

- 1. What are the overarching goals of the Red Raider Manufacturing program?** Red Raider Manufacturing strives to enhance the skills of students enrolled in its technology education program through authentic learning. The addition of Advanced Technology Centers and partnerships with area manufacturers and local colleges provide our students with valuable real world employability skills. These community partnerships give students the technical skills needed for successful employment while providing local manufacturers a higher skilled worker.
- 2. Why now?** Conversations with local businesses have clearly established a current and future staffing need that must be addressed to continue to make Sheboygan strong. The technology education teams within North and South High Schools, local businesses, technical colleges, and community leaders have worked to create pathways for students that include aligned curriculum, post secondary credits, and work based learning experiences but lack the high tech equipment needed for optimal learning.
- 3. Where does this program fit into the school district vision and mission?** The Sheboygan Area School District remains committed to creating flexible options for all students that will provide every opportunity for graduates to become happy, successful, and productive Sheboygan area community members.
- 4. What has been the business community and high school relationship thus far?** In many ways relationships with local businesses and the high schools have been isolated and disjointed. Most recently, conversations, plans and actions have led to a concerted effort by all stakeholders. Red Raider Manufacturing will initiate structures that will ensure collaborative partnerships in the future.
- 5. What is occurring within the high schools now to address attendance and other soft skills needed in today's workplace?** Each high school has implemented character education programs focusing on such things as commitment, engagement, ownership and respect with much success. Attendance has been a central theme and over the last two years, we have seen a 75% increase with students reporting to class on time.
- 6. What is occurring within the high schools now to address the skills gap?** The technology education teams have worked diligently to create a foundation of relationships with local businesses and technical colleges to initiate pathways for students. While building these manufacturing pathways, our schools found that the antiquated equipment in our current labs make it difficult to simulate the skills needed in the high tech workplaces of today.
- 7. What will be the measures of success for the program?** Working in concert with business and technical education partners, a number of school district, post secondary

and industry metrics have been established. Data has and will continue to be collected, analyzed and shared accordingly with industry, community and technical education partners. These metrics are:

Sheboygan Area School District Metrics

- ❖ Increase the number of students that are taking technical education courses by 100% over the next two years. (Presently 400 increased to 800 yearly)
- ❖ Increase the number of college credits earned through our technical education department by 50% over the next two year. (Presently 100 credits increased to 150 credits yearly)
- ❖ Increase the number of students engaged in work based learning opportunities such as Youth Apprenticeships/Internships by 100% over the next two years. (Presently 20 increased to 40)

Post Secondary Metrics

- ❖ Increase the percentage of graduates entering technical college after graduation by 50% over the next two years (Presently 50 to 75 yearly)
- ❖ Increase the number of SASD graduates entering manufacturing programs at LTC by 100% over the next two years. (presently 8 to 16 yearly)
- ❖ Continue and expand articulation/transcripted credit agreements with SASD technical education programs.

Industry Partner Metrics

- ❖ Increase the total number of SASD graduates gainfully employed by industry partners by 50% over the next two years. (Currently not measured)
- ❖ Increase the number of work based learning opportunities such as Youth Apprenticeships/Internships offered by industry partners. (Currently not measured)

8. What accountability is there for my investment?

It is important that schools and businesses do not again become isolated and disjointed. To ensure continued collaboration, Red Raider Manufacturing will initiate an Investment Oversight Committee. This group will be comprised of members that have financially contributed to make this project reality. This group will meet multiple times a year to assess the progress toward stated goals.

9. What will be the return on my investment? Local manufacturers collectively spend millions of dollars each year in training new personnel. The goal of Red Raider Manufacturing is to graduate students with a high level of technical skill and ability. By

increasing the skills of entry level employees local businesses will realize a higher functioning employee and exponential decreases in training expenditures. With this sponsorship in our local high schools, this one time investment will be returned to our partnering businesses for years to come.

- 10. What are the potential barriers to successful program implementation?** The technology education teams have worked diligently to create a foundation of relationships with local businesses and technical colleges to initiate the Red Raider Manufacturing program. Plans and actions outlined within the business plan shall continue, yet without substantial upgrades in equipment and facilities, full implementation will be delayed.
- 11. How will the SASD maintain this highly expensive equipment to ensure lasting learning in our schools?** The purchase of the equipment for Red Raider Manufacturing is only the beginning of the process. The equipment included in our Business Plan can be expensive to run and expensive to maintain. To ensure students have the opportunity to have a positive manufacturing experience for years to come the SASD be working with equipment vendors to provide up to five year service agreements on all purchases. These service agreements will ensure proper maintenance on your investment while the SASD Tech Ed use the first five years to staff gain experience, confidence and relationships in the area of industrial maintenance.
- 12. Why not finance the Red Raider Manufacturing project through referendum?** Time is critical and the process to develop, implement and execute a referendum would take 18 to 24 months. Recent and continued economic challenges facing many community members present real obstacles to the ultimate success of a referendum. A failed referendum would be a no vote to manufacturing and detrimental to our community. Given the importance and urgency of this opportunity, this commitment can not fail. The continued strength of our companies and our Sheboygan community depend on this successful partnership.
- 13. Are other sources of funding being explored?** A great number of sources of funding are actively being sought. These sources include, but are not limited to, state and federal grants and programs, district allocations, and public and private sponsorship. Examples include Economic Development Agency, Workforce Development, Governor's Office and The Wisconsin Department of Instruction.
- 14. Why is there a need to implement the Red Raider Manufacturing at both North and South High Schools?** In conversations with our employers, it is clear there is a substantial present and future demand for skilled employees. Providing an Advanced Technology Center at just one school will not produce enough skilled employees to meet our community needs. In addition to offering our core classes at both schools

(i.e. Algebra, English, etc.), it is important to offer these critical course offerings at both high schools.

15. Why not make a Technology (CTE) class a required class for graduation?

It is the goal of the Red Raider Manufacturing Project to highlight the many exciting careers available in the area of manufacturing. It is our experience that building excitement around careers and courses that comes organically through positive promotion attracts and retains many more students. CTE exploratory courses are currently mandatory within the middle school. The high school experience in Sheboygan Area School District provides students with choices as they prepare for their future. Red Raider Manufacturing showcases manufacturing careers while giving our students access to industry standard technology.

16. Why not develop an off-school site manufacturing center? By offering these courses and the Manufacturing Pathway on both high school campuses, more students will enroll in the courses. This increase in capacity will have a larger positive impact on our community needs.

17. Why do you recommend the specific brand equipment? To better prepare our students for possible continuing education after high school, we have aligned all proposed equipment to that of the Kohler Advance Manufacturing Lab at Lakeshore Technical College.

18. Why not include specific materials handling course work (i.e., metals, plastics, food)? It is the goal of Red Raider Manufacturing to help students acquire the technical skills needed to be productive in today's highly automated manufacturing job sites. Students in this program will develop skills that transcend all industries.

19. What is the projected cost of this program? The cost to outfit both high schools with equipment that models local industry in Phase One of this plan will cost approximately \$1.6 million. The district has allocated \$300,000 to ensure that remodeling of current facilities will proceed for Fall 2015. Another \$3.4 million will be needed in Phase Two to build, remodel and re-image the Advanced Technology Centers into learning environments that all students will find engaging. All state and federal grant opportunities will be explored during this capital campaign.

20. How does the cost of this project compare to other similar initiatives?

In Southeast Wisconsin we have recently had two other districts make a capital investment in technology for their students. When comparing these capital campaigns to the number of students that it serviced we find that the RedRaider Manufacturing initiative has a higher level of coverage of students for a lower cost per student ratio.

- Brillion School District: \$1.5 Million for 350 students=\$4,300 per student
- Plymouth School District: \$1.8 million for 800 students= \$2,250 per student

- Sheboygan Area School District : \$5.4 million for 2,600 students=\$2,100 per student

21. How was the Red Raider Manufacturing Plan developed?

The technology education teams have worked diligently to create a foundation of relationships with local businesses, technical colleges and community leaders to align a curriculum that supports local industry through a process called DACUM (Develop A Curriculum). Since May 2014, the DACUM Committee has met numerous times to work and rework the plan you see today. Members of the Dacum Committee included members from these local businesses and organizations:

American Orthodontics

Bemis Manufacturing Company

Curt Joa Incorporated

Five-Fold Consulting

Johnsonville

Kohler Company

Lakeland College

Lakeshore Technical College

Lean Users Group (LUG)

Nemschoff

Poly Fab Corporation

Rockline Industries

Sheboygan Chamber of Commerce

Sheboygan County Economic Development Corporation

University of Wisconsin Sheboygan

Vollrath Company