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Nashua Community College
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Nashua, NH 03061*

June 00

*Kevin Gayle, FAA Grants Officer
U.S. Department of Transportation
Federal Aviation Administration
Independence Avenue, SW
Washington, DC 20591*

Dear Ms. Gayle:

*Please find enclosed our proposal for the Aviation Maintenance Technical Workers
Workforce Development Grant Program, entitled Northern New England Aviation Technology
cated FAR Part 4*

The Aviation for Tomorrow AFT Program

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As an accredited institution of higher education, NCC is committed to its goal to prepare northern New England’s future aviation technology workforce by developing, promoting, and delivering an industry-aligned competency-based Aviation Technology training program for the State of New Hampshire (See Attachment 5, Certification as Higher Education Entity). The proposed project features four main components: a substantial modernization and refurbishment of program equipment, technologies and furnishings, the creation of an Avionics Certificate, outreach and recruitment, and student financial support. The schedule of activities is detailed in Table 1., Work Plan below.

Table 1: Work Plan

Goal 1: P

program is currently in the process of hiring a part-time program coordinator. NCC plans to hire a second aviation faculty member with expertise in avionics for the fall 2023 semester.

Facilities and Equipment

The NCC AT program is housed within 8,861 square feet of dedicated space on the college's main campus. The space includes a 1912 ft² Aircraft Lab, 562 ft² Lecture Room, 551 ft² Lecture Room, 648 ft² Engine Lab, 444 ft² Systems Lab, 677 ft² Turbine Lab, 1087 ft² Sheet Metal Lab, 1068 ft² Welding Lab, and 1912 ft² Aircraft Lab. (See Attachment 6, Other Relevant Documents - NCC AT Floor Plan)

Dedicated Academic and Student Support Services

NCC provides robust academic and career counseling services to students that includes:
NCC Advising Center: Four full-time, professional advisors who assist students and provide support in various matters related to student success, including understanding program and degree requirements, making course selections, registration, adding and dropping courses, academic matters, and student transfer.

Veterans' Affairs Student Counselor: This individual meets with eligible veterans and certifies VA benefits for eligible veterans or dependents.

Department of Multicultural Engagement: This department provides comprehensive support for non-native speakers of English, including registration assistance, tutoring, and academic support. The department also provides a multicultural space for students to promote a sense of belonging on campus.

Career Coach: Career Coach is an online career information tool available to NCC students (and potential students) to assist with career choices. The tool provides education requirements, available job postings, and wage information for career fields related to NCC programs.

College Central Network: College Central Network is an online platform that provides students with resume-building tools, a database of career-interest articles, and nationwide job postings.

EAB Navigate: This platform serves as an online communication tool for posting “Early Alerts” and providing immediate intervention to students in need. In addition, the service provides a platform for advisors to connect with students and effectively schedule advising sessions.

NCC Tutoring Center: NCC offers free one-on-one and drop-in tutoring in a variety of academic subjects.

Recruitment, Outreach, and Marketing Resources

NCC maintains fully dedicated recruitment, outreach, and marketing resources for all of its courses of study. Existing resources include: the Director of Admissions office, Enrollment Specialists (3 full-time, 1 part-time), Support Assistants (2 part-time), and the Director of Marketing office, which includes a full-time public relations/campus communications specialist.

Fiscal Control and GAAP Accounting Practices

NCC operates under the auspices of The Community College System of New Hampshire (CCSNH). CCSNH has a centralized Grants Administration Office that supports NCC in overseeing and managing federal grant administration, accounting, and reporting. The Grants Office has extensive experience with large federal grants and is the liaison with federal fiscal offices and accounting systems. Board and system finance policies are fully compliant with all relevant Uniform Guidance for institutions of higher education and follow generally accepted accounting principles (GAAP). CCSNH maintains a centralized Banner student information system and data warehouse. (See Attachment 1, Cost Policy Statement).

Past Programs and Achievements

From 2014 - 2018, NCC successfully implemented a \$2.5M U.S. Department of Labor Trade Adjustment Assistance Community College and Career Training (TAACCCT) project that transformed the school’s advanced manufacturing curriculum. In recognition of this achievement, NCC was invited to present its project, Advanced Manufacturing by Innovation and Design, at the 2016 U.S. Department of Labor TAACCCT Convening Conference in Washington, D.C.

The *AFT* program will support the development of the U.S. aviation maintenance workforce through a comprehensive program of outreach, recruitment, training, and career development targeted to future and incumbent aviation technical workers. In order to ensure that Work Plan deliverables are achieved within the twelve month project period, NCC will onboard a program development consultant via a professional services contract to oversee the implementation of the *AFT* initiative.

Rick Bartle, Senior Advisor and Founder of Stratus Business Development, will serve as the program development consultant. He is a seasoned professional with more than 20 years of experience in leadership, project management, business development, operations, and strategic planning within the aerospace and engineering domain. Mr. Bartle will work closely with the NCC leadership team to oversee the development of key program components. This will include coordination of the purchase of equipment, supplies, and set-up of all labs, classrooms, and auxiliary spaces in the NCC AT facility, development of the Avionics Certificate, providing direction related to effective outreach activities, and establishment of the summer camp program. (See Attachment 6, Other Relevant Documents - Resumes).

NCC has a demonstrated history of designing successful technical curriculum for courses of study leading to industry-aligned credentials. The curriculum development process leading to an Avionics Certificate will be directed by newly recruited AT faculty with expertise in avionics and guided by a Master Course Template that was developed and used by NCC in 2015 to design a number of advanced manufacturing courses as part of its TAACCCT project. The template captures all active teaching and learning elements of a program curriculum in individual frameworks that logically align content topics and desired outcomes with competencies. Additionally, the template has the added benefit of assisting both the instructor and department with identifying areas where classroom and/or laboratory instruction may be adapted for online and/or technology-enabled curriculum support.

NCC has a decades long track record of designing and operating career pipeline programs for youth ages 10 - 18, including technically-oriented summer camp programs. Kim Eckenrode, Career & Technical Education Pathways Director, oversees the design and operation of all NCC summer camp programs

annually. Additionally, it is important to recognize the role of the aviation sector in New Hampshire's economy. According to the New Hampshire Department of Transportation, "25 airports provided over \$1.16B of economic benefits to NH annually. This represents about 2 percent of NH's overall annual economic output and over 9,200 jobs." In this regard, the *AFT* initiative is well-aligned with the NH State Airport System plan and the goal to "maximize economic value of New Hampshire's Airport System" by creating "opportunities that will help foster job creation both on and off airports."¹

Private/Public Partnerships are Essential to Fulfilment of Program Goal

The public event marketing and summer camp components of the *AFT* initiative are strengthened by private/public partnerships between NCC, the Manchester School of Technology and the Aviation Museum of New Hampshire. Additionally, Wiggins Airways has committed 1-2 Internships of 10-20 hours per week each semester, mentorship from senior level technicians to NCC AT students, guaranteed interviews for all AT graduates, and one (1) annual scholarship of \$2000 to an incoming NCC freshman entering the Aviation Technology program. These partnerships are key to the successful implementation of the proposed scope of work. The collaboration, sharing of resources, and potential access to funding opportunities provided through this joint effort are invaluable assets for the further development and ongoing operations of the NCC AT program. (See Attachment 4., Letters of Commitment and Agreement - Partners). However, NCC will be the sole entity and applicant responsible for executing the implementation of the *AFT* initiative.

Approach to Project Management

NCC will use the Plan Do Study Act (PDSA) model of project management driven by a 90-Day Action Plan (90-DAP) to ensure effective and timely project implementation. Throughout

¹ NH State Airport System Plan (Executive Summary). Retrieved from <https://www.nh.gov/dot/org/aerorailtransit/aeronautics/documents/NHSASPExecutiveSummary.pdf>

Northern New England Aviation Technology Workforce Solution:
The Aviation for Tomorrow (AFT) Program at Nashua Community College
