



Oregon

Tina Kotek, Governor

Higher Education Coordinating Commission

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FUTURE READY OREGON MANUFACTURING INDUSTRY CONSORTIUM

Quarterly Meeting

March 20th, 2024

12:00pm-3:30pm

Portland Community College

Portland Community College Willow Creek Opportunity Center
241 SW Edgeway Drive, Hillsboro 97006

Members Present: Ed Feser (Chair), Jonath Colon (Chair), Mariah Robbins (Chair), Abigail Lewis, Amanda Sullivan-Astor, Anna Browne (virtual), April Cox, Benton Strong, Carly Petrovic, Claudia Rizo, Craig Campbell, Dan Findley, Dave Dillon, David Eveland, Dr. Kristin Lima, Erik Andersson, Heather DeSart, John Worst, Kathy Bishop, Kim Parker Llerenas, Kristi Wilson, Kyle Ritchey-Noll, Sage Learn, Steve Johnson, Travis Reiman, *alt.* Daniel Haxton (attending on behalf of Jared Revay), *alt.* Gustavo Gutierrez (attending on behalf of Trinh Le), *alt.* Jeff Hampton (attending on behalf of Arthur Chaput), *alt.* Joel Sebastian (attending on behalf of Adam Whalen), *alt.* Tina Guldberg (attending on behalf of Anshuman Razdan)

Members Excused: Scott Bruun (Chair), Adam Whalen, Alicia Chapman, Anshuman Razdan, Arthur Chaput, Brandon Bryant, Catherine Rogge, Dr. Rachel Pokrandt, Gail Krumenauer, Josie Majuri, Jenny Laney, Jared Revay, Ken Madden, Sarah Means, Trinh Le

Guests and Presenters Present: Paul Sheldon (Guest), Julie Puris (Guest)

Staff Present: Jennifer Purcell, Carrie Weikel-Delaplane, Turner Odell, Kerry Thomas, Julia Steinberger, Laura Eidam, Katrina Machorro, Ronan Fitzsimons-Brey, Emily Zuber, Amy Cox (virtual)

Arrival, Lunch & Networking

Welcome, Introductions, & Agenda Overview

Carrie Weikel-Delaplane opened the meeting at 12:31pm and provided opening remarks.

Consortium members introduced themselves.

The Manufacturing Industry Consortium Executive Leadership team introduced themselves and provided welcoming remarks.

Public Comment

Logan Garner from Northwest Oregon Works introduced himself and provided public comment. He expressed appreciation to the Consortium for

Staff:

Carrie Weikel-Delaplane
Jennifer Purcell
Ronan FitzSimons-Brey
Emily Zuber

their work in addressing workforce needs and combating the negative stereotypes associated with the manufacturing industry.

Consent Agenda –

ACTION ITEM: Approve January 31st, 2024 meeting minutes.

Dave Dillon motioned to approve the minutes with amendment to move Kyle Ritchey-Noll from an excused member to present.

Approved unanimously.

Consortium Governance: Decision Making Approach

Carrie Weikel-Delaplane provided an overview of the agenda and introduced Turner Odell to begin a presentation on a proposed decision-making and accountability approach for the Consortium to consider. Highlights included:

- The recognition that the Consortium has been brought together to address critical manufacturing workforce issues across the state of Oregon.
- The goal of the proposed decision-making approach is to advance decisions by consensus, specifically by using tools that allow for members to provide feedback, offer suggestions, and voice concerns to meet all member interests.
- The recognition that if the executive leadership team concludes that consensus is not possible, consortium decision making would default to a majority vote.

Turner Odell provided instructions on the consensus building activity the Consortium would use to advance the group's Workforce Ready Grant Funding Recommendations and suggested the Consortium use this process to affirm consensus as their decision-making framework going forward. Highlights of the presentation and instructions included:

- Each member can hold up one of three cards provided in advance: green, yellow, and red.
- A green card would indicate that the member agrees with or supports the proposal.
- A yellow card would indicate the member has concerns with specific portions of the proposal but does not oppose the proposal as a whole.
- A red card would indicate a member has serious concerns with major portions of the proposal and would oppose it in its entirety.
- Individuals who select a yellow or red card must explain their concerns and offer a constructive alternative.

Discussion:

- A yellow card was raised, recommending super majority to seek consensus and inquiring what defines a "good faith" effort.

- A yellow card was raised, suggesting consensus be further defined to include Consortium members present in the room.
- A yellow card was raised, inquiring as to whether alternate members can participate in the consensus building activity or if it is limited to voting members only. Carrie Weikel-Delaplane responded that alternates are encouraged to participate in the consensus building activity but may only vote on the Consortium member's behalf if the voting member is absent.
- A yellow card was raised, inquiring how to capture members voicing consent to a majority vote that may not reflect said member's preferred outcome. Turner Odell responded that Consortium members can raise a yellow card and state their concerns with the proposal.
- A yellow card was raised, recommending that written materials on the proposal process be shared in advance, before the Consortium makes a consensus-based decision.
- A question inquiring if the consensus building activity operates using Robert's Rules of Order, to which Turner Odell responded that it does not.

Turner Odell repeated suggested modifications to the consensus building activity, including language that consensus is derived from the super majority of Consortium members present in the room or attending virtually.

Discussion:

- A recommendation to incorporate unanimous consent into the consensus building activity.
- A suggestion to follow operational definitions of majority, super majority, and consensus instead of generally assumed definitions.
- Consortium members further discussed written materials on the proposal process.
- An inquiry on whether the Healthcare Industry Consortium used this consensus building activity, to which Turner Odell replied that the Healthcare Industry Consortium used this activity with a few modifications. He further specified that the Technology Industry Consortium did not propose any modifications for this activity.
- A follow-up comment on the funding recommendations process.
- A clarifying comment that ELT stands for the Executive Leadership Team.
- Consortium members further discussed the language around what constitutes a "good faith" effort. It was determined that the definition is up to the Executive Leadership Team to decide.
- An inquiry on how virtual members will be participating, to which Jennifer Purcell responded that online votes will be captured for the record on Zoom.
- Consortium members further discussed rules and definitions regarding super majority and the voting process.
- A comment for the HECC to provide clear notes to ensure Consortium members felt that their opinions were considered.

Advancing our Short-Term Objectives: Workforce Ready Grant Funding Criteria Recommendations

Carrie Weikel-Delaplane introduced Kristi Wilson and Jonath Colon, representing the Consortium's Funding Workgroup, to provide a presentation on the workgroup's Workforce Ready Grant Funding Priority Recommendations for the Consortium's consideration, including process, criteria, and additional considerations. Highlights included:

- An overview of the Funding Workgroup membership.
- An overview of the process that occurred throughout February 2024 in which the Funding Workgroup formulated their recommendations.
- A description of the guiding principles the Funding Workgroup utilized in formulating their recommendations. These guiding principles were informed by the Manufacturing Industry Consortium, including:
 - A focus on transferrable and high-demand manufacturing skills.
 - Creating pathways for priority populations to access education and training programs.
 - Incorporation of training on essential employability skills and outreach to K-12.
 - Support for small and medium manufacturers or rural manufacturers engaging in regionally relevant training and upskilling opportunities.
 - A consideration of upskilling as a key strategy for retention of priority populations.
 - A consideration for projects that address documented regional workforce demand, strong partnerships with industry, and a plan for project sustainability.
- A summary of the Workforce Ready Grant Funding Priority Recommendations for the Consortium to consider.

Discussion:

- Consortium members discussed how to define manufacturing, to which Carrie Weikel-Delaplane commented that the HECC broadened the term to be more accessible to all kinds of manufacturing.
- A clarifying question confirming that these criteria are a recommendation that will be provided to the HECC to consider when developing the Manufacturing Workforce Ready Grant criteria.
- An inquiry on what "regionally relevant" means in the context of manufacturing. Jennifer Purcell clarified that the Consortium could decide if they would like to provide a definition as additional criteria.
- A comment highlighting K-12 as one of the most significant areas in helping close the prosperity gap.
- A comment emphasizing the importance of projects from organizations with a firm connection with industry partners and a high regional engagement with the community.

- A clarifying question regarding populations included in earn-and-learn opportunities. Jennifer Purcell explained that Future Ready Oregon prioritizes participation by individuals who identify with Priority Populations defined in Senate Bill 1545 (2022).
- A recommendation to include scholarships in the definition of earn-and-learn training opportunities to incentivize participants earning college credits.
- A comment surrounding the definition of sustainability within the context of funding criteria.
- Consortium members discussed what educational organizations or institutions would be eligible to receive funding in this Request for Applications (RFA). Jennifer Purcell explained that eligible applicants include Community-Based Organizations and Workforce Service Providers as defined in Senate Bill 1545 (Future Ready Oregon, 2022), which includes organizations facilitating K-12 or community college programs.
- A clarifying question on the definition of “rural”. Jennifer Purcell responded that, for Future Ready Oregon data collection and reporting, the HECC has adopted OHSU’s Office of Rural Health definition of rural and frontier populations which is based on population density per square mile.
- A comment highlighting appreciation for intentionality of surrounding priority populations in the Workforce Ready Grants.
- A comment stating that many grade 9-12 programs comprise of individuals who represent priority populations and are important for building connections and outreach.
- A comment suggesting including criteria related to promoting innovation within existing manufacturing programs and organization.
- A general comment reiterating the ten Priority Populations identified in Senate Bill 1545 (2022).
- Consortium members further discussed the language in Senate Bill 1545 (2022) on Priority Populations to which Jennifer Purcell clarified that investments are intended to emphasize recruitment, retention, and career advancement opportunities for the Priority Populations defined in statute. She further explained how definitions of Community-Based Organizations and Workforce Service Providers are addressed in statute as well.
- Consortium members further discussed outreach and engagement with youth programs.
- An inquiry as to whether the Consortium should provide a definition of wraparound supports in the funding recommendations. Turner Odell responded that the definition of wraparound supports is provided in previous rounds of grants and examples are provided in meeting materials.
- A comment highlighting supply chain manufacturers and a consideration for manufacturing organizations that may not believe they are eligible for this round of sector-specific Workforce Ready Grants.

- Jennifer Purcell provided a general comment that Future Ready Oregon specifically advances opportunities for individuals who are included in the ten priority populations defined in the statute (SB 1545, 2022).
- A suggestion to include more language around retention and upskilling rather than a focus on recruitment, to which Kristi Wilson replied that the Funding Workgroup's intention was to include a balance of both retention and recruitment.
- An inquiry as to whether there is guidance on how funding decisions will be distributed. Jennifer Purcell responded that the Technology Industry Consortium added additional criteria for the HECC to maximize awards between both focus areas and that the Manufacturing Industry Consortium could provide similar criteria.
- A comment that there should be a focus on marketing the jobs and pathways provided by programs or organizations that combat the negative stereotypes associated with manufacturing jobs.
- Consortium members further discussed partnerships with industry and how to provide a positive impact.

Break

Seeking Consensus on Workforce Ready Grant Funding Recommendations

Turner Odell reconvened the meeting and prompted Consortium members to raise a red, yellow, or green card in reference to the proposed Workforce Ready Grant Funding Priority Recommendations.

Turner Odell facilitated a discussion amongst Consortium members who indicated they have concerns with specific portions of the proposal (yellow card) or serious concerns with and/or would oppose the proposal in its entirety (red card).

Discussion:

- Dave Dillon suggested additional criterion for how to maximize the impact of the \$12 million.
- Daniel Haxton recommended to remove language regarding priority populations out of concern that other populations may be excluded from programs.
- Amanda Sullivan-Astor suggested an edit in the Funding Criteria Recommendations to change the focus area descriptions to “intentional outreach to and career awareness and exploration for manufacturing careers” and move language on priority populations to the eligibility section.
- An inquiry on how funding recommendations are incorporated into the Request for Applications (RFA). Jennifer Purcell explained that the Consortium is providing edits to the content in the Manufacturing Sector-Specific Workforce Ready Grant Funding Criteria Recommendations memo that will be used to inform drafting the

funding criteria in the RFA. As the Consortium is advisory to the HECC, the Consortium's recommendations will be taken into consideration. Jennifer Purcell reiterated the importance of focusing on the priority recommendations and avoiding getting overly focused on the details of the administration so as to avoid conflicts of interest.

- Kim Parker-Llerenas provided a clarifying comment on how Senate Bill 1545 was created by the Racial Justice Council to address individuals in the State who were most negatively impacted by the pandemic.
- Ed Feser suggested including “equitable participation of” within the intentional outreach focus area title.
- Jennifer Purcell reiterated suggestions from Consortium members, proposing the intentional outreach focus area description be modified to “intentional outreach, career awareness and exploration that prioritizes equitable participation by individuals from priority populations”.
- Sage Learn affirmed Kim Parker-Llerenas’ comment, adding that the intention of Senate Bill 1545 was to ensure that partnering with Community Based Organizations and Workforce Service Providers would provide culturally specific outreach to priority populations.
- Kathy Bishop offered support for Jennifer Purcell’s proposed edits, commenting that the intention of this funding is to increase program participation from priority populations.
- Steve Johnson highlighted the Workforce Innovation and Opportunity Act (WIOA) as an important foundation to the legislation influencing Future Ready Oregon and the HECC.
- Benton Strong commented that industry will be using these programs to prioritize increasing participation from historically overlooked individuals and to expand the workforce pipeline.
- Amanda Sullivan-Astor recommended deleting item D in the intentional outreach focus area regarding industry commitment as industry is not eligible to receive awards.
- Consortium members discussed community and partner engagement as important priorities for programs that will potentially be funded by the third round of Workforce Ready Grants.
- Kyle Ritchey-Noll suggested rephrasing item D in the intentional outreach focus area to include the term “deep industry engagement”.
- Sage Learn recommended including tuition in the definition of earn-and-learn opportunities.
- Consortium members further discussed language surrounding item D in the intentional outreach focus area around industry commitment and engagement.
- Amanda Sullivan-Astor proposed to move item D from the intentional outreach focus area to the earn-and-learn focus area criteria.
- Benton Strong offered support for the proposal to move item D to the earn-and-learn focus area criteria and further recommended to rephrase item D to include demonstrated industry partnership from applicants.

- Consortium members discussed activities eligible for funding and industry engagement in administering workforce programs.
- Ed Feser suggested keeping item D under the earn-and-learn focus area and modifying the language to “engaging industry partners in a demonstrated commitment to increasing diversity and retention of priority populations”.
- John Worst recommended to keep item D in the intentional outreach focus area, explaining that K-12 programs are also facing difficulty retaining students from Priority Populations.
- Kristi Wilson affirmed the suggestions of other Consortium members to keep item D in the intentional outreach focus area, commenting that outreach will look differently depending on the organization or program.
- Dr. Kristin Lima opposed removing item D from the intentional outreach focus area, stating that the industry’s commitment to partnership is crucial for a quality outreach program.
- Steve Johnson proposed removing item D from the intentional outreach focus area, raising concerns that industry has no incentive to participate, and encouraged industry partners who already have a strong, established connection with community-based organizations should be used as a model example.

Turner Odell prompted Consortium members to raise a red, yellow, or green card in reference to the Workforce Ready Grant Funding Priority Recommendations with the following amendments as recommended by the Consortium:

- Rephrase the intentional outreach focus area description to “intentional outreach, career awareness and exploration that prioritizes equitable participation by individuals from priority populations.”
- Include scholarships and tuition reimbursement in the list of earn-and-learn compensation.
- Move item D in the first focus area to additional criterion and rephrase language to “engage industry partners with a demonstrated commitment to increasing diversity and retention of priority populations. That commitment can include but is not limited to training for managers and supervisors on creating and maintaining culturally appropriate and inclusive workplaces and training opportunities.”
- Add an additional criterion that the HECC will prioritize maximizing impact of proposed programs in each of the two focus areas.

Discussion:

- Benton Strong raised a concern with the language and proposed to edit the language in item D to include knowledge of workforce needs.
- Amanda agreed with the proposal to modify the language in item D, expressing concerns regarding industry commitment.

- Daniel Haxton also agreed with the proposal, voicing concerns for policy and discrimination law.
- Jennifer Purcell summarized new modifications to the Funding Priority Recommendations, which included removing item D and rephrasing language in the additional criteria on industry commitment.
- Consortium members discussed the importance of including language surrounding retention of priority populations.

Turner Odell prompted Consortium members to raise a red, yellow, or green card in reference to the Workforce Ready Grant Funding recommendations with the following amendments as recommended by the Consortium:

- Rephrase the intentional outreach focus area description to “intentional outreach, career awareness and exploration that prioritizes equitable participation by individuals from priority populations.”
- Include scholarships and tuition reimbursement in the list of earn-and-learn compensation.
- Remove item D from the intentional outreach focus area.
- Add an additional criterion that the HECC will prioritize maximizing impact of proposed programs in each of the two focus areas.
- Revise additional criteria to include language that “HECC should prioritize proposals that demonstrate partnerships with employers and community-based organizations with knowledge of and programs geared towards meeting workforce needs, intentionally engaging communities from priority populations and other education and workforce development partners with a commitment to increasing diversity and retention of priority populations.”

Discussion:

- Daniel Haxton raised concerns about the language regarding employers and industry partners engaging in the retention efforts of priority populations.

ACTION ITEM: Advance Workforce Ready Grant Recommendations

The Executive Leadership Team advanced the Workforce Ready Grant Funding Priority Recommendations as amended.

Consortium members agreed with and supported the proposal (green cards), as amended.

One voting member raised a yellow card (Daniel Haxton, representing Jared Revay). All other Consortium members motioned for approval (green card). The motion was approved by consensus to advance the recommendations as amended.

Carrie Weikel-Delaplane adjourned the meeting at 3:47pm.