video or phone conference, may cast a single vote on any items being deliberated.
- B. Proxy and absentee voting is not permitted.

Section 3. *Conflicts of Interest*

- A. All OTC members and committee members are subject to the provisions of Oregon Revised Statutes (ORS) chapter 244 and Employment Department policies regarding conflicts of interest. OTC staff shall provide written copies of these provisions to all members.

- B. OTC members and committee members shall notify OTC staff in writing of actual or potential conflicts of interest that may arise. Members shall state for the record any conflict of interest during OTC meetings and refrain from discussion and voting on any matter on which the member has a conflict of interest.

Section 4. *Quorum*

- A. To transact business at an OTC meeting, a quorum of voting members must be in attendance. A simple majority of the voting members of the OTC constitutes a quorum.
- B. Members may attend meetings in person or by video or phone conference.

ARTICLE V -- OVERSIGHT OF OREGON TALENT COUNCIL FUND

Section 1. *Authority*

The OTC shall have authority to make decisions on the use of the funds allocated to it by the Employment Department from the Oregon Talent Council Fund, as described in the Act.

Section 2. *Criteria for Investment Allocations*

The OTC shall develop written criteria to guide its investments. The Council will consider the findings and recommendations in the Oregon Talent Plan in developing its investment criteria.

Section 3. *Administration of Funds*

Processes related to the Council's Requests for Proposal (RFP), disbursement of funds and other related activities shall follow operating and procurement policies of the Employment Department. The Council's investment recommendations shall be reviewed and approved by the Director prior to release of funds. The OTC shall prepare an annual report regarding its use of funds and other activities for the Director, as required by the Act.

ARTICLE VI-- COMMITTEES

- A. The OTC may establish one or more committees to exercise duties delegated by the Council. The creation of a committee must be approved by a majority of the OTC voting members. The OTC shall have the power at any time to change the number of committee members, and change the functions of or terminate the existence of a committee.
- B. All committee members shall be appointed by the Chair. The Chair may appoint members of the OTC and other interested persons to serve on committees. All OTC committees shall include at least two OTC voting member. All work or recommendations by committees will be subject to approval by the OTC.

ARTICLE VII -- GENERAL PROVISIONS

Section 1. *Council Operations*

The OTC shall operate within applicable state and federal laws.

Section 2. *Participation in Meetings*

Participation in meetings shall be limited to OTC voting and non-voting ex-officio members, staff working with the OTC except that:

- 1) Non-members may present regularly scheduled agenda items that call for reports or participation by non-members.
- 2) At the discretion of the Chair, non-members may offer comments or otherwise participate if relevant to material to the matter under consideration before the OTC.

Section 3. *Action Items*

The OTC shall assure to the extent possible that action items before the Council have been discussed fully and openly prior to taking action. The OTC may postpone any action on any particular item as it deems necessary.

Section 4. *Staffing*

Staff for the OTC shall be employees of the Employment Department. Staff shall work on implementation of the policies, goals and activities of the OTC and shall make regular reports to the OTC regarding implementation. OTC staff shall also be responsible for preparing and distributing meeting agendas and materials in keeping with these bylaws.

ARTICLE VIII -- BYLAW CHANGES

These bylaws may be amended, repealed, or new bylaws may be enacted, by an affirmative majority vote of the OTC.

Approved on _____ by the Oregon Talent Council.

Oregon Talent Council

DRAFT FOR APPROVAL

MISSION

To make Oregonians the first and best choice of Oregon Employers

VISION

The Oregon Talent Council will:

- Be a strong convener, catalyst and connector with workforce, education, industry and government advocating for Oregon Jobs
- Target the most critical talent needs of high impact, high growth industries in a strategic and focused fashion
- Connect talent to regional and state economic growth opportunities
- Support the growth and competitiveness of Oregon's traded sector and high growth companies

COUNCIL ROLE

- **Unite** industry, education, workforce and government partners around shared aspirations addressing professional and technical talent needs, around higher skilled jobs.
- **Transform** and reshape education and training models and outcomes with strategic partners
- **Catalyze** co-investments that serve as a talent laboratory, leading by example with agile, cost-effective, scalable ways to deliver talent

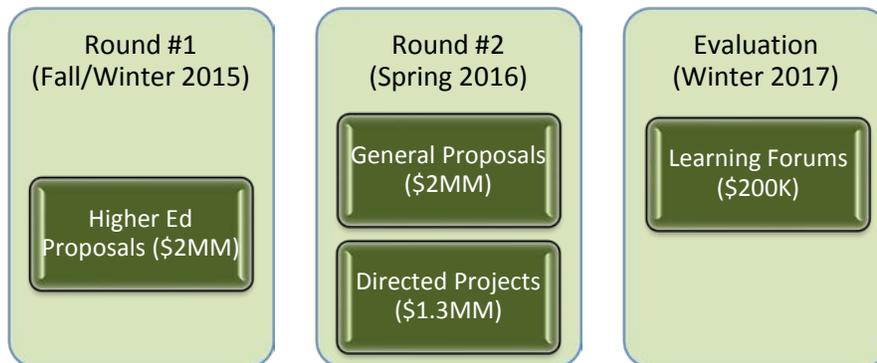
DESIRED OUTCOMES

- Graduates and completers of education and training programs in Oregon have strong, employable skills and experience.
- Incumbent workers in Oregon have greater access to cost-effective, just-in-time training and skills development.
- Oregon industry is able to more easily access the talent they require for core operations and growth.

Oregon Talent Council

RECOMMENDED 2015-2017 INVESTMENT FRAMEWORK

The proposed 2015-2017 investment framework for the Talent Council consists of two funding rounds and a small amount of funds set aside for evaluation and process improvement.



A total of \$4 MM to be allocated in two rounds through a competitive proposal process.

- **Round #1:** Solicitation of proposals from public universities and community colleges.
- **Round #2:** Solicitation of proposals from a broader array of proposers including private higher education institutions, workforce boards, and others.

Approximately \$1.3 MM to be allocated for a limited number of **directed or opportunity projects** that demonstrate models for possible future investments or respond to a high priority need.

Approximately \$200,000 to be invested to **evaluate and learn** from initial investments through learning forums to inform the Council's future investment strategy.

Recommended Guiding Principles for Investments

For Oregon to be known as the state with on-demand talent, it will require programs that:

- Provide a Competitive Product
- Have High Value and ROI
- Enhance Customer Usability

Proposals submitted to the OTC shall align with the following Guiding Principles:

1. **Industry Engagement:** The level of collaboration and commitment from industry, and the ability of industry to easily access programs and find qualified talent. Proposals shall:

- Show **co-investment** of resources by industry
 - Be customer-defined and based on industry needs for high demand and mission critical occupations and skills described in the Oregon Talent Plan
 - Demonstrate engagement of industry, especially small and medium size businesses, and how completers of programs will be connected to employment opportunities.
- 2. Cost-effectiveness and Agility:** The ability to demonstrate value through cost-effectiveness, scalability, and industry responsiveness. Proposals shall:
- Include elements that clearly demonstrate flexibility, the use of low-cost delivery modalities, shared content; work-based or competency-based models etc.
 - Be collaborative in nature, for example leveraging existing curricula, delivery infrastructure, and/or facilities; or sharing newly developed content or infrastructure across educational institutions and between industry and education.
- 3. Reach and Diversity:** The ability to serve a diverse populations, businesses and/or regions across the state. Proposals shall:
- Demonstrate the inclusion of populations in terms of gender and ethnic origin or geographic diversity, depending on the need of the program.
- 4. Sustainability:** The ability for a program to continue. Proposals shall:
- Demonstrate measurable investment by the proposal sponsor and other collaborators.
 - Show how the project will be sustained after OTC seed funding is depleted.

For proposals addressing emerging workers/new graduates all proposals shall address:

- 5. Contextual Content:** The provision of applied skills and work experience alongside technical aptitude. Proposals shall:
- Demonstrate the development of applied skills (e.g. project management, cost-benefit analysis, diagnostic thinking, problem-solving, etc.) and provide industry exposure or work experience that builds contextual knowledge.

Recommended Proposal Evaluation and Metrics

Proposals must describe how they will measure results and provide information on how their efforts will be evaluated in order to continuously enhance their effort and share their lessons with others. Proposals shall include suggested metrics for:

- **Capacity:** How many students or workers will access and complete the program due to the investment, and any sustained capacity after the OTC investment (if the proposed project is an expansion, then the number served is the incremental capacity, not the total capacity)

- **Investment Leverage:** How investments from the sponsoring organizations, industry and other collaborators will be measured over and above in-kind contribution of time.
- **Customer satisfaction** for industry engagement and students/workers.
- **Program Impact and Effectiveness** At least one measure that indicates the value of the program and its positive impact on the graduate/completer. Examples may include job placement of graduates/completers, wage increase, the increase in the percent of graduates with industry work experience, etc.
- **ROI:** One measure that illustrates the return on public investment.

The Oregon Talent Council will not co-invest in:

- Proprietary or one-time projects
- Research projects
- Sustaining or basic operations

Recommended Proposal Evaluation Process

- Proposals received will be reviewed and evaluated by industry review teams. These teams will score proposals and make recommendations for awards.
- Scored proposals will be forwarded to the OTC Grant Oversight Committee to synthesize requests into a single set of recommendations for the Council.
- The Council will provide final approval.

