

**THE
MEDINA
COUNTY
UNIVERSITY
CENTER**

*Promoting Regional Economic Growth
Through Education*



A PARTNERSHIP BETWEEN:
The Medina County University Center Task Force
and The University of Akron

EXECUTIVE SUMMARY

The Medina County University Center represents an exciting, yet cost-effective, partnership between education, business and community leaders in Medina County and The University of Akron. Focused on the evolving needs of today's technology-driven businesses and industries, the University Center will provide education and training through a flexible, responsive curriculum essential for both companies and employees to remain competitive in the knowledge based economy of the 21st century. Rapid application of new ideas and technologies is the key to economic growth in a knowledge-based economy.

Economists argue that government can best support long-term economic growth by fostering technological advances and investing in workforce education and skills development. Medina County has excellent primary and secondary schools, but ready access to higher education is absent. It is not surprising that many working adults in Medina County find it impractical to advance their education and workforce skills because of the time and money required by the commute to distant sites. This situation is particularly problematic since 75 percent of Medina County employers view the lack of skilled workers as a serious problem. The most recent U. S. Census points to a very disturbing trend that could make this lack of skilled workers even more alarming if it is not countered. Fact: in the last decade, Ohio lost more people in its core workforce (ages 20 – 54) than any other state in the Union.

Meanwhile, despite these negative trends, Medina County has experienced growth on every important measure when compared to most other Ohio counties. Its business clusters mirror those in Northeast Ohio, but are growing at a much faster rate. Medina County's manufacturing growth rate of +35 percent stands in stark contrast to the regional growth rate of -6 percent. Medina County is well positioned to capitalize upon these growth trends and to stimulate region-wide economic growth. The Medina County University Center's response to the ever-evolving "just in time" demands of the knowledge based economy will come through rapid training and application of new ideas and technology. New business-university partnerships will open pipelines of communication that keep the curriculum flexible and proactive.

Working together, community leaders and The University of Akron have developed an exciting partnership to propel the Medina County economy, and with it, the economy of the Northeast Ohio region. Today human capital is business capital. Staying close to a source of knowledge creation is a business necessity.

"It is evident that we need to foster a flexible education system – one that integrates work and training and that serves the needs both of experienced workers at different stages in their careers and of students embarking on their initial course of study." ¹

— Alan Greenspan

¹ Allen Greenspan, "The Growing Need for Skills in the 21st Century," U.S. Department of Labor 21st Century Workforce Summit, June 20, 2001.

THE MEDINA COUNTY UNIVERSITY CENTER WILL STIMULATE REGIONAL ECONOMY

Business and community leadership recognize that the Medina County University Center is needed to ensure the continued growth of the region's economy. Local leadership sees workforce development as the critical need of area businesses, with over 55 percent of respondents to a recent survey indicating that the lack of availability of educational programs at a convenient site was a barrier to their pursuit of higher education.²

Medina County leaders approached The University of Akron with the idea of building a pioneering educational facility within the county to ensure that regional businesses and industries can remain competitive. On January 22, 2001, The Medina County University Center Task Force and The University of Akron entered into a partnership. The Partners arrived at a comprehensive and cost-effective way to address educational and workforce needs in Northeastern Ohio.

The approach is comprehensive in that, given sufficient need, virtually any area of study can be provided either by The University of Akron or through strategic higher education partnerships developed by The University of Akron. Beyond the coursework and technical training, the University Center will provide companies with immediate access to the most recent business and technological advances. The approach is cost-effective since faculty from existing campuses in surrounding counties will provide instruction offered at the Medina County University Center, making it unnecessary to hire new faculty.

*"We must redesign and streamline our workforce development and training systems to improve quality, expand access, and enable communities to meet their own unique needs."*³

— Governor Bob Taft

WORKFORCE DEVELOPMENT IS THE KEY

Today's economy is based on knowledge and ideas — where the key to economic growth is the degree to which innovative ideas and technologies can be successfully embedded in services, products and manufacturing processes. Economists feel that government can best promote long-term income growth by (1) increasing the knowledge base of the economy through investments in education and workforce skills development and (2) by fostering technological innovation through support for science and engineering research.

Knowledge-based jobs, those requiring post-secondary, vocational or higher education, have grown as a share of total employment. As skills become even more integral to boosting productivity, companies need workers with constantly upgraded skills in order to successfully navigate industry changes. Skills and adaptability have become the new job security.

*"The notion that formal degree programs at any scholastic level or that any other training program established today can be crafted to fully support the requirements of one's full working life has become subject to increasing doubt. It is evident that we need to foster a flexible education system — one that integrates work and training and that serves the needs both of experienced workers at different stages in their career and of students embarking on their initial course of study."*⁴

— Alan Greenspan

CENTER FOR ORGANIZATIONAL RESEARCH

The Center for Organizational Research (COR) at The University of Akron is a business research and consulting center managed by the Industrial/Organizational Psychology department, a program that consistently ranks as one of the top ten programs in the nation.⁵ Because of its smaller client base and research orientation, COR is in an excellent position to provide tailored approaches to meet clients' needs. The COR offers top quality consulting and research-based interventions to the business community. As part of an academic institution, the COR is flexible in its fee structure and can provide services to organizations that might not be able to afford "for-profit" consulting advice. Services offered include: job analysis, tests and selection, adverse impact analysis, training and management development and performance appraisal systems.

² "Medina County Higher Education Center Survey Results," June 2001, Center of Policy Studies, The University of Akron.

³ Governor Bob Taft, Inaugural Address, January 11, 1999.

⁴ The Growing Need for Skills in the 21st Century, US Department of Labor 21st Century Workforce Summit, June 20, 2001.

⁵ U.S. News and World Reports.

Economists believe that productivity growth is one of the key ways higher education translates into better economic performance in a region. Companies are willing to pay higher wages to educated workers because additional knowledge produces better workers and leads to increased output. Educated workers learn on the job, compounding the productivity effects of formal education. One well-known study shows that an additional year of post-secondary education would increase average productivity by 3.2 percent.⁶ Economically successful regions know that workforce development is at the center of economic development. An educated workforce is the “magnet” for new idea-based businesses.

However, Ohio has fallen behind the education curve and business leaders in Northeast Ohio are concerned. If Ohioans attended college at the same rate as that of all Americans, another 408,000 Ohioans would have some form of higher education on their resumes. Moreover, there would be 228,000 more Ohio residents with at least a bachelor’s degree. National figures show that people with a bachelor’s degree earn twice as much as individuals with only a high school diploma. These numbers would provide a significant boost to the Ohio tax base given that Ohio families headed by someone with a bachelor’s degree earn an average of \$85,500 a year. This compares to an average of \$48,500 for families with no education beyond a high school diploma.⁷ With their higher lifetime incomes, college graduates in Ohio pay back to the state – just in additional taxes – \$1.84 in inflation-adjusted dollars for every dollar the state invests in their college education. Beyond those increased tax revenues, there are additional positive returns of as much as 60 percent per year from the enhanced innovation and productivity of a higher-quality workforce.

Ohio is also at risk of losing many of these educated wage earners. According to a recent article in the Cleveland Plain Dealer, this potential loss of wages and erosion of the tax base is rapidly becoming a reality: “In the brutal, winner take all calculus of the knowledge-driven marketplace economy, regional growth – and decline – is essentially self-reinforcing...” By 1999, Northeast Ohio had forfeited nearly \$35 billion in personal income during the previous 10 years. This resulted in the loss of \$2.3 billion in taxes at the state and local levels.⁸

The Akron Beacon Journal cited that: “Between 1990 and 2000, Ohio lost more people in its core workforce (ages 20 – 54) than any other state... most of those leaving are of the critical bread winning ages between 20 – 44.”⁹

Medina County residents have limited access to higher education at a time when skilled workforce availability is a major concern for Medina County companies which employ within the entire northeast Ohio region. Medina County has a higher percentage of high school graduates than the Ohio average, yet Medina is the largest county in Ohio without a college, university, branch campus or community college. Over 85,000 Medina County citizens live more than 30 minutes from any campus of higher learning.¹⁰

If students find it more practical to attend a residential college, history shows that, upon graduation, a substantial percentage of them will accept their first jobs in cities near their college. Community leaders are concerned that the resulting “brain drain” will negatively affect the quality of the regional workforce and the economy. In addition, since high tech firms locate near a supply of skilled labor, having such an educational facility located in the county is in the best interest of the entire region.

“Intellectual capital will be the business capital of the 21st century, and higher education is the most important economic infrastructure we can have. We have traditionally thought of economic development as building a rail siding or a spec building, or working to attract a specific company to a specific site somewhere in an industrial park... These days industries are more interested in an educated workforce than a rail siding.”¹¹

— Zell Miller
Former governor
of Georgia

“Success in the new economy will belong to those regions that create and nurture the human resources of intellectual capital – the people that create new knowledge and new technologies and quickly translate research discoveries into marketable products and services.”¹²

6 “On the Mechanics of Economic Development,” Journal of Monetary Economics, Robert Lucas, July 1988.

7 “A Quiet Crisis,” Cleveland Plain Dealer, July 29, 2001.

8 “A Quiet Crisis,” Cleveland Plain Dealer, July 29, 2001.

9 Akron Beacon Journal, July, 8 2001.

10 The Center of Regional Economic Issues, CWRU, February 13, 2001.

11 Governor Zell Miller, NASULGC Annual Meeting, November 15, 1998.

12 Dr. Luis Proenza, “Economic Development in the Knowledge Economy,” Cleveland City Club, February 16, 2001.

THE MEDINA COUNTY UNIVERSITY CENTER WILL ADDRESS ISSUES OF THE EMERGING WORK FORCE

The primary and secondary schools of Medina County are providing some of the skills needed by today's knowledge-based businesses. Sponsored by the Medina County Economic Development Corporation, the Endorsed Course of Study Curriculum for secondary schools provides students with an academic foundation to meet the basic needs of business and helps them to develop problem-solving skills. However, this is not enough. Medina County employers are currently constrained by the lack of a skilled workforce. In a recent survey of Medina County manufacturers, 75 percent of the companies cited the lack of skilled workers as a problem. Thirty-one percent listed suitable workforce availability as a constraint to growth plans.¹³ The present and ever-changing requirements of 21st century businesses clearly demonstrate the real need for a facility of higher learning and workforce development in Medina County.

Making post-secondary education more accessible to the emerging workforce, the same age group that is being drained out of the state, through the Medina County University Center is the logical, and needed, next step. The high caliber of Medina County elementary and secondary schools also merits a university presence to help ensure ongoing educational opportunities. In turn, with new requirements that will soon be in place for Ohio's primary and secondary teachers as a result of the State proficiency standards, teachers in Medina County public schools, along with those of neighboring counties, will be seeking additional educational opportunities themselves.¹⁴ Recent state mandates require performance-based licensure for all teachers, counselors and administrators. Those currently employed by a school district will need to complete additional university course work to renew a teaching license. Teachers entering the profession as of 2002 must complete a master's degree within twelve years of initial employment. With a rapidly growing student population, the Medina County University Center will be vital to the support of the teaching profession in the region.

"Ohioans with higher skills are needed to attract and retain the high tech jobs of the future to support Ohio's ambitious technology agenda."¹⁵

— Governor Bob Taft

HIGHER EDUCATION DRIVES THE ECONOMY

Higher education and economic vitality are connected in other ways as well. The impact of education is reinforced by the flow of private investment and of educated workers into the region.¹⁶ When government boosts long-term income growth by increasing the knowledge base of the economy and investing in research, education and skills, it stimulates technological innovation. And, by competing for federal and corporate dollars, university researchers bring new dollars to their communities. In science and engineering disciplines researchers attract from two to ten additional dollars for every dollar paid in salaries.¹⁷

Studies also show that the presence of skilled labor provides important boosts to income and growth in a region. Metropolitan areas with the most educated populations grew 1.8 percent during the period of 1980-1997, while those with the least-educated populations grew only .8 percent.¹⁸ Labor market conditions in Ohio have been favorable and the job outlook continues that trend.

"Since 1991, Georgia has created more than 2,000 new jobs every week, and more than half of those new jobs require additional education or technical training beyond high school. I believe that two years of college or tech school after high school must become a minimum, a given that we expect from all of our citizens." ¹⁹

*— Zell Miller
Former governor
of Georgia*

ASSOCIATE DEGREE PROGRAM AT LUK INC.

The University of Akron has a unique partnership established with Luk Inc., a major supplier of clutches to the automotive industry. A strong supporter of workforce development as a factor in manufacturing quality, Luk Inc. worked with the University to establish an Associate of Science Degree in Manufacturing Engineering Technology. Instructors meet with company personnel to learn more about their requirements prior to developing the curriculum.

¹³ "2000 Survey of Manufacturers for Medina County," sponsored by The Akron Regional Development Board.

¹⁴ Chuck Calvert, Ohio House of Representatives, District 81.

¹⁵ Governor Bob Taft, State of the State Address, January 24, 2001.

¹⁶ "Educational Attainment and Metropolitan Growth," Paul Gottlieb and Michael Fogarty, CWRU, July 1999.

¹⁷ Dr. Luis Proenza, "A Return on Investment," Leadership Medina County, June 6, 2001.

¹⁸ Progressive Policy Institute, "Technology Project: The New Economy Index," Paul Gottlieb, CWRU.

¹⁹ Governor Zell Miller, NASULGC Annual Meeting, November 15, 1998.

The Ohio economy will provide jobs for workers at all educational levels, but those with more education and training will enjoy better job opportunities.²⁰ (See Exhibit A Ohio Employment Growth Rate by Education and Training Levels 1998-2008.)

MEDINA: OHIO'S HIGH POTENTIAL COUNTY

Medina is Ohio's high potential county. Medina County has seen growth on every important measure in the past 10 years, including per capita income, employment, business establishments and population. (See Exhibit B Medina County Growth since 1990)

Manufacturing is a vital part of Ohio's economy and this is especially true in northeast Ohio. In fact, manufacturing represents 23 percent of the jobs of the region compared to 19 percent for the nation. In Medina County, where the largest private sector employers are primarily manufacturing companies, manufacturing growth is up 35 percent.²¹ Such a concentration of workforce in one sector of the economy necessitates an aggressive, proactive approach to the training and retention of workforce. Technology and workforce development will play increasingly important roles in the future viability of these manufacturing industries.

Like much of the northeast Ohio region, Medina County is the location of important business clusters in metalworking, plastic products and chemicals, motor vehicles and equipment, insurance and aerospace. The same can be said about emerging clusters such as biomedical, information technology, and instruments and controls.

These clusters are already well grounded in the region. As shown in Exhibit C, in 1995, nearly 200,000 residents of the region were directly involved in these cluster industries. However, competition from other states and other areas of the world has put these businesses and the incumbent workforce at risk. The chart "Economic Characteristics of northeast Ohio Industry Clusters" shows the significant employment numbers in regional clusters, growth rates, relative employment concentrations, payroll and productivity. (See Exhibit C Northeast Ohio Industry Clusters.)

THE MEDINA COUNTY UNIVERSITY CENTER WILL ACTIVELY ENGAGE CLUSTER INDUSTRIES IN THE EDUCATIONAL PROCESS

The Medina County University Center is a major piece of the equation to provide ongoing training to workers and residents alike. Being ahead of the education curve will be a key to the future success of the region. By tapping into existing industry and education resources such as the Northeast Ohio Metalworking Association (NEOMAC), Work in Northeast Ohio (WINOC), Instruments, Controls and Electronics (ICE), PolymerOhio, Inc., and, importantly, by establishing a business council with leaders from regional cluster businesses and The University of Akron, the Medina County University Center can stay in front of the technology curve. Doing so, will provide businesses throughout the region with a competitive edge that is currently missing. To compete, Ohio must invest in its workforce, with particular emphasis on cluster industries. This investment will be returned in the form of increased income, taxes and productivity making Ohio companies more competitive and keeping Ohio workers at work in Ohio.

"Medina County is home to a growing part of our region's economy. The Medina County University Center is vital because our ability to compete is tied to providing our present and future work force with easy access to high quality post-secondary knowledge."

— Senator Ron Amstutz

POLYMEROHIO, INC.

Ohio is home to a \$22 billion-a-year polymer industry. The University of Akron research provided the intellectual property that served to fuel and diversify the industrial base of Akron, transforming it from the rubber capital into the polymer capital of the world, and helping to reinvent the region through its discoveries in polymer research. Now, recognizing the importance of providing a roadmap for initiatives and setting program and funding priorities, the polymer industry has formed new associations, PolymerOhio Inc. and The Ohio Polymer Strategy Council. Composed of representatives from industry, government and academia (including Luis Proenza, president of The University of Akron), PolymerOhio Inc. will enable Ohio to strengthen existing polymer businesses and facilitate their global competitiveness. The group emphasizes industry image, workforce development, new technology development and technology transfer.

20 Ohio Department of Job and Family Services.
21 "Accelerating Regional Growth," Clusters Project, CWRU, June 1998.

MEDINA COUNTY CHOSE THE UNIVERSITY OF AKRON TO LEAD THE EFFORT

The University of Akron is the obvious choice to develop the Medina County University Center. Its current mix of scientific and engineering disciplines, its documented strengths in support of workforce development and its recognized commitment to industry make The University of Akron the only logical partner of the Medina County University Task Force.

The University of Akron's record in community engagement is long-standing. There is a history of involvement in Medina County, through the Medina County Economic Development Corporation, the Chambers of Commerce, the Medina County school districts, the Western Reserve Business Center for Women and the Medina County Career Center. There is also a well-known track record of outreach and involvement with the educational needs of businesses throughout the county. It is upon this very foundation that the University Center will grow.

The University of Akron's leadership in regional economic development, under the direction of President Luis Proenza, is widely recognized throughout the State of Ohio. A recent study by McKinsey & Company found that The University of Akron, which has the second largest intellectual property portfolio among public universities in Ohio, leads in research productivity as measured in patents per research dollar spent. The University of Akron's historic involvement with, and impact on, Ohio's polymer industry is well known.

*"Dr. Proenza's leadership is particularly noteworthy, because it is abundantly clear that vigorous economic growth in the knowledge economy depends on distinctive institutions like The University of Akron collaborating with business and civic organizations."*²²

— Governor Bob Taft

IN CLOSING

THE MEDINA COUNTY UNIVERSITY CENTER:

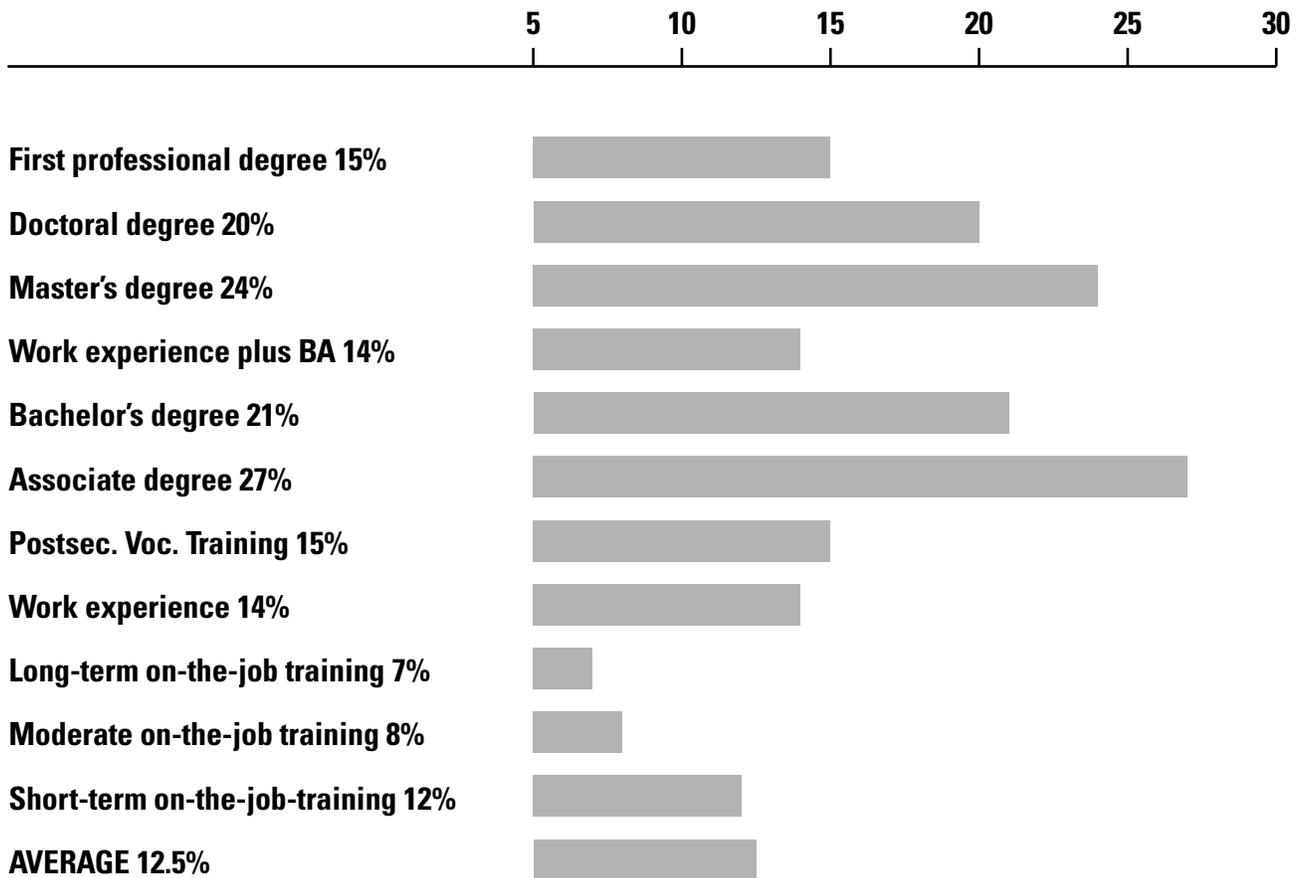
- Will be the ideal 21st century model for higher learning with a flexible, comprehensive curriculum designed to meet the constantly changing "just in time" needs of workforce development in a cost-effective approach to instructional delivery;
- Will develop its coursework offerings based on regular discussions with regional business and industry advisory groups;
- Will focus on enhancing the competitiveness of regional businesses by serving as a front door for technological innovation and the transfer of applied knowledge to regional businesses;
- Will utilize knowledge resources of other institutions of higher learning through the establishment of collaborative partnerships;
- Will serve as a magnet for attracting new businesses, while increasing the competitiveness of existing businesses; and
- Will provide timely access to higher education for residents in one of the fastest growing counties in Northeast Ohio.

MANUFACTURING SKILL STANDARDS COUNCIL (MSSC)

The MSSC is a unique, industry-wide coalition of companies, labor unions, trade associations, professionals, organizations and educators from all sectors within manufacturing. This broad-based alliance came together under the auspices of the National Skill Standards Board to develop a common set of skill standards, assessments and certifications for the manufacturing sector. "The Medina County University Center is just the local focus we need to spread these important new standards across the county and region," explains Paul Koontz, President, Denford, Inc. "It is our hope that this new system will fuel American-based U.S. manufacturers with skilled workers, while providing workers with portable credentials and access to good jobs. Some workers currently must travel more than thirty minutes each way to receive this type of training, making certification much less likely. This is a critical issue in our region where 40% of all machine tools are purchased and operated. A well-prepared workforce is the key driver to continued growth of regional manufacturing businesses."

EXHIBIT A

Ohio Educational Growth Rate by Education and Training Levels 1998-2008

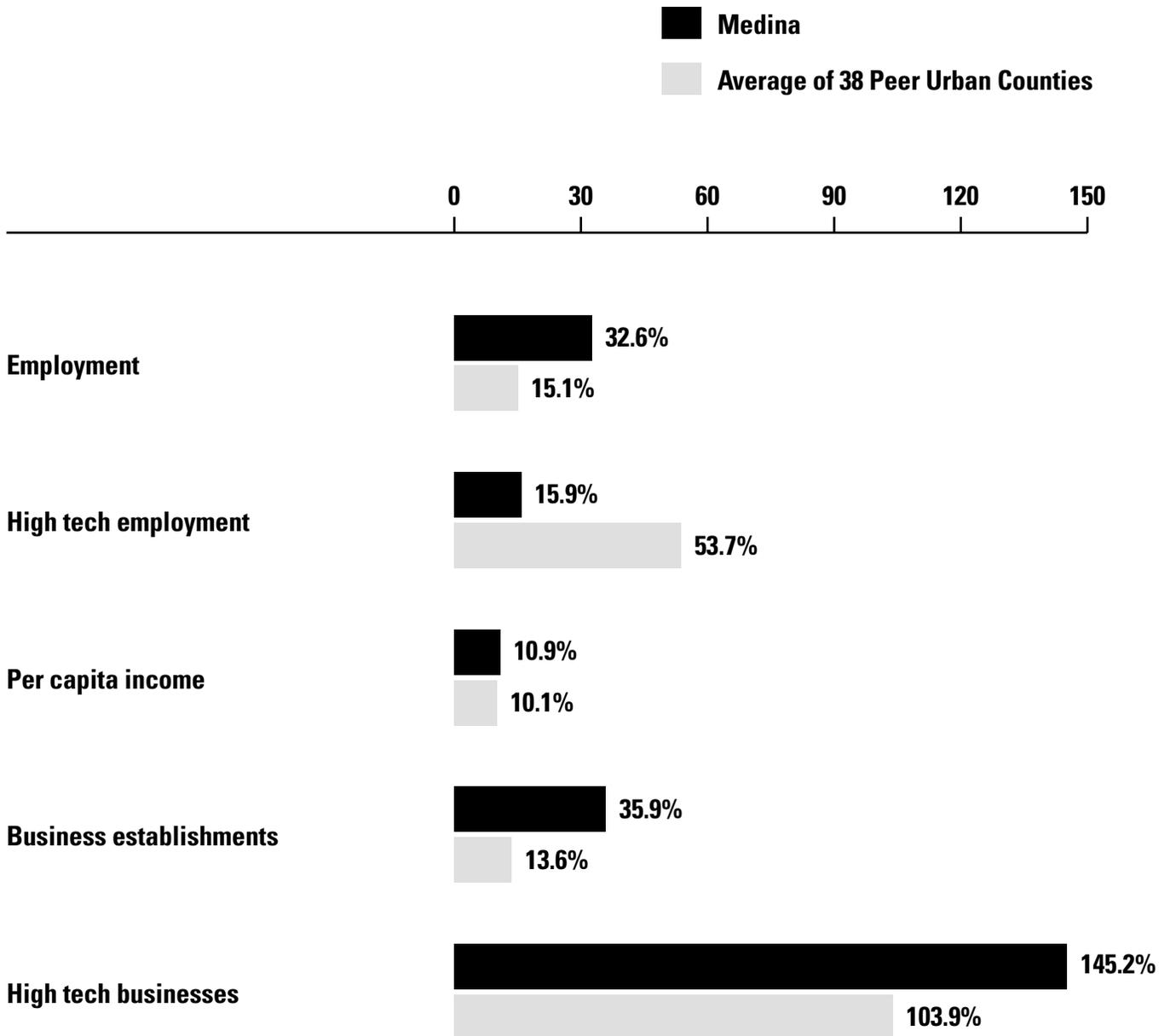


Source: Ohio Job Family Services, Office of Research, Assessment and Accountability, Bureau of Labor Market Information

- Education will play a bigger role in the Ohio workplace. All categories that generally require an associate degree or higher are projected to grow faster than the 12.5 percent average for all occupations.
- Occupations that generally require long-term (over 12 months) on-the-job training for a worker to achieve average job performance are projected to grow slowest, reflecting the concentration of many production occupations in declining manufacturing industries.
- Workers with higher levels of education or training usually will have more options in the job market and better prospects for obtaining the higher paying jobs.

EXHIBIT B

Medina County Growth (1990-1997)



Source: Census Bureau, Bureau of Economic Analysis and Bureau of Labor Market Information

Analysis by the Center for Regional Economic Issues, CWRU

EXHIBIT C

Economic Characteristics of Northeast Ohio Industry Clusters

Cluster	Employment 1995	Productivity per Worker Relative to Region	Growth Rate (%) 1989-1995	Location Quotient	Payroll per Employee 1995
Metalworking Steel and Allied Products	77,903	1.29	0.6	3.80	\$39,787
Metalworking Aluminum and Copper Products and Foundries	6,546	1.23	-3.5	4.20	\$31,935
Plastic Products and Chemicals: Chemicals and Allied Products	31,851	1.41	-12.2	3.10	\$44,102
Plastic Products and Chemicals: Plastic Products and Household Appliances	22,868	1.05	21.1	2.00	\$27,647
Motor Vehicles and Equipment	20,235	1.26	-1.0	1.80	\$50,252
Insurance	23,278	1.32	13.9	0.91	\$37,480
Biomedical	4,900	1.00	31.3	0.80	\$34,935
Instruments and Controls	8,052	1.05	9.0	0.80	\$33,332

"Productivity" measures the output per worker of a particular industry relative to the region's total output per worker. An index greater than one indicates that the industry generates more output per worker than the region's average.

"Location quotient" measures employment concentration in the region relative to the nation and indicates the region's specialization in an industry. A quotient greater than one implies that the region's proportionate share of industry employment is larger than the nation's, while a number less than one implies that employment is less than the nation's.

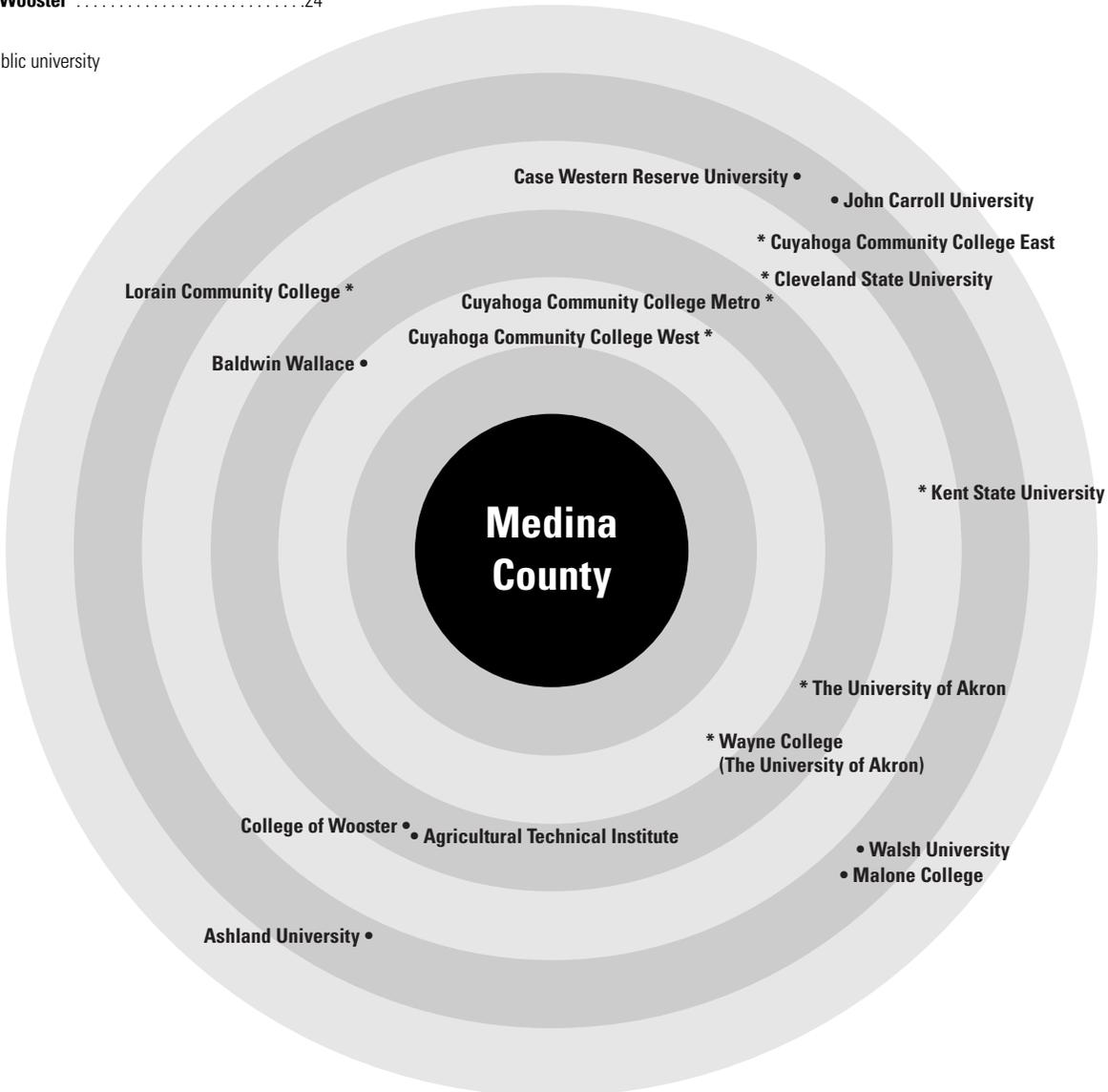
Source: The Center for Regional Economic Issues, Weatherhead School of Management, CWRU

Driving Distance to Institutions of Higher Education

(Fall 1997 BOR)

	miles
Agricultural Technical Institute25
Ashland University40+
Baldwin Wallace18
Cleveland State University*30
Cuyahoga Community College Metro*29
Cuyahoga Community College East*35
Cuyahoga Community College West*19
Case Western Reserve University40+
John Carroll University37
Kent State University*35
Lorain Community College*34
Malone College40+
The University of Akron*22
Wayne College* (The University of Akron)29
Walsh University40+
College of Wooster24

*denotes public university



The Medina County University Center

A Partnership between the Medina County University Center Task Force and The University of Akron

Today Human Capital is Business Capital

"We must redesign and streamline our workforce development and training systems to improve quality, expand access, and enable communities to meet their own unique needs."

— Governor Bob Taft

- Between 1990 and 2000, Ohio lost more people in its core workforce (ages 20 – 54) than any other state.
- Northeast Ohio forfeited \$35 billion in personal income and \$2.3 billion in state and local taxes due to loss of population during the decade of the 1990's.
- 75% of Medina County employers cite the lack of skilled workers as a serious problem and 31% of these employers see it as a constraint to growth.
- Over 55 % of the respondents to a recent survey of Medina County indicated that the lack of availability of educational programs at a convenient site was a barrier to their pursuit of higher education.
- Living in one of Ohio's fastest growing counties, over 85,000 Medina County residents live more than 30 minutes from a campus of higher learning.

"The creation of the Medina County University Center will provide training to our existing work force and to our children who will be needed to sustain and develop the industries that support these (aerospace, polymers, and metal-working) centers of technology."

— Representative Chuck Calvert

- Medina County is the location of many important Northeast Ohio business clusters. Metalworking, plastic products and chemicals, motor vehicles and equipment, insurance and aerospace are mainstay industries.
- 23% of the jobs in Northeast Ohio are in manufacturing. Medina County job growth in the manufacturing sector was up 35% during the 1990's.
- Technology will play a critical role in the future viability of these cluster industries. The companies that constantly adapt and train will be positioned to compete.
- An aggressive, proactive approach to workforce development is needed in order to ensure that Northeast Ohio industries can remain viable in the knowledge-based economy of the 21st century.

"Medina County is home to a growing part of our region's economy. The Medina County University Center is vital because our ability to compete is tied to providing our present and future workforce with easy access to high quality post-secondary knowledge."

— Senator Ron Amstutz

The Medina County University Center:

- Will be the ideal 21st century model for higher learning with a flexible, comprehensive curriculum designed to meet the constantly changing "just in time" needs of workforce development. Using a nonresident faculty, it will provide a cost-effective approach to instructional delivery;
- Will develop its coursework based on regular discussions with regional business and industry advisory groups;
- Will focus on enhancing the competitiveness of regional businesses by serving as a front door for technological innovation and the transfer of applied knowledge to regional businesses;
- Will utilize knowledge resources of other institutions of higher learning through the establishment of collaborative partnerships;
- Will serve as a magnet for attracting new businesses, while increasing the competitiveness of existing businesses; and
- Will provide timely access to higher education to residents in one of Ohio's fastest growing counties.

"It is evident that we need to foster a flexible education system – one that integrates work and training and that serves the needs of experienced workers and of students embarking on their initial course of study."

— Alan Greenspan