

# FY 2019 Strategic Workforce Initiative

UTAH STATE UNIVERSITY  
OUTDOOR PRODUCTS PATHWAY DEVELOPMENT  
BRUCE MILLER AND ANDREW DECEUSTER  
SCHOOL OF APPLIED SCIENCES, TECHNOLOGY & EDUCATION

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## Abstract

**Applicant name and type:** Utah State University; public post-secondary educational institution

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**Project title:** Outdoor Product Design & Development Pathways

**Strategic industry cluster:** Outdoor Products

**Targeted industry:** Outdoor recreation, outdoor products, manufacturing, retail

**Targeted occupations:** CAD designers/operators, manufacturing technicians, retail salespersons, soft/hard goods developers, marketing coordinators, import specialists, production schedulers, operations managers, sourcing specialists, corporate level designers and process optimizers

**Education partners:** Utah State University, Bridgerland Technical College, Cache County School District, Grand County School District, and Society of Manufacturing Engineers Education Foundation

**Industry partners:** Black Diamond, Prana, W.L. Gore & Associates, Smartwool, Patagonia, Simm's Fishing and the Governor's Office of Economic Development Office of Outdoor Recreation

**Summary:** In partnership with the Society of Manufacturing Engineers (SME), Bridgerland Technical College, and Cache, Box Elder, and Grand County school districts, Utah State University (USU) proposes advancement of Outdoor Product Design & Development Pathways. The structured OPDD Pathways Program is responsive to regional workforce needs, offers a non-duplicative progression of courses and stackable credentials, leads to specific employment opportunities, and generates momentum for continued study and career advancement in the outdoor products strategic industry cluster.

The OPDD Pathways program comprises a non-duplicative progression of courses and credentials that prepare students for specific outdoor product employment opportunities. (Pathway options, stackable credentials within each pathway, and employment opportunities associated with each credential are illustrated on page 3.) Careful planning and curriculum articulation facilitate credit transfer and simplify transition to more advanced credentials. Completion of BTECH certificate programs enable students to seamlessly transition to associate degrees, and associate degree completion builds momentum for bachelor of science degrees. A bachelor's degree leads to more advanced and higher-paying jobs.

The pathways program was developed with industry input in response to regional demand for skilled technical designers and product developers. Commitment from regional employers to offer work-based learning opportunities (e.g. tours, job shadowing, and internships) will ensure students learn technical skills required by industry. Strengthened and expanded industry partnerships through the OPDD Advisory Board will assure continued alignment of OPDD credentials with industry needs, broaden career advancement opportunities for program participants, and provide workforce for the growing number of outdoor product companies in Utah.

## Proposal

### a) Program of study

#### *i. Responsive to workforce needs of the CTE region*

As a premiere state for outdoor recreation with more than 200 leading outdoor product companies headquartered here, Utah is one of the top states in the nation for outdoor recreation employment. Because many people in Utah make outdoor recreation a priority, there is high demand for outdoor recreation (e.g. camping, fishing, hunting, snow sports, trail sports, water sports, and bicycling) gear and products. Continual technical advancements in outdoor gear and products drive innovation and create ongoing demand for highly skilled workers in product design, manufacturing, and sustainability.

Because many Utah outdoor product companies are start-ups, traditional labor data does not accurately reflect demand for a trained regional workforce. However, attached industry letters demonstrate demand for technical designers and product developers and contain these consistent themes.

- 1) Need for an outdoor product design and development program in Utah---due to challenges and sunk costs associated with recruiting out-of-state talent,
- 2) High quality of the OPDD Pathway Program which is tailored to industry needs and prepares students with real life product innovation, development, and problem solving skills,
- 3) Enthusiasm for job shadowing and internship opportunities to provide students with needed experience and reduce training costs,
- 4) Anticipated program growth because Utah is an ideal location for outdoor product development companies.

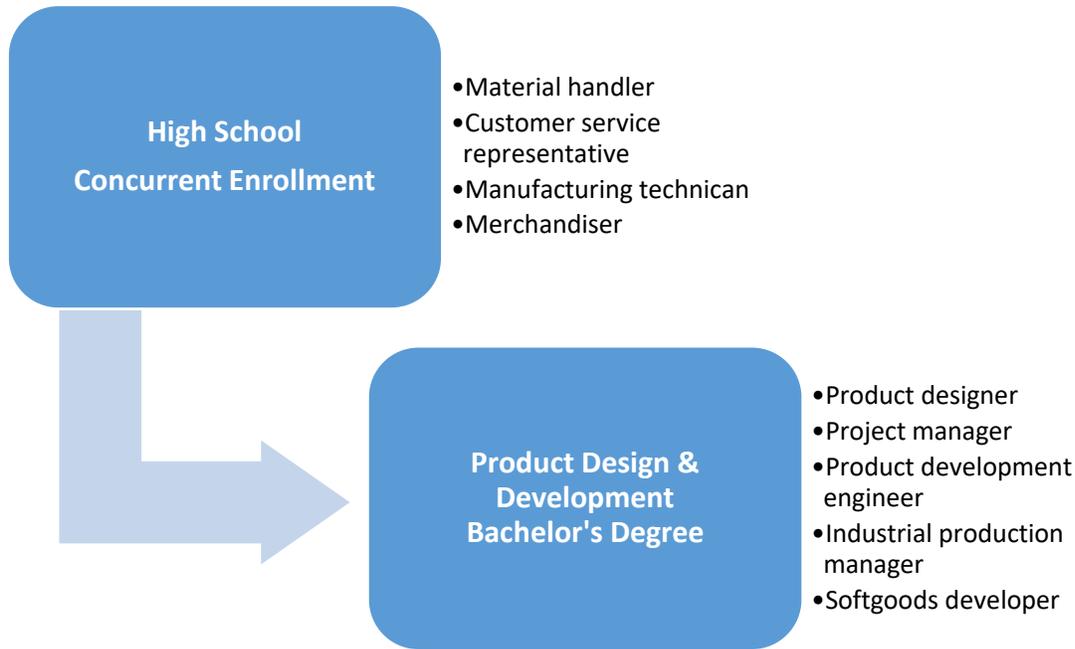
*“One of the most challenging things in my role has been to attract talent to our region. One hundred percent of our new hires were from out of state. Companies would prefer to hire locally if the talent was here.”*

**Martijn Linden, VP of Apparel & Creative, Armada Skis**

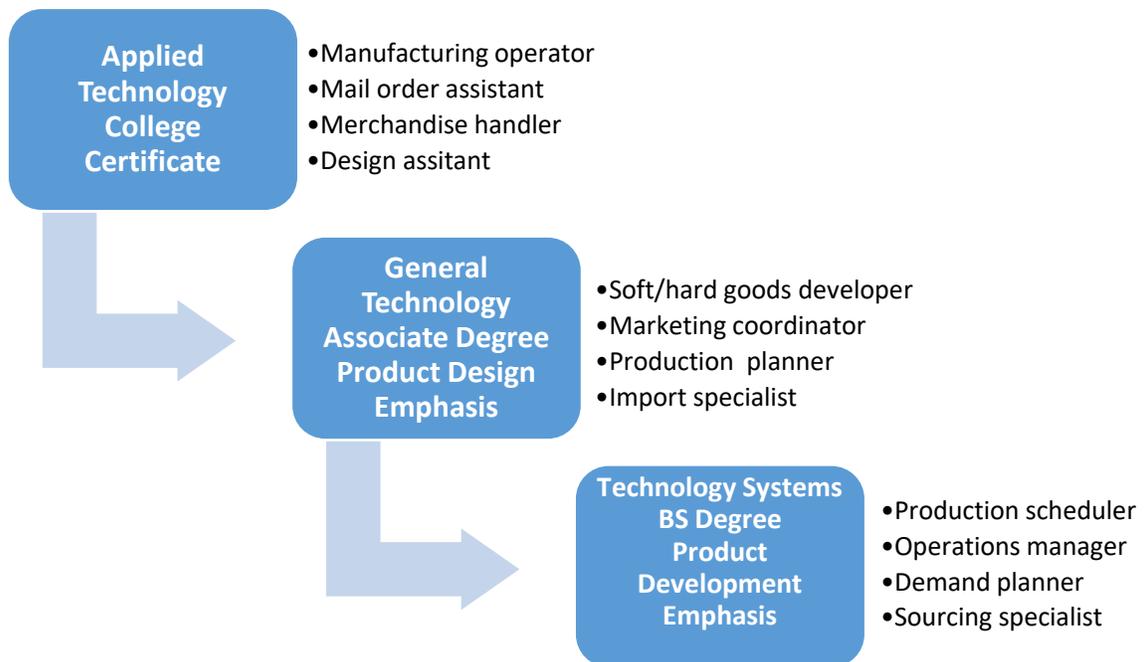
The OPDD Pathways Program was developed with input from representatives of the world’s largest textile manufacturer, leading technical designers, and heads of outdoor product companies in response to industry demand for a trained regional workforce. Commitment from regional employers to continue to provide input on curriculum development and offer work-based learning opportunities (e.g. tours, job shadowing, and internships) will ensure students receive industry-relevant training and supply workforce for the growing number of outdoor product companies in Utah. Stackable program credentials prepare students for various levels of employment in a range of outdoor product sectors.

The following models illustrate proposed pathway options, stackable credentials within each pathway, and employment opportunities associated with each credential.

**Pathway 1:** Transition from a Utah secondary education program to either USU’s Technology Systems bachelor of science degree with a Product Development emphasis or to USU’s Outdoor Product Design and Development bachelor of science degree.



**Pathway 2:** Transition from a Utah secondary education program to a Bridgerland Technical College’s certificate to USU’s General Technology associate of applied science degree with a Design and Creative Arts emphasis to either USU’s proposed Technology Systems bachelor of science degree with a Product Development emphasis or to USU’s Outdoor Product Design and Development bachelor of science degree.



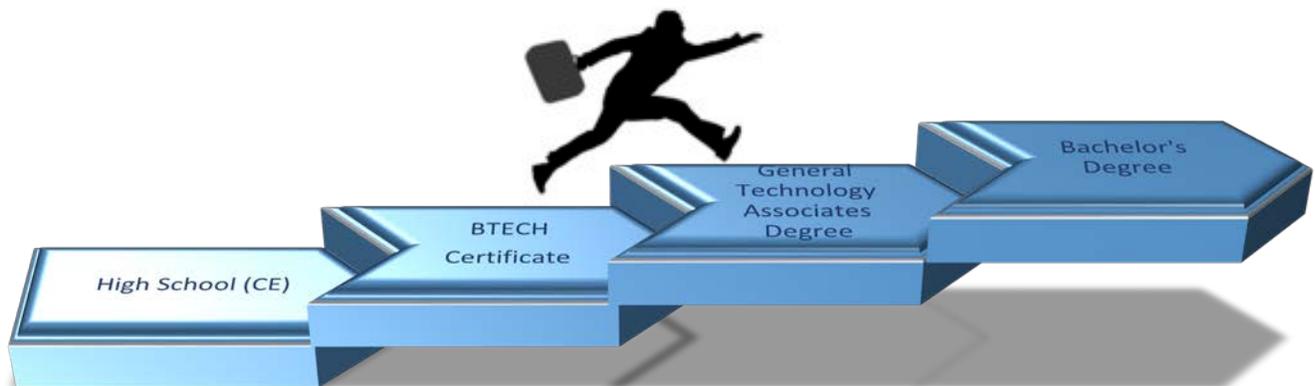
**ii. Facilitates attainment and seamless transfer of stackable credentials**

The following graphics provide visual references for OPDD pathway options.

**Pathway 1:** Transition from a Utah secondary education program to either USU’s Technology Systems bachelor of science degree with a Product Development emphasis or to USU’s Outdoor Product Design and Development bachelor of science degree.



**Pathway 2:** Transition from a Utah secondary education program to a Bridgerland Technical College’s certificate to USU’s General Technology associate of applied science degree with a Design and Creative Arts emphasis to either USU’s proposed Technology Systems bachelor of science degree with a Product Development emphasis or to USU’s Outdoor Product Design and Development bachelor of science degree.



A description of each OPDD Pathway Program credential preparatory for entry level and skilled product design and development employment is provided below.

### ***High school concurrent enrollment courses***

The OPDD Pathway Program aims to reach high school students that may not otherwise be college bound. Many secondary education programs in the state offer career and technical education (CTE) courses in CAD design, textile design, and manufacturing processes that provide foundational knowledge and skills for high school students to seamlessly transition to a BTECH's certificate program or a USU associate or bachelor's degree program. Due to close articulation between secondary education courses and ATC courses, students in Cache Valley will be able to complete all or most of the BTECH certificate option they choose while still in high school. Additionally, some program courses and USU general education courses will be available to high school students as concurrent enrollment.

Some program courses are currently offered as concurrent enrollment. SWI funding will enable development of more CE courses and allow more course offerings through currently participating school districts as well as facilitate program expansion to other school districts. To ensure secondary and postsecondary curriculum alignment, faculty from USU's School of Applied Sciences, Technology and Education (ASTE) will train secondary teachers. ASTE houses pre-service training programs in Technology and Engineering Education and Family and Consumer Sciences Education, and highly qualified teacher educators in these programs will lead training activities.

The SME (Society of Manufacturing Engineers) Education Foundation developed the Partnership Response in Manufacturing Education (PRIME) initiative to build collaborative networks among students, educators, and industry to train and grow the next generation workforce. Through the PRIME initiative, SME works with local industry and schools to identify needed competencies and skills, propose enhanced curriculum, and obtain financial support to implement improvements. Participation in the PRIME initiative and close collaboration with the SME will advance the OPDD Pathways Program by expanding industry connections for input on curriculum development, increasing internship opportunities, and augmenting lab funding. Introduction to manufacturing concepts such as quality control, lean manufacturing, and supply chains will prepare high school students for related ATC certificate programs and USU's Technology Systems bachelor of science degree with a Product Development emphasis.

### ***BTECH certificates***

BTECH certificate programs are a natural path for students interested in outdoor product development employment but not yet ready to commit to a bachelor's degree program. BTECH instructors are industry professionals who emphasize hands-on instruction in an environment that allows students to explore their passions, and students who participate in certificate programs are engaged in content directly related to their desired career paths.

BTECH certificates related to the outdoor industry and part of the OPDD Pathway Program include: Business/Marketing, Computers/Software, Drafting/Construction, and Manufacturing. These certificate programs prepare students for entry level positions as CAD designers/operators, manufacturing technicians, media designers, operations clerks, retail salespersons, visual merchandisers, customer technicians, and textile specialists. After completing a certificate program, students are encouraged to move into the workforce, and most BTECH graduates find employment in Cache Valley or the Wasatch Front.

BTECH graduates interested in pursuing additional credentials can apply 30 credits toward an associate degree at USU, and completion of a certificate program equips students with skills to work as laboratory aids once enrolled at USU. Several BTECH certificate programs prepare students to seamlessly transition to and succeed in either USU's Technology Systems bachelor's degree or Outdoor Product Design and Development bachelor's degree, both of which offer courses in 2-D and 3-D computer design, manufacturing materials and processes for hard and soft products, textile fibers and construction, plastics and composites, promotion, business, marketing, operations management, merchandising, and sales.

### ***Associate of Applied Science in General Technology (Design and Creative Arts/Technology Systems)***

BTECH graduates who pursue an Associate of Applied Science in General Technology degree will begin with foundational training and approximately half of the required credits (i.e. 30 credits). Many will also have concurrent enrollment credits. Remaining credits can be completed through distance delivered USU courses to accommodate the many associate degree students who are employed. In addition to preparing students for employment as soft/hard goods developers, marketing coordinators, production planners, and import specialists, completion of an Associate Degree in General Technology will pave the way for further education and correlated career opportunities in the outdoor product design and development industry.

### ***Bachelor of Science in Technology Systems with Product Development Emphasis***

The Bachelor of Science in Technology Systems degree was developed with input from industry partners, Bridgerland Technology College leaders, and secondary career and technical education directors and was approved by the Utah State Board of Regents on July 21, 2017.

The Technology Systems bachelor's degree provides further training for certificate and associate degree completers interested in product development, information and computer technology, robotics, automation and control and/or technical management and generates trained, technical professionals to meet workforce needs of regional outdoor product companies. Specifically, completion of the degree prepares graduates for employment as production schedulers, operations managers, demand planners, and sourcing specialists.

Because the degree was developed with industry input, the curriculum provides hands-on learning experiences that keep students actively engaged and equip them with workforce skills. Due to the availability of USU courses in evenings and online, many students can continue their education while working. To ensure graduates have the requisite knowledge and skills and facilitate a smooth transition from college to the workplace, USU continues its work with industry partners.

### ***Bachelor of Science in Outdoor Product Design and Development***

The Outdoor Product Design and Development bachelor of science degree primarily focuses on technical skills required by industry. The degree combines academics with industry experiences and integrates technical gear design skill with engineering, operations management, sustainability, and business knowledge essential to the supply chain of outdoor products. Communication, problem solving, and critical thinking activities are integrated into program courses to ensure graduates are prepared for the 21<sup>st</sup> century workforce.

To help students develop industry recognized skill sets, the project director will oversee creation of an advanced digital fabrication lab. A compact, modular lab design will allow for better utilization of equipment (which can be arranged to mimic a production line) and replication at other locations. Access to the lab at multiple locations will help sustain the program, provide hands-on learning opportunities for students at all levels, and facilitate teacher training. Although some of the needed lab equipment is currently available at high schools, BTECH, and USU, it is underutilized because instructors don't understand its application to their courses. Teacher training and better integration of equipment utilization into the curriculum will create cohesion for the lab's two primary focus areas:

1. *Advanced prototyping techniques and methodologies*: teach students how to rapidly create prototypes for fit, form, and function and decrease time to market, and
2. *Product development knowledge*: teach students key principles such as lean manufacturing, quality control, and supply/operation management.

With a Bachelor's Degree in Outdoor Product Design and Development, students will increase their qualifications and competencies to move forward on the product and business side of the outdoor industry. Although the degree's primary purpose is to prepare technical designers and product developers for the industry, its interdisciplinary nature equips students with product management and entrepreneurial skills as well. We anticipate graduates entering the workforce as corporate level designers and process optimizers. Program graduates may also use the bachelor's degree as a foundation to pursue advanced studies in product design, operations, management, and related disciplines.

A four-year completion plan is provided as ***Attachment A: OPDD 4-Year Completion Plan***.

### ***Access to credentials***

Some program courses are currently offered as concurrent enrollment. SWI funding will enable development of more CE courses and increased course offerings through currently participating school districts as well as facilitate program expansion to other school districts.

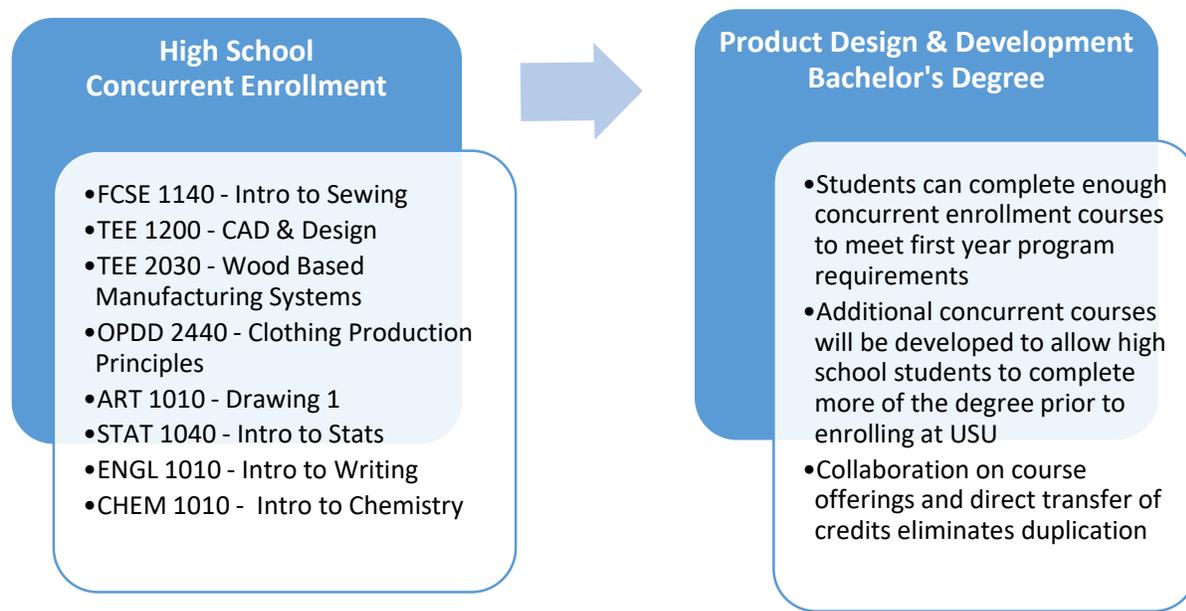
The Associate of Applied Science in General Technology degree is currently available through all four USU regional campuses. With SWI funding to hire additional program faculty, USU will initially offer the technology systems and outdoor product design & development bachelor degrees through the Brigham City and Moab regional campuses where there is demand and employment opportunity. The general technology associate degree originates from the USU Brigham City regional campus, and availability of the bachelor degrees at that campus will provide a natural and accessible career pathway for interested students. Offering the bachelor degree programs in Moab—an outdoor recreation mecca--will provide opportunities for outdoor enthusiasts who may be interested in entry level or advanced outdoor product employment as well as opportunities for product testing, public lands management, and business entrepreneurialism in rural Utah. Funding for updated labs will also enable USU regional campuses in the economically depressed parts of the state to provide design and development training for local entrepreneurs.

ASTE has effectively used and will seek opportunities for continued use of distance delivered courses within the OPDD Pathways program.

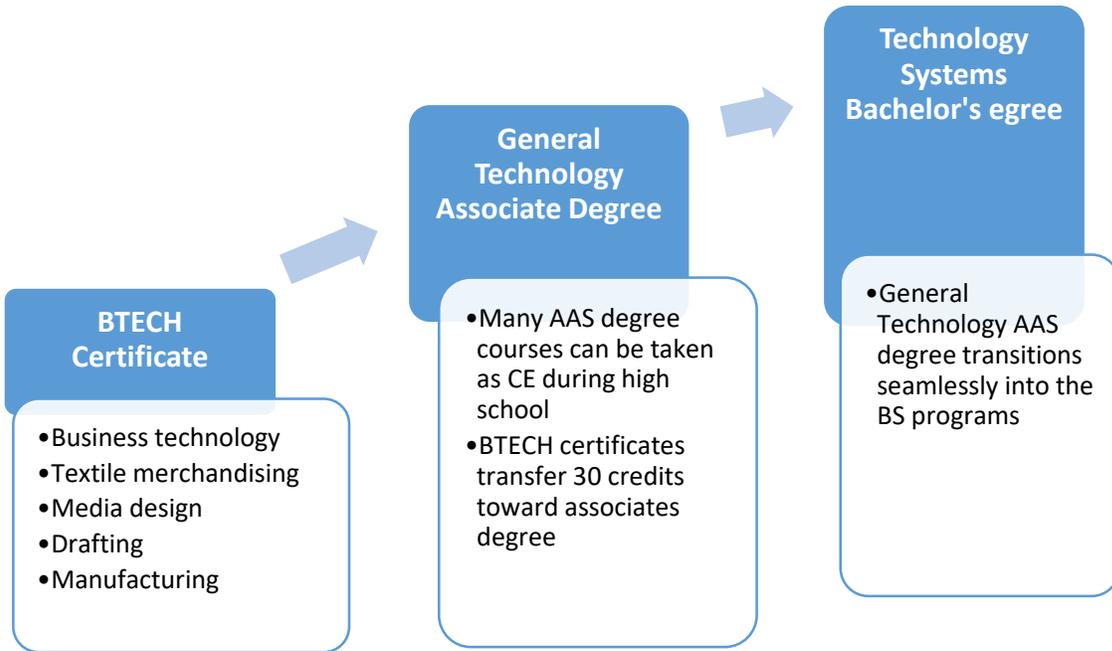
**iii. Offers a non-duplicative progression of courses with academic and CTE content**

Ongoing partnership efforts to continually align the non-duplicative progression of OPDD credentials with workforce needs will enable students at all levels (high school, BTECH, and USU) to earn industry desired credentials and learn industry demanded skills. Because each credential will give them access to more advanced jobs and higher wages, it is anticipated that students will pursue additional training and advancement opportunities. The following program courses include career and technical education (CTE) components and focus on product design and development skills.

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A list of pathway courses is provided as **Attachment B: Full Pathway**.

## **b) Expected student enrollment, attainment and job placement rates**

We anticipate student enrollment, attainment, and job placement rates will continue to be positively influenced by these factors:

- *Student enrollment*: Early student interest and enrollments in the program exceeded initial projections and continue to rise. Availability of regional, entry level and professional product design and development jobs drives enrollment growth in certificate, associate, and bachelor's degree programs.
- *Student persistence/credential attainment*: Excellent teacher training, effective advising support, close curriculum articulation (to facilitate transition from one credential to another), and subsequent career advancement opportunities provide impetus for students to complete credentials.
- *Job placement*: Ongoing collaboration with industry partners, work-based learning opportunities (e.g. tours, job shadowing, internships, and apprenticeship) and networking opportunities (e.g. campus speaking engagements, and the Outdoor Retailer show) will assure continuous curriculum alignment with industry needs, equip students with requisite skills, and connect students with prospective employers. OPDD Advisory Board members will assist with placement of program graduates.

Many industry partners expressed necessity for the OPDD Pathways Program to prepare students for progressive levels of employment, provide local workforce for the industry, and sustain outdoor industry growth in Utah. Two industry partners—Browning and Cotopaxi—hired OPDD students before they completed the program, and others are actively connecting with program participants. Increased program participation will also come from targeted economic development in participating communities.

The table below outlines past and anticipated student enrollment, completion, and job placement rates for spring 2017 through fall 2018 semesters beginning at the BTECH certificate level. Projections for the spring 2018 and fall 2018 semesters are based on previous enrollments and experience with other, similar CTE pathways.

	Spring 2017	Fall 2017	Spring 2018 (projected)	Fall 2018 (projected)
# Enrollments (certificates)	182	188	(195)	(210)
# Completers (certificates)	138	129	(146)	(159)
# Job Placements	119	117	(130)	(146)
# Enrollments (associate's)	30	56	(55)	(60)
# Completers (associate's)	7	16	(36)	(38)
# Job Placements	7	13	(20)	(22)
# Enrollments (OPDD bachelor's)	138	170	(180)	(180)
# Completers (bachelor's)	-	-	-	-
# Enrolments (Tech Sys.)	-	47	(60)	(70)
# Completers (bachelor's)	-	-	(12)	(20)
# Job Placements	-	-	(10)	(18)
# Completers (bachelor's)	-	-	(12)	(20)
# Job Placements	-	-	(10)	(18)

Table 1: Expected Student Enrollment, Attainment and Job Placement Rates – Spring 2017 to Fall 2018

**c) Evidence of input and support from industry advisory group**

***Advisory Board***

The OPDD Pathways Advisory Board is currently comprised of these education partners and industry representatives.

<i>Member</i>	<i>Organization/Company</i>
K. Chad Campbell	Bridgerland Technical College
Martijn Linden	Armada Skis
Brian Beckstead	Altra Footwear
Martijn Linden	Burton
Tom Adams	Utah Governor's Office of Outdoor Recreation
Kasey Jarvis	Black Diamond
Stu Larson	Vista Outdoors
Paul Webber	Klim
Bobby Martin	Cabela's
Brandan Hill	Simms
Cheri Tiles	Cotopaxi
Eric Rice	Patagonia
Andrew Fletcher	Backcountry
Jake Pantone	ENVE Composites
Matt Maxfield	Klymit
Renee Henze	DuPont (Sorona)
Frank Clegg	Lifetime Products
Lajean Lawson	Champion
Matt Kaplan	OIA
Nazz Kurth	Petzl America
Jonathan Moss	Browning
David Parkes	Concept III
Matt Schreiner	Gore
Angela Medlin	Pensole/FAAS
Justin Crawford	DuPont Kevlar

*Table 2: OPDD Pathways Advisory Board*

The first OPDD Pathways Advisory Board meeting was held during the fall 2017 semester. Subsequent meetings, held each September and April, are led by the OPDD Pathways Program project director. The project director sends an agenda and supporting materials a week prior to board meetings and members are asked to stay informed and inform others about the program. Advisory board members contribute the following:

- Share industry developments and advise partners to ensure the program produces graduates with current skills that meet industry employment needs
- Identify and offer work-based learning opportunities for students
- Assist with placement of program graduates
- Assist with curriculum refinement and program expansion
- Assist with identification of external resources to support the students and program (e.g. work-based learning opportunities, equipment, etc.)

The advisory board will continue to evolve and grow as current members assist with identification and recruitment of new board members.

### ***Continued industry involvement and commitment***

The OPDD Pathways Program was developed with input from industry leaders who identified needed workforce skills and helped establish correlated program goals and objectives. Strengthened and expanded industry partnerships will assure continued alignment of OPDD credentials with workforce needs and extend career advancement opportunities for program participants. Several outdoor product companies have provided internships for OPDD students, and many more have committed to provide internships, tours, mentoring, and job shadowing opportunities. Students who participated in internships learned from industry leaders and developed key technical skills. Several internship participants received offers of full time employment.

Industry representatives have shown strong support for the program through campus speaking engagements. During fall 2016 semester, representatives from Coalatree, Modaliti Design, Infuze Hydration, Lubrizol, HydroPath, Armada Skis, and Cabela's advanced student learning with examples of industry vision and direction. Representatives from Simms Fishing, CampSaver, Cottage Skis, Burton Snowboards and Vista Outdoor presented to OPDD students during the spring 2017 semester. In April 2017, USU hosted Patagonia Worn Wear's Vice President of Environmental Affairs, Rick Ridgeway, who has mentored OPDD students. (See attached ***Worn Wear College Tours 2017***, in which Utah State University is listed among Clemson, Yale, and the Massachusetts Institute of Technology as part of the tour.)

The Outdoor Retailer Show provides OPDD program leaders and students with opportunities to connect and network with industry representatives.

A list of industry partners is provided as ***Attachment C: Industry Partners***. For examples of industry participation and networking, refer to ***Attachment D: Industry Participation***.

Attached letters show strong support by regional industry leaders for continued development and expansion of the OPDD Pathways Program.

**d) Evidence of official action in support of proposal**

***i. Utah System of Technical Colleges Board of Trustees***

The president of Bridgerland Technical College provided a letter of commitment, which is attached to this proposal. The Utah System of Technical Colleges (USTC) commissioner has expressed support for the OPDD Pathway Program, and the Utah System of Technical Colleges Board of Trustees will consider and provide final support for the proposal during their January 2018 meeting.

***ii. Utah Board of Regents***

Per directions from the Governor's Office of Economic Development, the proposal abstract was sent to the USHE Commissioner's Office in December, 2017. As part of the process, the Commissioner's Office will review the full proposal at their next meeting and forward it for the next level of review.

**e) Funding request and justification**

USU requests Strategic Workforce Initiative funds to support direct costs associated with the following OPDD Pathway Program goals.

1. Salary support for the project director
2. Salary support for an ASTE teacher educator
3. Salary for three new OPDD faculty
4. In-state travel to industry partner and workshop locations
5. Faculty/teacher educator travel to workshop locations
6. Equipment and supplies

***Request for ongoing and one-time funds***

Table 3 outlines an ongoing budget request (for salaries, benefits, in-state travel, and equipment and supplies) for years 1 through 3. The funding periods are: Year 1: July 1, 2018 to June 30, 2019, Year 2: July 1, 2019 to June 30, 2020, and Year 3: July 1, 2020 to June 30, 2021.

Funding Categories	Year 1	Year 2	Year 3
Salary	\$152,560	\$152,560	\$152,560
Fringe benefits	\$71,703	\$71,703	\$71,703
In state travel	\$3,000	\$3,000	\$3,000
Equipment & supplies	\$18,500	\$18,500	\$18,500
Total ongoing budget request	\$245,763	\$245,763	\$245,763

*Table 3: Ongoing Budget Request*

Table 4 outlines a one-time budget request for a capital equipment purchase during year 1.

Funding Categories	Year 1	Year 2	Year 3
Salary	\$0	\$0	\$0
Fringe benefits	\$0	\$0	\$0
In state travel	\$0	\$0	\$0
Capital equipment purchase	\$18,195	\$0	\$0
Total one time budget request	\$18,195	\$0	\$0

*Table 4: One-Time Funding Request*

The capital equipment purchase during year 1 brings the total budget request for year 1 to \$263,958,20.

A detailed description of the funding request outlined in the tables follows.

### ***Salaries***

Salary support is requested for the following personnel.

- *Project director*  
Salary of \$10,000 is requested to support the project director's 10% effort on the project. The project director will oversee CE curriculum articulation and teacher training, plan and lead advisory board meetings, and initiate ongoing connections and information exchanges with industry partners. Salary is requested to support the project director's effort as follows.
- *ASTE teacher educator*  
Salary of \$6,560 is requested to support the teacher educator's 10% effort on the project. The teacher educator will develop teacher training curriculum and lead teacher training workshops each summer. Salary is requested to support the teacher educator's effort as follows.

Salary support is requested to hire two OPDD faculty and one BTECH instructor.

- *USU Logan faculty member*  
A salary of \$68,000 is requested for a full time faculty member who will be located at the USU Logan campus.
- *USU Moab faculty member*  
A salary of \$34,000 is requested for a part time faculty member who will be located at the USU Moab campus.
- *BTECH instructor*  
A salary of \$34,000 is requested for a part time BTECH instructor.

### ***Benefits***

Benefit funds requested for each position are provided below. The benefit rate is 47%

- *Project director*  
Benefits of \$4,700 are requested for the project director.
- *Teacher educator (10% effort)*  
Benefits of \$3,082.20 are requested for the teacher educator.
- *USU Logan faculty member (full time position)*  
Benefits of \$31,960 are requested for the USU Logan faculty member.
- *USU Moab faculty member (part time position)*  
Benefits of \$15,980 are requested for the USU Moab faculty member.
- *BTECH instructor (part time position)*  
Benefits of \$15,980 are requested for the BTECH instructor.

### ***Travel***

To ensure ongoing collaboration with industry partners, consistent course delivery, and ongoing articulation, USU faculty/teacher trainers will travel to partner locations and lead summer workshops at USU Moab and participating high schools. Travel funds of \$3,000 per year are requested to support

faculty travel to in-state partner locations and between USU Logan, USU Moab, and participating high schools throughout the state.

**Equipment**

To prepare students for work as skilled technical designers and product developers, highly specialized equipment is required. Essential equipment varies from computer design software (using 3-D printer capabilities) to laser cutter/engravers, industrial sewing equipment, CNC mills, investment casting, injection molding, thermal forming, and composites processing equipment.

The table below outlines program equipment needs and associated costs.

<b>Equipment List</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Ongoing</b>
Zortrax M200 3D Printer	1,850			
Zortrax M300 3D Printer	2,990			
Zortrax Inventure 3D Printer	3,900			
Zortrax Consumables/Parts	3,600	4,000	4,000	4,000
LNS 150A Injection Molder	1,800			
Injection Molder Kit	750			
Formech 450 DT Vac Former	4,850			
Full Spectrum P-Series Laser Cutter	18,195			
Abrasive Blast Cabinet	520			
Vibratory Tumbler	1,435			
Vapor Smoothing Station	4,995			
Machine consumables	3,500	4,000	4,000	4,000
Shop tools and consumables	3,850	2,000	2,000	2,000
<b>Total</b>	<b>52,235</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>

Table 5: OPDD Pathways Program Equipment

Requested equipment funding is as follows.

- Equipment & supplies (lab equipment, machine consumables, teacher training kits)  
SWI funding in the amount of \$18,500 per year is requested to purchase equipment and supplies to upgrade labs at BTECH and USU campuses in Logan and Moab and to create an advanced digital fabrication lab. An advanced digital fabrication lab will enable instruction in the entire advanced prototyping process used in the outdoor products industry. As the OPDD Pathway Program grows, the advanced digital fabrication lab will be replicated for student use at other locations. The teacher training kits used at summer workshops will be comprised of 3D print materials, composites, textiles, and plastic materials.
- Capital equipment  
A one-time request of \$18,195 will be used to purchase a full spectrum P-series laser cutter during year one.



**Attachment B: Full Pathway**

Course Number	Course Title	Credits
<i>HighSchool Concurrent Enrollment Courses</i>		
TEE 1010	Communications Technology	3
TEE 1200	Computer-Aided Drafting & Design	3
FCSE 1140	Intro Sewing	2
FCSE 2040	Clothing Prod Prin	3
		<b>11</b>
<i>Bridgerland Applied Technical College (900 hr certificate)</i>		
Required		
BTEC 1111	Computer Literacy - 90 hours	
FASH 1100	Fashion Business I - 120 hours	
FASH 1110	Fashion Business II - 120 hours	
FASH 1301	Strategies of Selling - 60 hours	
FASH 1400	Textiles - 60 hours	
FASH 1500	Fashion Styling - 60 hours	
FASH 1509	Job Seeking for Fashion - 30 hours	
FASH 1601	Fashion Promotion- 90 hours	
FASH 1700	Visual Merch- 90 hours	
FASH 1800	Cosmetic Marketing - 60 hours	
FASH 1900	Fashion Correspondence - 30 hours	
FASH 2998	Fash Merch Internship Ext - 120 hours	
Electives		
FASH 1502	Fashion Illustration - 90 hours	
FASH 2200	Retail Buying - 120 hours	
FASH 2300	Product Development - 90 hours	
FASH 2400	Retail Management - 90 hours	
FASH 2500	Historic Costume - 120 hours	
FASH 2700	Textile Lab - 60 hours	
FASH 2901	Special Applications FASH - 180 hours	
		<b>30</b>
<i>USU Associate of Applied Science (AAS) General Technology</i>		
English Requirement		
ENGL 1010	Introduction to Writing (CL1)	3
Math Requirement		
STAT 1045	Intro to Statisc with Elements of Algebra (QL)	4
Breadth Requirements		
APEC 1600	Natural Resources and American Econ Insitutions (BAI)	3
ASTE 2900	Food Matters (BSS)	3
CHEM 1010	Intro to Chemistry (BPS)	3
Technical Requirements		
BUSN 2320	Small Business Management for CTE	3
BUSN 2200	Business Communications	3
<b>63 credits to earn associate degree</b>		<b>22</b>
<i>USU Technology Systems B.S.</i>		
General Education Requirements - additional requirements		<b>14</b>
Technical Content		

or ENGL 20

BUSN 2010	Financial Accounting	4
TEE 3000	Hazard Recognition and Control	3
ASTE 3440	Science, Technology, and Modern Society (DSC)	3
ASTE 3050	Technical and Professional Communication Principles (CI)	3
CMST 3250	Organizational Communication (CI)	3
ASTE 4250	Internship	6
ASTE 4900	Senior Project	3
FCSE 3040	Adv. Clothing Pattern Making	3
		<b>28</b>
Outdoor Product Development Emphasis		
FCSE 4040	Advanced Clothing Studies	3
FCSE 3030	Textile Science (DSC/QI)	4
FCSE 3080	Dress and Humanity (DHA)	3
OPDD 4420	Digital Design Technologies for Outdoor Products I	3
OPDD 4430	Digital Design Technologies for Outdoor Products II	3
		<b>16</b>
<b>121 credits to earn USU Technology Systems B.S. degree</b>		

## Attachment C: Industry Partners

### Industry partners, participants, and contacts

Name	Company	Position
Martijn Linden	Armada/Black Diamond/ Patagonia	VP for Design and Development
Doug Graham	W.L Gore & Associates	Global Account Manager
Paige Fink	Smartwool	Director of Product Development Apparel
Anne Wiper	Smartwool	VP of Product Development
Tony Hsieh	Zappos	CEO
Kristin Lieber	IDFL Laboratory and Institute	Chief Financial Officer
Keith Wilson	IDFL Laboratory and Institute	Research and Development Director
Jill Layfield	Backcountry.com	CEO
Ted Forbes	Backcountry.com	EVP of People
Shannon Ellis	Patagonia	VP Human Resources
Deanna Lloyd	Patagonia	HR Recruiter
Perry Klebahn	Atlas Snowshoes	Founder
Ellen Schmidt-Delvin	University of Oregon	Director, Sports Product Management
Jacob Bolling	NRS	Marketing
Nazz Kurth	Petzel America	President
Paul Webber	Klim	Managing Director of Sourcing
Dan Nordstrom	Outdoor Research	CEO
Mary Hopkins	W.L. Gore & Assoc	Fabrics-Strategic Marketing
Tom Boyle	W.L. Gore & Assoc	Fabrics-Marketing
Brian Krezel	Simms	Director of Design
Jamie Bainbridge	NAU	Director of Textile Development
CJ Whitaker	Cotopaxi	VP Product Design and Development
Steve Smith	Blackpine Sports	President
Mike Dowse	Amer Sports Winter & Outdoor	President and GM
Tara Latham	Black Diamond	Design Manager
Walter Wilhelm	Black Diamond	VP Business Process
Nathan Grothe	REI	Product Manager
Andrea Olsen	Prana	Men's Outerwear & Active
Michael Wallenfels	Mountain Hardware	Co-Founder
Ashley Robertson	ICON Health and Fitness - Altra Running	Senior Apparel Development Manager



UtahStateUniversity.  
**OUTDOOR PRODUCT  
DESIGN & DEVELOPMENT**

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## Industry Partnership Opportunities

2017

Industry partners can support the OPDD program through a spectrum of activities, sponsorship and assistance. Opportunities vary by duration, involvement and sphere of impact. The examples listed below offer some of the means companies and individuals can make a difference.

### **Day-in-the-Life**

Guest lecture in Professional Seminar  
Facilities tour + connection with OPDD faculty  
Student interactions through group sessions and other classes

### **Course Support**

Design problem creation  
Guest lecturing  
Group Gear (6 units to support one test group)  
Provide industry techniques and solutions (e.g., Tech Packs)  
Prototype donations  
Materials for class projects

### **Product Development Challenges / Competition Sponsorships**

Partner with students and/or faculty on product development  
Sponsor competitions with student benefits (e.g., internships, scholarships)

### **Field Guides**

Student testing and review of products  
Prototype development and reporting

### **Student Internships**

Support industry training through summer positions  
Provide support for project-based learning throughout the academic year

### **Full-time Hiring**

Outdoor industry leaders-in-residence  
Faculty and adjunct positions

**Faculty Support**

1-5 day industry immersion for OPDD faculty  
Tours of design, manufacturing, retail and related industry operations  
Training in innovative techniques  
Access to product lines

**Industry Shows (e.g., Outdoor Retailer, SHOT)**

Supporting student experiences  
Volunteer involvement

**Gear Library**

Donate key items for teaching and research purposes  
Work with faculty and students to develop the product profile  
Tax-deductible donation

**Outdoor Products Archive**

Donate historical items to Merrill Cazier Library's Special Collections  
Work with faculty and students to develop the product profile  
Tax-deductible donation

**Oral Histories**

How did your company come to be?  
What have you learned in the process?  
Hard lessons  
Key personalities before they pass speaking to the next generation

**Scholarships/Fellowships**

Tuition support  
Travel support

**Facilities Support**

Equipment donations  
Sponsorship of labs/studios

**OPDD Advisory Board**

*Guidance*  
*Support*  
*Advocacy*

**Contacts for Becoming an OPDD Industry Partner :**

Sean Michael, PhD  
OPDD Interim Program Director  
[sean.michael@usu.edu](mailto:sean.michael@usu.edu)  
435.797.0509

Adrian Roadman  
OPDD Program Coordinator  
[adrian.roadman@usu.edu](mailto:adrian.roadman@usu.edu)  
724.875.724.875.8071

December 20, 2016

To: Kimberlee Carlile, Governor's Office of Economic Development  
Re: Utah State University's OPDD proposal for *Strategic Workforce Investment* funds  
From: Martijn Linden, VP of Apparel and Creative at Armada Skis

Dear Ms. Calile,

Recently, the Utah State's Outdoor Product Design & Development (OPDD) team asked me to put a few of my comments and thoughts to paper regarding the importance of their program.

For 15+ years now I have been in product design and merchandising in the outdoor industry; the last four of those have been in Utah. One of the most challenging things in my role over those last few years has been to attract talent to our region. One hundred percent of our new hires were from out of state. Because of the incredible recruiting and relocation efforts, there are a lot of sunk costs. I'm sure a lot of companies would prefer to hire locally if the talent was here.

The fact that we now have this great OPDD program right in our backyard is really exciting. The unique advantage is not only that it's so close, but also that the program is curated to the needs of the industry. I'm very excited to see the immediate impact of the program as we start to place internships. In my experience, this is one of the very best ways to secure full employment for graduates right out of school.

Utah has a globally unique location and could significantly grow the amount of outdoor companies in the region. Having a relevant and well-supported program like the OPDD is critical to building talent to draw these companies in. The Strategic Workforce Initiative would be a great way to expand the ceiling of Utah State funding and support this critical effort.

Best regards,

Martijn Linden

VP of Apparel and Creative at Armada Skis  
2700 Rasmussen Rd, Park City, UT 84098  
[martijn.linden@armadaskis.com](mailto:martijn.linden@armadaskis.com)  
c: 5627541362

Kimberlee Carlile  
Utah Governor's Office of Economic Development  
60 East South Temple, 3rd Floor  
Salt Lake City, UT 84111

Re: Utah State University's OPDD proposal for Strategic Workforce Investment fund

Dear Ms. Kimberlee,

Growing up in Utah I was involved in many outdoor activities that inspired me to pursue a career as an Apparel Designer. Unfortunately, there were no programs at the time that offered in depth training and education for Apparel Design in Utah. This forced me to look outside of the great state to find a suitable program to give me the training and education needed to begin my career. I have now been actively designing for the past 15 years have worked for various companies in California, Washington and Nebraska.

How excited I am, even a bit envious, that Utah State has not only developed a Design Program, but that it is a new and unique type of program focusing on Outdoor Product Design & Development and offering a full range of training and education for not only apparel but all aspects of the process needed to take an idea into a workable and saleable product used every day in the outdoor market. This type of education provides a unique advantage for training tomorrow's workforce related to the outdoor product industry. This is the first I have seen or heard of this type of program. Not only will this program allow the youth of Utah to stay local and get an outstanding education, it will bring in students from other states that have the drive and passion to push the future of this incredible industry. With a dedicated education system in place that has this kind of focus, as the OPDD degree does, I also see an opportunity for future growth and establishment of outdoor companies motivated to make their headquarters in Utah and draw from the pool of students graduating from this unique program.

After visiting the school personally a few months ago I was impressed by the industry-guided curriculum that has been established, as well as future opportunities that those involved with the development of this degree are working towards that will prepare students to not only transition effortlessly into the workforce, but to lead in the many different positions in the ever growing Outdoor industry. With that said I feel that the ability of the Strategic Workforce Initiative will directly increase the OPDD program's capacity to add employees to the marketplace by expanding the ceiling of Utah State funding. Thank you for your time and consideration of the OPDD Program and its future growth in not only education but in establishing a solid foundation of confident future employees.

Cheers,  
Tyson Ray Andersen

Men's Sr. Design Lead: Casual, Hunt and Technical Outerwear, Cabela's Inc.  
1 Cabela Dr., Sidney, NE 69162



December 27, 2016

To: Kimberlee Carlile, Governor's Office of Economic Development  
Re: Utah State University's OPDD proposal for *Strategic Workforce Investment* funds  
From: Jacob Charles Bessey CEO/Founder Coalatree

Dear Kimberlee,

I hope your day is going amazing. I am writing on behalf of the OPDD proposal for the SWI funds. After working closely with both the Staff and Students at Utah State's OPDD, I feel this program will be the future for Product Development within the outdoor industries. With a great deal of massive outdoor companies based here in SLC and Utah, the OPDD brings an enormous advantage to those brands. The way they do this is by preparing the students for real life product innovation, development, and problem solving.

They train the students on how to create an idea, then take it from conception to a reality. If a student learns this type of system within the school program, it will save both the student and employer massive struggles, heartache, and time when they step into the professional level.

After visiting and speaking at the ODPP program, I feel both the staff and students are encouraging to each other, have positive attitudes, and a aggressive theme based around productive team work. It is truly unlike any other college program I have seen, it is giving these students all the tools they need to go right into the work place thriving. We are excited to continue our work with the ODPP program and fully endorse them for the *Strategic Workforce Investment* funds.

Thanks kindly,

**Jake "Charlie" Bessey**  
CEO/Founder @Coalatree

December 21, 2016

To: Kimberlee Carlile, Governor's Office of Economic Development  
Re: Utah State University's OPDD proposal for *Strategic Workforce Investment* funds  
From: Tom Diegel, President, Gear Talk, Inc.

Hello Kimberlee

My name is Tom Diegel, and I have been in the outdoor recreation/athletic manufacturing business for my entire career, working for Nike, Saucony, Patagonia, and then parlaying that experience to start up a Utah-based product design, development, and testing consultancy. In that capacity I worked with Black Diamond Equipment, Merrell, Chaco, Garmont, Ahnu, Hoka, Nike, Patagonia, Cabelas, Vibram, Cannondale, Pearl Izumi, The US Marine Corps, and many others.

Over that time I worked with many designers and engineers to facilitate projects, and many of them either came from or currently reside in other states. BYU has a strong design program, but its primary focus is transportation, and many times it took a pretty significant learning curve for those folks to understand the limitations and opportunities associated with the outdoor industry and their skills were not as applicable. When I became aware of USU's Outdoor Product Design and Development program I was pretty excited; this is not only a burgeoning industry that both needs young talent and provides an opportunity for young talent to get a job, it also has the unique opportunity to enable the students to take advantage of Utah's world famous outdoor recreation to augment their design skills. I can't overstate the importance of in-the-field experience that provides insight into the exacting demands of outdoor athletes, and having a program like this to combine their academic prowess with the outdoor experiences is unique to the industry. As you know from the Outdoor Retailer show that descends upon SLC twice a year, it's a huge and growing industry, yet most of the design and engineering talent is "borrowed" from other industries.

Additionally, many of the in state companies like Kuhl, Black Diamond, Goode, the Amer group in Ogden, Petzl, and others have a hard time finding appropriate talent in the state, so USU's efforts to create homegrown design stars is a welcome effort to keep the stars in the state. I also have seen first hand the facilities and curriculum that USU has created and it's spot on in terms of what the kids need to learn that the industry needs. The simple fact that the program attracted a whole slew of participants in its first year is indicative both of the need of such a program and the quality of the program that USU developed.

So I encourage you to use the Strategic Workforce Initiative to help continue and expand upon the early success they have created. It would be a great investment in state taxpayers' dollars.

Sincerely,

Tom Diegel, President, Gear Talk Inc.  
Salt Lake City, UT



Keith Wilson - Director of Research and Development  
IDFL Laboratory and Institute  
1455 South 1100 East  
Salt Lake City, UT 84105  
+1 801 467.7611

December 12, 2016

Sean E. Michael, Ph.D. - Dept. Head OPDD  
Utah State University  
4005 Old Main Hill •  
Logan, UT 84322-4005  
435.797.0509

Subject: OPDD workforce impact and internships

To Whom it May Concern,

I have worked in the Outdoor Industry for over a decade. Through my current position, as Research and Development Director for IDFL, a third-party textile testing laboratory based in SLC, I have had many unique opportunities to get to know different companies. I have worked with Klymit, Kuhl, and other smaller name brands. I have presented to outdoor design university programs at the University of Utah, Utah State University and have worked with the State of Utah. I am constant collaboration with industry leaders like: The North Face, Patagonia, Columbia, Nike, Adidas and many others.

The biggest problem in the industry occurred when the industry shifted from sourcing products in the US to sourcing products in Asia. Since then, many textile programs that were in universities in the US have moved their textile excellence toward fashion design OR materials sciences and outdoor product design programs have disappeared in the US.

Particularly in the outdoor industry, the demands of green technology, manufacturing, ethical sourcing along with all of the technical aspects of the design and the design application are not easily met. Learning through trial and error results in many startup companies disappearing as a result of costly mistakes.

I have been working with the OPDD program at USU since the initial phases and I believe that the need that the program fulfills is not only a need in the Utah, but a need that has all but disappeared in the US. The value to the general Utah taxpayers is multifaceted:

- A plentiful job outlook is readily available to hire skilled textile specialists in and out of the state of Utah. This benefits graduates from the programs as well as the many startup outdoor companies in the state.
- The State of Utah has the outdoor industry as one of the 6 key sectors for development, the OPDD program is at the very heart of that sector that emphasizes and appreciates Utah's natural resources.
- The internship program is the perfect method to provide students the needed experience going from classroom theory to industry experience.

Last but not least, in our particular line of work, in our particular company, it is so difficult to either find in-state talent and go through the lengthy process of training them before they find alternative employment or hiring skill from out of state. We have tried both methods and have had success and failure to varying degrees with both approaches.

The benefit of hiring locally is that people from Utah have a very natural marketable ability of understanding the demands of outdoor products in respect to durability, warmth and function and how to push those concepts into a design.

I believe the program has exponential potential and will continue to grow as it has done thus far with many interested candidates to become the best program in the nation.

If there is a need to contact me to provide examples or further explanation of the examples I have provided, please let me know.

Br,

Keith Wilson  
IDFL r/d Director  
+1 801 708.2719



December 23, 2016

Utah Governor's Office of Economic Development  
60 East South Temple, 3rd Floor  
Salt Lake City, UT 84111

Re: Strategic Workforce Investment: Outdoor Products Pathway Development Proposal (OPDD)

One of our core values at Premier Needle Arts, is to strongly support education by providing information, inspiration, and motivation through hands-on experiences. During 2016 we have had the privilege to be associated with Utah State University (USU) and the OPDD program. Through a newly established partnership we have been able to provide machinery and supplies that allows students to quickly learn and adapt to the function and form necessary to complete their projects, without becoming overwhelm with a process (attached press release). We have enjoyed great satisfaction as these students find success more quickly using our equipment. This allows them to more fully explore their possibilities and exposes them to think strategically and create more dynamically. Utilizing this approach has allowed the students of the OPDD program to flourish and standout.

Premier Needle Arts will continue to seek out opportunities to help educate and enrich the educational experience through:

- Mentoring
- Job shadowing
- Internships in sourcing and product development
- Providing products and equipment

As we participate and watch these students focus on their core classes, while enhancing their abilities through these hands-on experiences, I believe that they will become an impressive and qualified workforce. Through their enriched OPDD experience at USU, I believe that these students will be some of the best prepared and better qualified to enter a highly demanding work environment, where companies are eagerly awaiting the opportunity to employ talented, qualified individuals to fill their existing and future demands. The students of the OPDD program will fill this need!

Sincerely,

A handwritten signature in blue ink, appearing to read "Mark", written over a blue line.

Mark D. Hyland  
Chief Executive Officer  
Premier Needle Arts

## **Press Release**

### **Utah State University Equips Sewing Lab with HQ Stitch Sewing Machines**

First-of-its kind bachelor of science program in outdoor product design and development uses HQ Stitch 510 sewing machines for active and hands-on learning

#### **For Immediate Release**

Salt Lake City, UT - date

Handi Quilter, Inc., the worldwide leader in manufacturing and marketing longarm quilting machines, announced that Utah State University in Logan, Utah, has equipped its Outdoor Product Design and Development (OPPD) sewing laboratory with twenty-five HQ Stitch 510 sewing machines. The sewing laboratory supports classes in the design and construction of student project prototypes of soft goods for leisure and sports gear.

“The HQ Stitch 510 is the perfect choice for the OPPD sewing lab. It is a powerful high-speed, straight-stitch machine that can meet the demands of the materials used in the outdoor product industry,” commented Mark Hyland, CEO of Premier Needle Arts, parent company of Handi Quilter, Inc. Hyland added “Our local representative and retailer in Logan, Utah, Stylish Fabrics, will provide local support to the OPPD sewing lab.”

The HQ Stitch 510 boasts a nearly 9-inch by 6-inch workspace, stitching speeds up to 1,600 stitches-per-minute, an automatic thread cutter, an easy needle threader, an ergonomic knee presser-foot lift, and presser-foot pressure adjustment.

#### **About Handi Quilter**

Handi Quilter, Inc. is the worldwide leader in manufacturing and marketing longarm quilting machines. Handi Quilter’s innovative technology and quality engineering provide all the functionality that both professional and home quilters demand. All of the Handi Quilter machines are backed by the trusted HQ warranty and HQ customer service, education, and technical support. Handi Quilter has more than 900 independent sewing machine and quilting retailers selling Handi Quilter machines and products across 55 countries. Handi Quilter is located in North Salt Lake, Utah. [www.HandiQuilter.com](http://www.HandiQuilter.com)

#### **About the USU Outdoor Product Design and Development program**

At Utah State University, the first-of-its-kind bachelor of science in outdoor product design and development is an integrated program that prepares students for a career in the outdoor product industry. Students are given the opportunity to participate in an active and hands-on education approach to product research, development and testing. This new program offers academic, field, and industry-based experiences that bring together design, engineering,

outdoor recreation, sustainability, business, and many other concepts important in the supply chain of outdoor products and business.

**Contact Information**

Brenda Groelz

Director of Marketing & Education

Handi Quilter, Inc.

801-335-0837

[Brenda@HandiQuilter.com](mailto:Brenda@HandiQuilter.com)

**Chris McMaster**

**President**

**ULA Equipment, Logan Utah**

December 29 2016

2017 Strategic Workforce Initiative  
Outdoor Product Design & Development

To Whom It May Concern,

The purpose of this letter is to document **ULA Equipment** and my support for the Bridgerland Applied Technology College 2017 Strategic Workforce Initiative request for funding to purchase the equipment to teach Apparel Design and Production courses. These courses are needed to give students the necessary skills and create a workforce to meet current jobs.

1. We strongly support the BATC Strategic Workforce Initiative and would be willing to work with students after they graduate with possible internships, job shadowing or possible jobs.
2. We would be willing to sit on Advisory boards to help focus the program towards the skills that we require to hire the students completing the program.
3. We would be willing to donate excess or outdated equipment or expertise to help BATC.
4. We would allow students to tour or visit our business and see how we are using these technologies.

We have a long standing relationship with BATC and have been able to hire well trained students in the past and look forward to working with BATC in building a strong highly skilled workforce in the future.

I want to thank you for making this grant opportunity available and let you know that training more students in these fields is very important for the success of our company. We look forward to working with BATC.

Sincerely,



Chris McMaster  
President  
ULA Equipment



125 West 3200 North • PO Box 6037  
Logan, Utah 84341  
Phone: (435) 753-1067 • Fax (435) 752-8200

Dear Utah Legislator,

The Outdoor Product Design & Development (OPDD) program at Utah State University is pursuing budgetary approval for a Strategic Workforce Initiative (SWI) grant that would fund and enable further growth of OPDD at Utah State University. This funding is essential to the continued growth of the outdoor industry as well as other industries in the state that require a trained workforce in design and manufacturing practices. The OPDD program is providing a pipeline of future design/manufacturing employees and leaders in the state.

The funding that would be secured through this SWI grant would help fund additional faculty positions to accommodate the increased demand that OPDD is feeling for design/manufacturing education. Funds would support new faculty, improvements to existing lab space, funding of equipment as well as provide the resources for OPDD to build out a pathway program for high school students to take concurrent enrollment OPDD classes and funnel into a degree in design/manufacturing through Utah State University.

This funding is crucial to training a highly skilled workforce to continue to support the growth of the outdoor industry as well as support other industries that require employees with design/manufacturing training.

Please consider supporting the approval of this funding.

Best,

*Daniel Neilson*

---

Daniel Neilson  
Sales Manager  
USA Bags, Inc.



Dear Utah Legislator,

The Outdoor Product Design & Development (OPDD) program at Utah State University is pursuing budgetary approval for a Strategic Workforce Initiative (SWI) grant that would fund and enable further growth of OPDD at Utah State University. This funding is essential to the continued growth of the outdoor industry as well as other industries in the state that require a trained workforce in design and manufacturing practices. The OPDD program is providing a pipeline of future design/manufacturing employees and leaders in the state.

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Please consider supporting the approval of this funding.

Best,

A handwritten signature in black ink, appearing to read "Jake Stewart", is written over a horizontal line.

Name: Jake Stewart  
Title: VP Research & Development  
Company: Altra

Dear Utah Legislator,

The Outdoor Product Design & Development (OPDD) program at Utah State University is pursuing budgetary approval for a Strategic Workforce Initiative (SWI) grant that would fund and enable further growth of OPDD at Utah State University. This funding is essential to the continued growth of the outdoor industry as well as other industries in the state that require a trained workforce in design and manufacturing practices. The OPDD program is providing a pipeline of future design/manufacturing employees and leaders in the state.

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Please consider supporting the approval of this funding.

Best,

A handwritten signature in black ink, appearing to read "A. Fletcher", written over a horizontal line.

Andrew Fletcher  
Head of Owned Brands  
Backcountry



Dear Utah Legislator,

The Outdoor Product Design & Development (OPDD) program at Utah State University is pursuing budgetary approval for a Strategic Workforce Initiative (SWI) grant that would fund and enable further growth of OPDD at Utah State University.

The OPDD program is very important for us at Black Diamond Equipment because it provides employment candidates with design and development experience that are intimately connected to the outdoor industry. The success of the OPDD program will have a direct impact on how we grow as a brand and hire new designers and developers. This funding will contribute to the continued growth of the outdoor industry as well as other industries in the state that require a trained workforce in design and manufacturing practices. The OPDD program is providing a pipeline of future design/manufacturing employees and leaders in the state.

The funding that would be secured through this SWI grant would help fund additional faculty positions to accommodate the increased demand that OPDD is feeling for design/manufacturing education. Funds would support new faculty, improvements to existing lab space, funding of equipment as well as provide the resources for OPDD to build out a pathway program for high school students to take concurrent enrollment OPDD classes and funnel into a degree in design/manufacturing through Utah State University.

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Please consider supporting the approval of this funding.

Best,

A handwritten signature in black ink, appearing to read "Kasey Jarvis".

Kasey Jarvis  
Vice President of Design  
Black Diamond Equipment



Dear Utah Legislator,

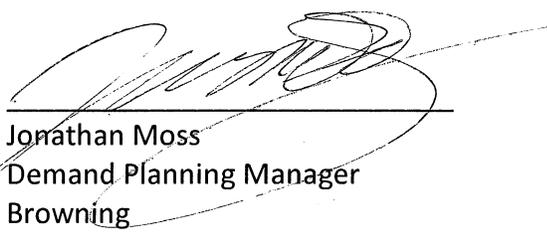
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Please consider supporting the approval of this funding.

Best,



Jonathan Moss  
Demand Planning Manager  
Browning



Dear Utah Legislator,

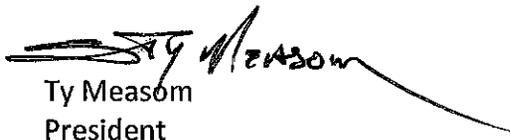
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Please consider supporting the approval of this funding.

Best,

  
Ty Measom  
President

Dear Utah Legislator,

The Outdoor Product Design & Development (OPDD) program at Utah State University is pursuing budgetary approval for a Strategic Workforce Initiative (SWI) grant that would fund and enable further growth of OPDD at Utah State University. This funding is essential to the continued growth of the outdoor industry as well as other industries in the state that require a trained workforce in design and manufacturing practices. The OPDD program is providing a pipeline of future design/manufacturing employees and leaders in the state.

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Please consider supporting the approval of this funding.

Best,



Name

Title

Company



508 W Stockman Way, Ogden, Utah 84401

Dear Utah Legislator,

The Outdoor Product Design & Development (OPDD) program at Utah State University is pursuing budgetary approval for a Strategic Workforce Initiative (SWI) grant that would fund and enable further growth of OPDD at Utah State University. This funding is essential to the continued growth of the outdoor industry as well as other industries in the state that require a trained workforce in design and manufacturing practices. The OPDD program is providing a pipeline of future design/manufacturing employees and leaders in the state.

The funding that would be secured through this SWI grant would help fund additional faculty positions to accommodate the increased demand that OPDD is feeling for design/manufacturing education. Funds would support new faculty, improvements to existing lab space, funding of equipment as well as provide the resources for OPDD to build out a pathway program for high school students to take concurrent enrollment OPDD classes and funnel into a degree in design/manufacturing through Utah State University.

This funding is crucial to training a highly skilled workforce to continue to support the growth of the outdoor industry as well as support other industries that require employees with design/manufacturing training.

Please consider supporting the approval of this funding.

Best,

A handwritten signature in black ink, appearing to read 'JP', with a long horizontal line extending to the right.

Jake Pantone  
Director of Marketing  
ENVE Composites



December 19, 2017

Dear Utah Legislator,

The Outdoor Product Design & Development (OPDD) program at Utah State University is pursuing budgetary approval for a Strategic Workforce Initiative (SWI) grant that would fund and enable further growth of OPDD at Utah State University. This funding is essential to the continued growth of the outdoor industry as well as other industries in the state that require a trained workforce in design and manufacturing practices. The OPDD program is providing a pipeline of future design/manufacturing employees and eventually leaders in the state of Utah where outdoor recreation contributes \$12.3 billion to the state economy in consumer spending and represents 110,000 jobs. The 72% of Utah residents who actively recreate in the outdoors will no doubt also benefit directly from this robust pipeline.

The funding that would be secured through this SWI grant would help fund additional faculty positions to accommodate the increased demand that OPDD is feeling for design/manufacturing education. Funds would support new faculty, improvements to existing lab space, funding of equipment, as well as provide the resources for OPDD to build out a pathway program for high school students to take concurrent enrollment OPDD classes and funnel into a degree in design/manufacturing through Utah State University.

This funding is crucial to the creation and training of a highly skilled workforce able to effectively support the growth of the outdoor industry as well as support other industries that require employees with design/manufacturing training.

Please consider supporting the approval of this funding.

Best,

Matt Schreiner  
Gore-Tex Footwear Global Product Leader  
W. L. Gore and Associates  
Consumer Fabrics Division

**W. L. GORE & ASSOCIATES,  
INC.**

**FABRICS DIVISION**  
295 BLUE BALL ROAD  
ELKTON, MARYLAND 21921  
TEL 410.392.3700 • FAX 410.392.3849  
[gore.com](http://gore.com)



3753 E. County Line Road  
Rigby\*ID\*83442  
www.klimusa.com

(208) 552-7433 (Voice)  
(208) 552-1615 (Fax)

Dear Utah Legislator,

The Outdoor Product Design & Development (OPDD) program at Utah State University is pursuing budgetary approval for a Strategic Workforce Initiative (SWI) grant that would fund and enable further growth of OPDD at Utah State University. This funding is essential to the continued growth of the outdoor industry as well as other industries in the state that require a trained workforce in design and manufacturing practices. The OPDD program is providing a pipeline of future design/manufacturing employees and leaders in the state.

The funding that would be secured through this SWI grant would help fund additional faculty positions to accommodate the increased demand that OPDD is feeling for design/manufacturing education. Funds would support new faculty, improvements to existing lab space, funding of equipment as well as provide the resources for OPDD to build out a pathway program for high school students to take concurrent enrollment OPDD classes and funnel into a degree in design/manufacturing through Utah State University.

This funding is crucial to training a highly skilled workforce to continue to support the growth of the outdoor industry as well as support other industries that require employees with design/manufacturing training.

Please consider supporting the approval of this funding.

Sincerely,

**Paul Webber**

VP of Product

Teton Outfitters, dba Klim

3753 County Line Road | Rigby, Idaho 83442

p 208.552.7433 x1142 | f 208.552.1615 | skype klim.usa

[www.KLIM.com](http://www.KLIM.com) | [pwebber@klim.com](mailto:pwebber@klim.com)



Matt Maxfield  
VP of Development & Operations

1265 West 1275 North #1  
Centerville, UT 84014

PHONE: 801-648-7189 ext. 203  
CELL: 801-440-4303  
FAX: 801-618-3800  
EMAIL: matt.maxfield@klymit.com

[www.klymit.com](http://www.klymit.com)

December 20, 2017

Dear Utah Legislator,

The Outdoor Product Design & Development (OPDD) program at Utah State University is pursuing budgetary approval for a Strategic Workforce Initiative (SWI) grant that would fund and enable further growth of OPDD at Utah State University. This funding is essential to the continued growth of the outdoor industry as well as other industries in the state that require a trained workforce in design and manufacturing practices. The OPDD program is providing a pipeline of future design/manufacturing employees and leaders in the state. I have gotten involved as an advisory board member of their program because I believe in what they are trying to do for their students and in developing the next generation of outdoor leaders and producers.

The funding that would be secured through this SWI grant would help fund additional faculty positions to accommodate the increased demand that OPDD is feeling for design/manufacturing education. Funds would support new faculty, improvements to existing lab space, funding of equipment as well as provide the resources for OPDD to build out a pathway program for high school students to take concurrent enrollment OPDD classes and funnel into a degree in design/manufacturing through Utah State University.

This funding is crucial to training a highly skilled workforce to continue to support the growth of the outdoor industry as well as support other industries that require employees with design/manufacturing training.

Please consider supporting the approval of this funding.

Best Regards,

A handwritten signature in black ink that reads "Matt Maxfield". The signature is written in a cursive, slightly slanted style.

Matt Maxfield

Dear Utah Legislator,

The Outdoor Product Design & Development (OPDD) program at Utah State University is pursuing budgetary approval for a Strategic Workforce Initiative (SWI) grant that would fund and enable further growth of OPDD at Utah State University. This funding is essential to the continued growth of the outdoor industry as well as other industries in the state that require a trained workforce in design and manufacturing practices. The OPDD program is providing a pipeline of future design/manufacturing employees and leaders in the state.

The funding that would be secured through this SWI grant would help fund additional faculty positions to accommodate the increased demand that OPDD is feeling for design/manufacturing education. Funds would support new faculty, improvements to existing lab space, funding of equipment as well as provide the resources for OPDD to build out a pathway program for high school students to take concurrent enrollment OPDD classes and funnel into a degree in design/manufacturing through Utah State University.

This funding is crucial to training a highly skilled workforce to continue to support the growth of the outdoor industry as well as support other industries that require employees with design/manufacturing training.

Please consider supporting the approval of this funding.

Best,

A handwritten signature in black ink, appearing to read "Frank Clegg", written over a horizontal line.

Frank Clegg

Industrial Design Manager

Lifetime Products

# **OUTDOOR INDUSTRY ASSOCIATION**

Dear Utah Legislator,

The Outdoor Product Design & Development (OPDD) program at Utah State University is pursuing budgetary approval for a Strategic Workforce Initiative (SWI) grant that would fund and enable further growth of OPDD at Utah State University. This funding is essential to the continued growth of the outdoor industry as well as other industries in the state that require a trained workforce in design and manufacturing practices. The OPDD program is providing a pipeline of future design/manufacturing employees and leaders in the state.

The funding that would be secured through this SWI grant would help fund additional faculty positions to accommodate the increased demand that OPDD is feeling for design/manufacturing education. Funds would support new faculty, improvements to existing lab space, funding of equipment as well as provide the resources for OPDD to build out a pathway program for high school students to take concurrent enrollment OPDD classes and funnel into a degree in design/manufacturing through Utah State University.

This funding is crucial to training a highly skilled workforce to continue to support the growth of the outdoor industry as well as support other industries that require employees with design/manufacturing training.

Please consider supporting the approval of this funding.

Best,



**Matt Kaplan**

Vice President-Membership and Business Development

**OUTDOOR INDUSTRY ASSOCIATION (OIA)**

2580 55<sup>th</sup> Street

Boulder, CO 80301 USA

direct 303.327.3535 | main 303.444.3353



January 2, 2018

Dear Utah Legislator,

The Outdoor Product Design & Development (OPDD) program at Utah State University is pursuing budgetary approval for a Strategic Workforce Initiative (SWI) grant that would fund and enable further growth of OPDD at Utah State University. This funding is essential to the continued growth of the outdoor industry as well as other industries in the state that require a trained workforce in design and manufacturing practices. The OPDD program is providing a pipeline of future design/manufacturing employees and leaders in the state.

The funding that would be secured through this SWI grant would help fund additional faculty positions to accommodate the increased demand that OPDD is feeling for design/manufacturing education. Funds would support new faculty, improvements to existing lab space, funding of equipment as well as provide the resources for OPDD to build out a pathway program for high school students to take concurrent enrollment OPDD classes and funnel into a degree in design/manufacturing through Utah State University.

This funding is crucial to training a highly skilled workforce to continue to support the growth of the outdoor industry as well as support other industries that require employees with design/manufacturing training.

Please consider supporting the approval of this funding.

Best regards,

  
Brandan Hill  
Sr. Director, Product



*Inspire. Prepare. Support.*

January 4, 2017

Mr. Andrew Deceuster  
School of Applied Sciences, Technology and Education  
Utah State University  
Logan, UT 84322-2300

Dear Mr. Deceuster:

Today, perhaps more than ever, manufacturers are experiencing significant challenges in attracting and retaining workers with the right technical skills to fill available jobs. The fast pace of advancing technologies coupled with an aging workforce are contributing to the industry's scarcity of skilled workers – a shortage that is expected to grow. Solving the long-term talent crisis cannot be accomplished by developing today's workforce alone – businesses also need to attract youth to pursue manufacturing careers. For that reason, high school manufacturing education programs are critical to the sector's future growth.

To address this skills gap, the SME Education Foundation established a national high school program called SME PRIME® (Partnership Response In Manufacturing Education). SME PRIME® fosters collaborative partnerships between students, schools and manufacturers and engages companies to influence the development of manufacturing education programs tailored to meet the specific workforce skills requirements in their community. SME PRIME® provides students with opportunities to gain knowledge, technical skills and recognized credentials using industry-relevant equipment, technologies and curricula in a hands-on learning environment. This program also promotes extracurricular learning activities for students by engaging them with manufacturers through job shadowing, mentoring, co-ops, and internships.

The Strategic Workforce Initiative was brought to our attention by the Outdoor Product Design and Development (OPDD) program at USU who is partnering with Cache County and Grand County School district to create a pathway from the high school to the University. A partnership with SME makes a great fit as the benefits that SME PRIME® can bring to the high schools will further increase the skill sets of the students transitioning to the University. The product development side of the program deals heavily with manufacturing concepts that students in the program would be able to understand and implement into their future employment. It also benefits students who may not transition into the OPDD program, but enter different sectors of the manufacturing industry.

There are currently no SME PRIME® schools in Utah and only one in the intermountain west. Through the support of industry, governmental and private donations, SME PRIME® schools receive technology, equipment and professional development of educators, with students having access to world-class training, scholarships and opportunities to engage with manufacturers. The partnering of SME with the SWI would increase the success of the program through promise practices and building awareness of successes, especially as the OPDD pathway is further established. We look forward to partnering with the local school districts, Utah State University and the local industry to further improve the skilled workforce for the outdoor and other manufacturing sectors in Utah.

Sincerely,

A handwritten signature in blue ink, appearing to read "Brian G. Glowiak".

Brian G. Glowiak, Esq.  
Vice President



Vista Outdoor Inc.  
262 N. University Drive  
Farmington, UT 84025  
801-447-3089

Dear Utah Legislator,

The Outdoor Product Design & Development (OPDD) program at Utah State University is pursuing budgetary approval for a Strategic Workforce Initiative (SWI) grant. As one of the largest outdoor recreation companies in the world, Vista Outdoor choose to locate our headquarters in Farmington, Utah because of the endless opportunities and talented workforce. Continued investment to ensure long-term workforce development is a goal that both the private sector and government should prioritize.

The funding for the SWI grant would support additional faculty positions to accommodate increased demand for OPDD design/manufacturing programs. The appropriation would specifically support new faculty, improvements to existing lab space, funding of equipment, and provide the resources for OPDD to build out a pathway program for high school students to take concurrent enrollment OPDD classes through Utah State University.

Utah State University's OPDD program is essential to the continued growth of the outdoor industry – and corresponding high wage design and manufacturing jobs – in Utah. Highly skilled workforce needed to sustain the growing outdoor industry in Utah and across the country.

Thank you for your attention and consideration. Should you need more information about the program, or Vista Outdoor, please feel free to give me a call or send me an email at [Stu.Larson@Vistaoutdoor.com](mailto:Stu.Larson@Vistaoutdoor.com).

Best,

A handwritten signature in blue ink that reads "Stu Larson".

Stu Larson  
VP of HR Outdoor Products & Leadership & Organizational Development  
Vista Outdoor Inc.



January 3, 2018

Utah Governor's Office of Economic Development  
60 East South Temple, 3rd Floor  
Salt Lake City, UT 84111

Re: Strategic Workforce Investment: Outdoor Products Pathway Development Proposal

Bridgerland Technical College (BTECH) strongly supports Utah State University's (USU) proposal for Strategic Workforce Investment funds to support Outdoor Products Pathway Development. Advancement of a career pathway in outdoor product development leverages and expands existing program resources through concurrent enrollment opportunities for students and provides viable career development options for them.

By promoting and developing seamless pathways into the USU AAS in General Technology and then the Technology Systems BS degree at USU with a Product Development emphasis. The OPDD pathways program will facilitate additional training and employment opportunities for high school and BTECH students. The proposed pathways provide opportunities for students to apply secondary education course credits directly toward degree curriculum at USU. These course credits are also applicable to Bridgerland Applied Technical College's (BTECH) Drafting, Machining, Automated Manufacturing, Welding and Fashion Merchandising and Development certificate programs. Completion of the BTECH certificate programs will apply directly to an Associate of Applied Science in General Technology, and ultimately a BS degree in outdoor product development at USU.

As a partner in the OPDD Pathways program, BTECH will provide managerial oversight for the program as it relates to our students. Specifically, BTECH will:

- Work with project partners to implement and monitor the project
- Monitor project budgets and spending
- Participate in professional development workshops
- Implement curriculum in accordance with the State of Utah's education standards
- Collect data about progress toward proposed goals
- Submit required reports in a timely manner

BTECH has a strong working relationship with Utah State University. Both institutions are committed to aligning curriculum with workforce needs, expanding and improving training pathways and providing workforce for the growing outdoor products industry in Utah. We are confident that Utah State University and BTECH will work with education and industry partners and leverage Strategic Workforce Initiative funds to improve economic vitality in the target regions.

Sincerely,

A handwritten signature in black ink, appearing to read 'John Davidson', is written over a light grey circular stamp.

John Davidson  
BTECH Vice President for Instruction

GRAND COUNTY SCHOOL DISTRICT  
"CLIMBING TO NEW HEIGHTS"

**Dr. Scott L. Crane, Superintendent**  
**Robert Farnsworth, Business Administrator**  
**Beth Joseph, Board President**  
**Jim Webster, Board Vice President**  
**Britnie Ellis, Board Member**  
**Melissa Byrd, Board Member**  
**Peggy Nissen, Board Member**

December 21, 2016

Utah Governor's Office of Economic Development  
60 East South Temple, 3rd Floor  
Salt Lake City, UT 84111

Re: Strategic Workforce Investment: Outdoor Products Pathway Development Proposal

The Grand County School District is in complete support of Utah State University's proposal for Strategic Workforce Investment funds to support Outdoor Products Pathway Development. The local economy is poised to embrace this endeavor. There is no place like Moab to design, develop, and implement outdoor products.

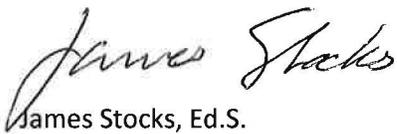
By offering USU program courses as concurrent enrollment, the OPPD pathways program will facilitate additional training and employment opportunities for high school students. This pathway and the articulation leading to stackable credentials at USU will bolster our local economy and strengthen educational opportunities in the area.

As a partner in the OPPD pathways program, the Grand County School District will provide managerial oversight for the program as it relates to our students. Our school district is committed to:

- Working with Utah State University to implement and monitor the project
- Engaging our teachers and industry leaders in professional development
- Designing and implementing curriculum processes per USOE and USHE standards
- Reporting on short term wins and long term advancements

The Grand County School District has a strong working relationship with Utah State University. The school district and university are committed to designing an educational program that meets workforce needs, advances educational pathways and provides competent workers for the growing outdoor products industry in Utah. We are confident that Utah State University will work with education and industry partners and leverage Strategic Workforce Initiative funds to improve economic vitality in the outdoor product rich region of southeast Utah.

Sincerely,



James Stocks, Ed.S.  
Director, Career and Technical Education  
Grand County School District



Stephen Hren, Ed.D.  
Principal  
Grand County High School



**UtahStateUniversity**  
MOAB EDUCATION CENTER

January 5, 2018

To Whom It May Concern,

I write to enthusiastically support the Utah State University Outdoor Products Pathway Development proposal for Strategic Workforce Initiative funding. As the sole provider of both higher education as well as career and technical education opportunities in Grand County, USU Moab welcomes this alluring education pathway in partnership with the USU School of Applied Sciences, Technology & Education at the main campus, and the local Grand County High School. The new programs will enhance USU Moab's ability to better serve the educational needs and contribute to the economic development of our community.

USU Moab serves as a perfect partner in developing the Outdoor Products pathway. We are located in an area ripe for testing products related to outdoor recreation with our vast and beautiful public lands. USU Moab already has a good working relationship with the Grand County High School through our concurrent enrollment and career and technical education partnerships. A half-time faculty member at USU Moab and additional equipment would allow us to increase certificate and degree offerings to students in our community and help grow a trained workforce in this strategic industry.

USU Moab is committed to support the development of the Outdoor Products Pathway program in Moab and Grand County. We couldn't be more excited!

Sincerely,

Lianna Etchberger, Ph.D.  
Executive Director, USU Moab



## UTAH STATE BOARD OF EDUCATION

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Joel Wright

Sydnee Dickson, State Superintendent of Public Instruction  
Lorraine Austin, Board Secretary

January 5, 2017

To Whom It May Concern:

I welcome the opportunity to recommend the Utah State University Outdoor Products Design and Development (OPDD) program proposal as one that aligns with the states Strategic Workforce Initiatives goals. As the Family and Consumer Sciences education specialist at the Utah State Board of Education, I have worked within Career and Technical Education to develop career pathways to meet the demands of industry in Utah. The outdoor retail industry is an over \$600 billion dollar industry that has a growing number of outdoor retail businesses coming to Utah monthly. In the outdoor retail industry they sale hard and soft products. The Family and Consumer Sciences education program has developed Sports and Outdoor Product Design I-II coursework for high students in Utah to support skill development for the soft products the industry has a high demand for.

We have been working with the Utah State University OPDD program leadership who has had great vision for the demands of the outdoor retail industry. In our collaboration with USU they felt it would strengthen both the university OPDD program and our high school Family and Consumer Sciences program to offer concurrent enrollment credit for the Sports and Outdoor Product Design I-II courses in this career pathway. This has been approved by the Utah State Board of Education.

The support that the Strategic Workforce Initiative funds would give this in demand OPDD career pathway is timely. This university program aligns with the governor's economic development goals of which the outdoor retail industry is a top priority. The Family and Consumer Sciences secondary education concurrent enrollment courses our high school students are enrolled in supports their being prepared to move to the university and enroll in the Outdoor Product Design and Development program. These high school sports and outdoor product design courses have seen a significant increase in enrollment which is supporting the industry demands for a skilled workforce. We appreciate your consideration of the USU proposal that supports the strategic workforce goals in Utah.

Sincerely,

Pearl Hart  
Family and Consumer Sciences Education Specialist  
Career and Technical Education  
Utah State Board of Education



2063 North 1200 East  
North Logan, Utah 84341  
Phone 435.752.3925  
Fax 435.753.2168  
www.ccsdut.org

December 21, 2016

Utah Governor's Office of Economic Development  
60 East South Temple, 3rd Floor  
Salt Lake City, UT 84111

Re: Strategic Workforce Investment: Outdoor Products Pathway Development Proposal

The Cache County School District strongly supports Utah State University's (USU) proposal for Strategic Workforce Investment funds to support Outdoor Products Pathway Development. Advancement of a career pathway in outdoor product development leverages and expands existing program resources through concurrent enrollment opportunities for students and provides viable career development options for them.

By offering USU program courses as concurrent enrollment, the OPDD pathways program will facilitate additional training and employment opportunities for high school students. The proposed pathways provide opportunities for students to apply secondary education course credits directly toward degree curriculum at USU. These course credits are also applicable to Bridgerland Applied Technical College's (BATC) Fashion Merchandising certificate program. Completion of the BATC certificate program will apply directly to an Associate of Applied Science in General Technology, and ultimately a BS degree in outdoor product development at USU.

As a partner in the OPDD Pathways program, Cache School District will provide managerial oversight for the program as it relates to our students. Specifically, the Cache School District will:

- Work with project partners to implement and monitor the project
- Monitor project budgets and spending
- Participate in professional development workshops
- Implement curriculum in accordance with the State of Utah's education standards
- Collect data about progress toward proposed goals
- Submit required reports in a timely manner

Cache School District has a strong working relationship with Bridgerland Applied Technology College and Utah State University. Both institutions are committed to aligning curriculum with workforce needs, expanding and improving training pathways and providing workforce for the growing outdoor products industry in Utah. We are confident that Utah State University will work with education and industry partners and leverage Strategic Workforce Initiative funds to improve economic vitality in the target regions.

Sincerely,

Michael R Liechty  
Deputy Superintendent  
Cache School District



**State of Utah**

**GARY R. HERBERT**  
*Governor*

**SPENCER J. COX**  
*Lieutenant Governor*

## **Department of Workforce Services**

**JON S. PIERPONT**  
*Executive Director*

**CASEY R. CAMERON**  
*Deputy Director*

**GREG PARAS**  
*Deputy Director*

January 3, 2018

Utah Governor's Office of Economic Development  
60 East South Temple, 3<sup>rd</sup> Floor  
Salt Lake City UT 84111

Re: Strategic Workforce Investment: Utah State University Outdoor Products Pathway Development Proposal

The Department of Workforce Services (DWS) is pleased to commit as a partner with Utah State University, Cache and Box Elder County School Districts, Bridgerland Technical College and the Society of Manufacturing Engineers in providing training, placement, career counseling, job development and Veterans services in the Outdoor Products Pathway Development Initiative. The Department of Workforce Services recognizes the value of the education provided by these partners and the impact their training programs have on businesses, the workforce and the local economy.

The Outdoor Products Pathway Development Initiative is highly progressive and responsive to the needs of the rapidly-growing outdoor products industry cluster. The need for a skilled workforce in this emerging field is especially keen. Utah State University is recognized as a leader in the state and nation in providing one of the first advanced degrees to meet the needs of this high-growth industry. The Outdoor Products Pathway Development program creates a wide array of options for students through concurrent enrollment opportunities and cooperative articulation agreements.

The Outdoor Products Pathway Development Initiative includes collaborative partnerships with rural school districts, industry associations, employers and technical education partners to provide flexible training and work experience opportunities to students who may not otherwise pursue advanced skills and education.

As a partner with Utah State University, local school districts and Bridgerland Technical College, DWS will be responsible for the following:

- Provide Career Counseling and Work Success services to students and individuals in the Bear River and Wasatch Front North Economic Service Areas
- Educate customers and participants of the workforce and training programs leading to stackable credentials and specific employment opportunities

- Provide employment preparation services and job placement referrals for participants to obtain gainful employment upon completion of training
- Provide relevant sources of data, labor market information and other applicable resources to partners and potential project participants

DWS has strong working partnerships with Utah State University, Cache and Box Elder School Districts, Bridgerland Technical College and their affiliates. We highly support this project and will work as an ongoing partner to attain successful outcomes.

Sincerely,



Debbie Sparks, Director

Wasatch Front North/Bear River Economic Service Area  
Utah Department of Workforce Services  
(435) 792-0545

Mayor: H. Craig Petersen

December 23, 2016

Utah Governor's Office of Economic Development  
60 East South Temple, 3rd Floor  
Salt Lake City, UT 84111

Re: Strategic Workforce Investment: Outdoor Products Pathway Development Proposal

The City of Logan strongly supports Utah State University's, in partnership with the Bridgerland Applied Technical College and secondary school districts, proposal for Strategic Workforce Investment funds to develop an educational pathway focused on outdoor product design and development. Northern Utah is an excellent venue for outdoor industry development and USU's Outdoor Product Design and Development degree program capitalizes on these intellectual and environmental resources. Providing opportunities for students to develop skills and abilities related to the design and development of outdoor products will contribute to the economic vitality of the Northern Region and State.

The City of Logan has a strong working relationship with Bridgerland Applied Technology College and Utah State University. Both institutions are committed to aligning curriculum with workforce needs, expanding and improving training pathways and providing workforce for the growing outdoor products industry in Utah. We are confident that Utah State University will work with education and industry partners and leverage Strategic Workforce Initiative funds to improve economic vitality in the target regions.

Sincerely,



H. Craig Petersen  
Mayor, Logan, City