MESSAGE FROM THE EXECUTIVE DIRECTOR

In 2011, with funding from the New Economy Initiative, the Workforce Intelligence Network for Southeast Michigan (WIN) was formed as a partnership of community colleges and Michigan Works! Agencies (MWAs) in greater southeast Michigan. The Southeast Michigan Community Alliance (SEMCA), a 501(c)3, is WIN’s fiduciary.

WIN is an employer convener that communicates industry hiring needs to college partners for curriculum development, and to workforce development agencies for talent pipeline development.

The WIN board, which is comprised of 10 community colleges and six MWAs in southeast Michigan, has immeasurable experience and expertise in workforce and education. This network of organizations underscores WIN’s values of collaboration, leadership, stewardship, integrity, and progress by delivering workforce development programs uniquely created to meet local employer demands.

WIN’s staff is comprised of individuals with expertise in labor market data, industry sectors, strategic career pathways, career awareness and readiness, communications, collaboration, facilitation, project management, government, real estate, and resource development. Several WIN personnel have worked as a professional consultant at the local, state, and national level, while others have worked directly for a community college or in workforce development.

WIN’s collective experience in data-driven solutions and partner collaboration, and expertise in consulting, ensure that talent partners and their supporters have the tools needed to support Michigan’s growing economy.

As an organization with approximately $6 million in annual revenue, WIN was characterized by numerous multi-year grants in 2017, which addressed many facets of the region’s workforce from upskilling incumbent workers, to engaging employers and building awareness for in-demand career pathways. In the summer of 2017, WIN experienced a transition from its founding Executive Director, Lisa Katz. The WIN board and staff offer warm regards and praise for Lisa’s exemplary leadership.

The Michigan workforce continues to experience a skills gap, but WIN is a strong consortium that is committed to undertaking this challenge. According to the State of Michigan’s labor market projections—a project WIN assisted with—it is expected that 811,055 job postings will remain unfilled through 2024, which translates to over $49 billion in lost wages annually for Michigan’s economy. The WIN board unanimously provided support to move forward with strategic planning to sharpen the focus of workforce initiatives that will most greatly benefit southeast Michigan. In the region that put the world on wheels, WIN and its partners are developing and providing resources to transition from an industrial revolution to technological revolution.

WIN could not achieve the impact it does without the individuals, organizations, agencies, foundations, and other partners that lend vital resources to support our work. Please enjoy reviewing WIN’s first annual report, which includes information about the WIN board and staff, committees, advisory and governing boards, partners, programs, reports, regional strategy, and performance impact from 2017.

Sincerely,

Michele Economou Ureste, M.P.A.
Executive Director
WIN BOARD

WIN's board is comprised of 6 Michigan Works! agencies and 10 community colleges in southeast Michigan. WIN works closely with its 16 board member organizations as a collective partnership to pursue its mission and serve the 16-county region represented by the partnership. In addition to relying on each organization to have an active and essential role in WIN-managed initiatives, WIN also regularly convenes representatives from each organization – the WIN board – for monthly meetings, grant opportunities, training events, and countless other opportunities for partnering.

Community Colleges

Henry Ford College

John S. Satkowski, Interim President

At a public meeting December 4, the Henry Ford College (HFC) Board of Trustees appointed John S. Satkowski in a unanimous vote as interim president of the College, effective December 16, 2017. Satkowski’s appointment follows HFC President Stanley Jensen's resignation. Satkowski has worked at HFC for more than five years as the Vice President of Financial, Facilities, and Auxiliary Services. He has been a veteran of the higher education profession since 1991. Before coming to HFC, Satkowski served as the Interim President of Owens Community College in Perrysburg, OH. He was also the Executive Vice President of Finance/Treasurer at Owens for more than four years. From 2000-2007, Satkowski served as the Associate Vice President for Academic Finance at the University of Toledo (UT). From 1991-2000, he served as the Director of Academic Budgets for the Medical College of Ohio (MCO) in Toledo. Prior to entering the field of higher education, he worked at Ernst & Young in Detroit and Arthur Andersen, LLP in Detroit. Satkowski graduated with honors from the University of Michigan (U-M) in Ann Arbor with his Bachelor's Degree in Business Administration, specializing in Finance and Accounting. He earned his Master’s Degree in Accounting and his Juris Doctor in Law, both from UT. He will serve as interim president until the new president’s arrival on campus in 2018.

Beginning July 1, 2018, Russell A. Kavalhuna, J.D., A.T.P. will begin his term as President of Henry Ford College.

WIN Board Member: Dr. Patricia Walker Chatman, Dean, School of Business, Entrepreneurship and Professional Development, Trade and Apprentice

For over thirty years, Dr. Patricia Walker Chatman has worked in workforce and professional development and behavioral health services. Dr. Chatman is the Director of Henry Ford College Workforce and Professional Development Division and Lecturer at Oakland University. She holds a Bachelor of Science Degree in Human Resources with a specialization in Training and Development from Oakland University, a Master of Public Policy and Administration Degree from Central Michigan University, and a Ph.D. in Public Policy Administration from Walden University. Dr. Chatman has extensive experience in public policy and administration, project/program development, management and implementation, fiscal management, grant writing and development, contract negotiation and compliance, and research and development. Dr. Chatman is the author of The Jobs, Education, and Training Program: Perpetuating a State of Dependency (2014), Knowing is Not Enough (2014), The Indie Author's Resource Guide to Self-Publishing (2015), and Front Paige (2017).
Dr. Daniel Phelan has been President/CEO of Jackson College (MI) since early 2001. He is Immediate Past Chairman of the Board of Directors for the American Association of Community Colleges (AACC) and serves on the AACC Advocacy Advisory Group (AAG), as well as AACC’s Finance Committee and joint Executive Committee with the Association of Community College Trustees (ACCT). He is also Chair-Elect of the Higher Education Research and Development Institute (HERDI) and Chair-Elect of the Jackson County Enterprise Group. Additionally, Phelan serves on the Board for the Center for Community College Student Engagement (CCCSE), the Phi Theta Kappa Honor Society (PTK), and he is a founding board member for the international organization, US-Brasil Connect (USBC). Phelan is Past Chair of the Continuous Quality Improvement Network (CQIN) Board of Directors, and Past-Chair of the Michigan Community College Association (MCCA) Board of Directors. He also served on the AAACC’s 21st Century Commission on the Future of Community Colleges, co-chairing a team charged with redefining the community college role and mission. Continuous innovation, quality, service and vision for an improved future of student success have continued to define Phelan’s contribution to the community college movement. He holds a Ph.D. in Higher Education Administration from Iowa State University, a Master of Business Administration Degree from St. Ambrose University, and a both a Bachelor of Arts in Business Administration and an Associate of Arts Degree in Liberal Arts from Mount St. Clare College.

WIN Board Member: Tina Matz, Director of Workforce Training

Tina Matz started with Jackson College in 2009 as an Employment Advisor at the Jackson Michigan Works! location, where she developed a strong understanding of community resources, partner collaboration, and workforce trends. In 2010, Tina transferred to the Office of Corporate and Continuing Education (CCE) at the Jackson College Central Campus, where she has expanded her career in community and continuing education. Today, as the Director of Workforce Training, Tina oversees the coordination and implementation of CCE Workforce Training Programs, the facilitation of the Michigan New Jobs Training Program for the tri-county region, and focuses on developing and maintaining positive working relationships with internal and external customers. Tina Matz currently holds a Master of Arts in Organizational Management from Spring Arbor University and a Bachelor of Social Work from Central Michigan University. In addition, Tina is a certified Business Solutions Professional, certified Professional and Career Coach, and a current member of the Michigan Community College Association Leadership Academy. Tina currently serves on the Comprehensive Economic Development Strategy for the Region 2 Planning Commission and Workforce Focus Committee for Jackson College.
Macomb Community College

Dr. James Sawyer, President
Jim Sawyer is Macomb Community College’s sixth president and took office on July 1, 2017. Prior to his appointment, he was the college’s provost and senior vice president for the Learning Unit, with 15 years of experience at Macomb. As provost, Sawyer led Macomb’s cultural transformation from focus on student access to focus on student success. He has also been the principal investigator on two successful National Science Foundation Grants, and has led many academic program modifications and student success initiatives. His previous positions at Macomb were as vice provost for Career Programs and as dean of Engineering and Advanced Technology. Prior to joining Macomb, Sawyer spent 17 years in business and industry, with leadership positions in engineering, quality and operations at Chrysler, Dana, Ancor and New Haven Foundry. He is an American Society for Quality Certified Quality Engineer. Sawyer earned a Bachelor of Science in Mechanical Engineering from Lawrence Technological University, and a Master of Science in Administration and a Doctor of Education in educational leadership from Central Michigan University. Sawyer serves on several boards, including St. John Providence Hospital, Macomb/St. Clair Workforce Development, Leadership Macomb, Advancing Macomb and the American Society of Body Engineers Foundation.

WIN Board Member: David Corba, Dean, Business Administration, Information Technology
David Corba is the Dean of Business and Information Technology at Macomb Community College. He has served in this position for 15 years. He began his employment at the college as associate dean of business administration. Prior to joining the college, he worked in business with leadership positions in human resources and executive management at Beaumont Health and South Macomb Hospital. Corba earned a Bachelor of Business Administration from the University of Michigan and a Master of Business Administration from the University of Detroit. In addition to serving on the WIN Board he is active in the Sterling Heights Local Development Finance Authority, Macomb/OU Incubator Board, National Association of Community College Entrepreneurship, and Michigan Automotive and Defense Cyber Awareness Team.
Dr. Kojo Quartey, President

On August 1, 2013, Dr. Kojo Quartey officially became the fifth president of Monroe County Community College (MCCC), a two-year institution supported by tax monies from the county, educational funds from the state and student tuition. MCCC’s mission is to provide a variety of higher educational opportunities to enrich the lives of the residents of Monroe County. Prior to being named president at MCCC, Quartey held the position of provost of the City Colleges of Chicago since July 2011. In this position, his responsibilities ranged from oversight of athletics to adult education to interacting with all seven colleges in the areas of academic and student affairs. A significant accomplishment during his tenure in this position involved improving relations with the Faculty Council and faculty at all seven City Colleges. He has also served as dean of the College of Business at Davenport University; dean of the Division of Administration and Business at Talladega College; dean of the College of Business and Professional Studies at Lincoln University-Missouri; and vice president for institutional advancement and executive director of the Lincoln University Foundation. Quartey holds a Bachelor’s Degree in Accounting and a Master’s Degree in Economics from Morgan State University, and a Doctoral Degree in Applied Economics from Mississippi State University. He has completed post-doctoral work in finance and leadership.

WIN Board Member: Barry C. Kinsey, Director of Workforce Development

Barry Kinsey has served as Director of Workforce Development at Monroe County Community College since 2001. He brings previous experiences in economic, business development and industrial sales to the position at Monroe. In his role at the Office of Workforce Development, Mr. Kinsey markets and provides non-credit and credit training to regional business and industry. He also works with students, alumni, and Monroe residents in locating employment opportunities in the Monroe area. Another of Mr. Kinsey’s initiatives at Monroe is to coordinate with area employers to hire and retain qualified employees. Mr. Kinsey holds a Bachelor of Public Administration and a Master of Science in Land Use Planning from Eastern Michigan University. In addition to his role as Director of Workforce Development and WIN Board Member, he is the Chairman of the Board of Directors for Monroe County Community Credit Union.
Mott Community College

Dr. Beverly Walker-Griffea, President

Dr. Beverly Walker-Griffea became the seventh president of Mott Community College (Flint and Genesee County, Michigan) in August 2014. Recently under her leadership, Mott Community College was once again selected by the Aspen Institute's College Excellence Program as one of the nation's top community colleges. Prior to joining the MCC family, Dr. Walker-Griffea served as Senior Vice President for Student Services at Montgomery College in Rockville, Maryland, Vice President of Student Affairs at Thomas Nelson Community College in Hampton, Virginia; Dean of Student Development at Houston Community College-Central Campus; and Interim Dean of Health and Environmental Sciences at Spokane Community College. Additionally, while at Spokane Community College, Dr. Beverly earned tenure in three years as a counseling faculty member leading the award-winning Single-Parent Program, and served as Chair for the Institutional Diversity Department. Locally, she serves on the Board of Directors for the Greater Flint Health Coalition, McLaren-Flint Hospital, Carriage Town Ministries, Metro Community Development, and the Michigan Community College Association (MCCA). In addition, Dr. Beverly is a member of several committees for the Flint and Genesee Chamber of Commerce including the Operating Board of Directors, Genesee Global Action Team, and the Regional Leadership Council. She is a proud member of Alpha Kappa Alpha Sorority, Inc., Flint Rotary Club, and the Flint Chapter of the NAACP. Dr. Beverly is the first female and first African American president in Mott Community College's history. She holds a Doctor of Philosophy in Child Development from Texas Woman's University, a Master of Education in Guidance and Counseling from Virginia State University, and a Bachelor of Science in Journalism and Broadcasting from Oklahoma State University.

WIN Board Member: Robert Matthews, Associate Vice President of Workforce and Economic Development

Robert Matthews currently serves as Associate Vice President of Workforce and Economic Development. He is a Higher Education executive responsible for leading and providing strategic direction for all Workforce and Economic Development functions and operations at a college with enrollment of more than 12,000 credit and non-credit students. Mr. Matthews is the college's senior Workforce Development Officer and a member of the president's executive cabinet. He provides leadership for strategic and operational planning for programs and services within the Workforce and Economic Development division, and portion of facilities operation. He participates in the development and implementation of college policies and programs, ensures compliance with federal and state requirements as well as other regulatory agencies, and is responsible for hiring, training, evaluating, and developing personnel. Mr. Matthews has over 20 years of experience in higher education which includes workforce development, student services, career development, grants development and management, supervision, and program/curriculum development. His previous experience includes enrollment management, career services, and the development of tutoring and mentoring programs for urban youth. Mr. Matthews holds a Bachelor of Arts from the University of Michigan-Flint, a Master of Public Administration from the Rackham School of Graduate Studies at the University of Michigan, and is a doctoral candidate in Educational Leadership at the University of Michigan-Flint.
Oakland Community College

**Peter Provenzano, President**

Upon unanimous vote of the Oakland Community College Board of Trustees, Mr. Provenzano was named Chancellor, effective January 1, 2018. He assumed presiding responsibilities for the College as Interim Chancellor in May 2017, including leadership of its key initiatives focused on student success and community need. With nearly 20 years of leadership experience in the public and private sectors, Mr. Provenzano is known for his collaborative leadership style and mission-driven focus on student success and community benefit. Mr. Provenzano joined Oakland Community College in 2014 as Vice Chancellor of Administrative Services and a key member of the College's executive leadership team. As the College's chief financial officer, he strived to maintain fiscal integrity during a period of declining revenues and successfully represented the College in select real estate transactions, related legal matters, and financial contract negotiations. Skilled at managing financial and cultural turnarounds, Mr. Provenzano believes in involving others in decision-making and executing creative methods to improve service efficiency to create a thriving organization. He has managed budgets up to $640 million with 200 accounting entity funds. Identified as a servant leader, Mr. Provenzano was awarded Crain's Detroit Business Government CFO of the Year in 2012.

**WIN Board Member: Douglas J. Smith, Executive Director of Economic and Workforce Development and Lifelong Learning**

Douglas Smith has many years of experience in economic development in public policy. He now serves as Executive Director of Economic and Workforce Development and Life Long Learning at Oakland Community College (OCC). In this role, Smith directs OCC’s workforce programs and continuing education including the College's participation in Goldman Sachs 10,000 Small Businesses and Michigan New Jobs Training programs. His focus is on reducing the skills gap through partnerships with business and industry and collaborative efforts with K-12, Oakland County and other educational, workforce and economic development groups. He currently serves as the Mayor’s appointment on the OU/Pontiac Initiative, vice chair of Oakland County (Brooks Patterson) transportation roundtable, executive committee member of the Michigan Municipal Services Authority, board member of WIN, and long-standing board member of MSGCU.
Schoolcraft College

Dr. Conway Jeffress, President
Dr. Conway A. Jeffress is the fourth president of Schoolcraft College. Schoolcraft is a comprehensive community college of 30,000 credit and non-credit students with its primary campus located in Livonia, Michigan. Dr. Jeffress has been at Schoolcraft for more than 30 years. He joined the college as Vice President of Instruction and has been president for 17 years. He is an officer within the Michigan Community College Association. He was appointed by Governor Snyder to serve as a Commissioner on the 21st Century Education Commission where he served as a member of its structure and governance committee. He is also a member of a number of other state and national education organizations.

WIN Board Member: Amy Jones, MBA, Associate Dean of Occupational Programs
Amy Jones is the Associate Dean of Occupational Programs at Schoolcraft College, overseeing the areas of Accounting, Business, Computer Graphics Technology, Computer Information Systems, Early Childhood and Special Education, and Sound Recording Technology. As an academic and administrative leader, she focuses on building and growing partnerships among faculty, staff, administration, and the community, including business, industry, four-year colleges and universities, and K-12 schools. Amy has over 20 years of workforce development experience, including 5 years as the Director of the Business Development Center, overseeing the College's Michigan Small Business and Technology Development Center (MI-SBTDC), Procurement Technical Assistance Center (PTAC) and workforce training initiatives for business and industry. Amy is a Michigan native and holds an Associate in Business from Schoolcraft College, a Bachelor of Business Administration from Walsh College, and a Master of Business Administration from Wayne State University.
St. Clair County Community College

Dr. Deborah Snyder, President
Dr. Deborah Snyder is president of St. Clair County Community College (SC4) in Port Huron, Michigan. Prior to her appointment in 2016, Snyder served as President and Chief Academic Officer for Cogswell College in the Silicon Valley area of northern California. Cogswell is one of the oldest private colleges in the state and is aWSCUC-accredited engineering, computer science, digital art, audio, and animation institution today. Over the course of her 30+-year career in higher education, Dr. Snyder has held academic and senior administrative leadership positions at large and small public, private, and for-profit institutions including the University of Michigan-Flint, Walsh College of Business in Troy, Michigan, Capella University in Minneapolis, Minnesota and Strayer University in Washington, D.C. Additionally, she has consulted with colleges and universities across the country in areas of academic program quality, integrated communication strategies, and strategic planning. Dr. Snyder has published two books, one about the growing trend of adult learners attending college and the second on Internet marketing, e-Marketing Basics, written in the early years of Internet adoption. She has a third book in the final stages of production, Old School, New School, No School, about the value of higher education. Her academic credentials include a Ph.D. in organizational communication, a Master’s Degree in Business Administration, and a Bachelor’s Degree in Psychology from Wayne State University in Detroit, Michigan.

WIN Board Member: Bonnie DiNardo, Director of Workforce Development
Bonnie DiNardo is director of Workforce Development at St. Clair County Community College (SC4). Bonnie earned her Master of Science in Administration from Central Michigan University and a Bachelor of Science in Business from Ferris State University. Bonnie has worked at SC4 for 29 years and in Workforce Development for 24 years. She served in several positions leading her role as the director. Currently, she serves on many local committees; including Blue Meets Green, Eastern Michigan Manufacturing Association, Economic Development Alliance, Macomb/St. Clair CEAC committee, St. Clair RESA TEC, Blue Water Chamber and I-69 Thumb Region Committee. Recently, Bonnie and her team received the EDA Partner of the Year award for a new innovative collaborative training program. Also, Bonnie has received a President’s Recognition Award and SC4 Career Plan Member of the Year. Bonnie believes collaboration and partnerships are key to success.

In June 2018, Tamara J. Kenny, Dean of Occupational Studies, became the WIN board member representative.
Washtenaw Community College

**Dr. Rose Bellanca, President**

Dr. Rose B. Bellanca is the President and CEO of Washtenaw Community College in Ann Arbor, Michigan. In this position, she is responsible for the organization, administration and strategic direction of the college, which serves more than 100,000 students and community members a year, employs nearly 1,500 full- and part-time employees, and has an operational budget of more than $100 million. Dr. Bellanca has more than 20 years of executive leadership in higher education. Prior to coming to Washtenaw Community College, Dr. Bellanca held C-level positions at Northwood University, St. Clair Community College and Macomb Community College. She is the fourth president to lead Washtenaw Community College, since its inception in 1965.

**WIN Board Member: Dr. Michelle Mueller, Vice President of Economic, Community, and College Development**

Dr. Michelle K. Mueller is Washtenaw Community College's (WCC) vice president of economic, community and college development. Dr. Mueller has worked in community college administration for 32 years and has an impressive background in education and business relations. Additionally, she has helped to position WCC through the acquisition of multiple federally funded grants for workforce development. Prior to this appointment at WCC, Mueller served as the dean of workforce development at St. Clair Community College. She has also served on Automation Alley, Detroit Regional Chamber, Southeast Michigan Council of Governments, Michigan Works - Southeast and Greater Ann Arbor Region committees. Dr. Mueller holds a Doctorate in Educational Leadership from Central Michigan University, a Master's Degree in College and University Administration from Michigan State University, a Bachelor's Degree in Communications from the University of Michigan, and an Associate's Degree in Fine Arts from Brevard College, North Carolina.
Wayne County Community College District

Shawna J. Forbes, Vice Chancellor

Shawna J. Forbes currently holds the position of the Vice Chancellor for the School of Continuing Education and Workforce Development at Wayne County Community College District (WCCCD). Serving over 70,000 students annually, the District has five campuses and a University Center which covers 32 cities and townships throughout metropolitan Detroit.

With more than 15 years of experience in higher education, Ms. Forbes focuses on establishing new partnerships and collaborations that enable the District to leverage resources and enhance institutional capacity to serve students. Ms. Forbes champions the notion of WCCCD being a resource to be utilized by individuals throughout their lifetime, by community organizations as an agency assisting with community issues, and by business/industry in meeting their workforce needs.

A native of Detroit, Michigan, Ms. Forbes completed her graduate work in Clinical Psychology from the University of Detroit-Mercy and is currently working on her Doctoral Degree at the University of Toledo focused on Higher Education Administration.

Ms. Forbes is currently a member of many councils and organizations including the Michigan Occupational Deans Administrative Counsel (MODAC), American Association of Community Colleges (AACC) Workforce Development, Southeast Michigan Council of Governments (SEMCOG) Education Advisory Group, Detroit Workforce Development Department (DWDD) Education and Advisory Council, and Eastern Michigan University – Detroit Advisory Council, to name a few.

WIN Board Member: Dr. James Robinson, Provost, Workforce Development

Innovative, reflective educational executive experienced in leadership, workforce development, accreditation, faculty, organizational development, educational partnerships and nonprofit collaborations. Experienced Education Administrator, Corporate Founder and President, College Provost, Graduate Faculty, College Associate Vice Chancellor, Dean, Executive Manager and Entrepreneur.

Dr. Robinson has served in Knowledge Organizational Planning and Procedures, Education Technology development, Cloud-based Curriculum Development, Workforce Development (including assessments, delivery, and relationship management). Appointed by the Higher Learning Commission, as Commissioned Institutional Peer Reviewer and Graduate Senior Institutions Grant Reviewer for the National Science Foundation. Dr. Robinson champions the notion of WCCCD being a light in the pathway of learning leading to a better life.

A native of Highland Park & Detroit, Dr. Robinson holds degrees from Wayne State University, Atlanta University and Morris Brown College. He is an avid music lover, classically trained on Bass Clarinet and a jazz bassist.
**Michigan Works! Agencies**

**Detroit Employment Solutions Corporation (DESC)**

**WIN Board Member: Nicole Sherard-Freeman, President and Chief Executive Officer**

As President and CEO of DESC, Nicole Sherard-Freeman is responsible for leading the strategy and day-to-day operations of the agency, in support of the city's vision for talent readiness and employment demand for Detroit residents. From external relationships with community-based organizations and philanthropic investors to direct, daily management of initiatives for government partners, Nicole's unique skill set integrates significant experience managing relationships with employers and the close examination and analysis of those who provide direct service to Detroit job-seekers. As former Director for Corporation for a Skilled Workforce's Detroit Portfolio, Nicole was a lead researcher and co-author of two significant reports about Detroit's talent pool and job market. Born and raised in Detroit, Nicole holds a Bachelor of Science in Business Administration from Wellesley College, and has completed graduate studies in Organizational Management and Development at Fielding Graduate University.

**GST Michigan Works! Agency**

**WIN Board Member: Jody Kerbyson, Chief Executive Officer**

Jody Kerbyson is the Chief Executive Officer (CEO) of GST Michigan Works!, one of sixteen (16) Michigan Works! agencies across the State of Michigan operating workforce development programs designed to assist employers in finding skilled workers and job seekers prepare for, find and retain employment. Kerbyson, a native of the local GST region, first came to the agency as a summer intern during college at Central Michigan University and was immediately hired upon graduating with a Bachelor of Science in Business, majoring in management. Over her tenure with the agency, Kerbyson built her career through development of strong business relationships and a unique understanding of responsiveness in employment and training needs, as well as what it takes to lead an organization in an ever-changing economic landscape.
Macomb-St. Clair Michigan Works! Agency and Workforce Development Board

**WIN Board Member: John Bierbusse, Executive Director**

John Bierbusse is the Executive Director of the Macomb/St. Clair Workforce Development Board. He has been in this position since the creation of the organization in 1983. Bierbusse has led the organization through three major legislative initiatives; the Job Training Partnership Act, the Workforce Investment Act and the present Workforce Innovation and Opportunity Act. As Executive Director, Bierbusse has led the local implementation of numerous workforce programs designed to address the workforce needs of public assistance recipients, dislocated workers, offenders, aging, youth as well as the general public. After graduating from Central Michigan University with a Degree in Mathematics, Bierbusse spent two years in the U.S. Army. He then spent nine years as an administrator of various programs for Macomb County Community Services Agency. These programs included Head Start, Senior Nutrition, Weatherization and the Comprehensive Employment and Training Act. He left Macomb County Community Services Agency as its Assistant Director. Bierbusse serves on the Macomb County Action Advisory Board, the Offender Success Steering Committee, the Workforce Intelligence Network and the Macomb County Human Services Coordinating Body.

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Michigan Works! Southeast

**WIN Board Member: Bill Sleight, Executive Director**

William Sleight was appointed Director of Michigan Works! Southeast in May 2016. Sleight’s career in workforce development spans over 40 years. Previously he served as Director of Livingston County Michigan Works! for 25 years, and in various roles prior to that for the workforce programs in Livingston and Washtenaw Counties. He has served on numerous state, local and regional boards and committees, and is the founding co-chair of the Workforce Intelligence Network for Southeast Michigan, and the current chair of the Southeast Michigan Works Agencies Council (SEMWAC). He earned a Master of Public Administration from Michigan State University.
Southeast Michigan Community Alliance

WIN Board Member: Gregory Pitoniak, Chief Executive Officer

Gregory Pitoniak joined SEMCA as the Chief Executive Officer in June 2007, serving previously as Deputy State Treasurer of Michigan. Prior to accepting the appointment in the state Treasurer’s office Greg served as the full time elected Mayor of Taylor, as a state representative in the Michigan House of Representatives, as Director of Economic Development with the Downriver Community Conference and as Executive Director of the Economic Development Corporation of Wayne County. He has held leadership positions with numerous boards, public/private and intergovernmental partnerships, and other collaborative efforts including the Metropolitan Affairs Corporation, SEMCOG (Southeast Michigan Council of Governments), Metro Matters (previously the Michigan Suburbs Alliance) and the Downriver Community Conference. Mr. Pitoniak holds a Bachelor of Arts in Urban Studies/Political Science from the University of Michigan, Ann Arbor, and a Master of Public Administration from the University of North Carolina where he attended as a National Public Service Fellow. He completed Harvard University’s Senior Executive Program in State/Local Government as a Taubman Fellow and was a Certified Industrial Developer as accredited by the American Economic Development Council.

Oakland County Michigan Works! Agency

WIN Board Member: Jennifer Llewellyn, Manager, Workforce Development at Oakland County
Director, Oakland County Michigan Works! Agency

Jennifer Llewellyn is the manager of Workforce Development at Oakland County and director of the Oakland County Michigan Works! Agency. She is a certified career development facilitator, with more than 18 years of experience in talent management and career development. In her current role, Jennifer is responsible for fiscal and program management of more than a dozen federal and state job training programs for businesses, dislocated workers, low-income adults, youth and structurally unemployed individuals, with a combined budget of more than $10 million annually. Her innovative approach to the job fosters deeper connections and opportunities between Oakland County businesses, community partners and residents. To date, Jennifer has led efforts to secure more than $8 million in job training funds for Oakland County businesses. She has established several strategic alliances with K-12 education, colleges and universities, economic development and community agencies, to increase collaboration and align resources to assist businesses. She earned a Bachelor’s Degree in Human Resource Development, and is a Certified Business Solutions Professional and Career Development Facilitator. She was a member of the 2014 class of Oakland County’s Elite 40 Under 40.
WIN COMMITTEES AND COMMITTEE CO-CHAIRS

Strategic Planning Committee

Dr. Michelle Mueller (Washtenaw Community College) and Jennifer Llewellyn (Oakland County Michigan Works!), Co-Chairs

WIN staff member managing this committee: Michele Economou Ureste, Executive Director

The Strategic Planning Committee is comprised of WIN board member representatives and various WIN staff that are part of the leadership team. The Strategic Planning Committee was developed to:

• Identify funding and strategic leveraging opportunities for WIN, including public and private grants, membership structures and fees, sponsorship, revenue generation opportunities, and more
• Review and manage WIN’s annual budget
• Make strategic recommendations about resource development and expenditures

Data Committee

Bill Sleight (Michigan Works! Southeast) and David Corba (Macomb Community College), Co-Chairs

WIN staff member managing this committee: Melissa Sheldon, Senior Project Manager, Data and Research

The Data Committee meets quarterly and is comprised of WIN board member representatives and WIN staff from the data and research team. The Data Committee was created to accomplish the following:

• Develop and maintain a data and research plan and determine strategies for communicating findings
• Guide major research projects and identify places of leverage
• Support the communication of research to the board and find best practices for reaching the board with new research and findings
• Provide strategic input on research projects such as setting priorities

Communications Committee

Nicole Bell (Michigan Works! Southeast), Co-Chair

(Community college co-chair representative not appointed at the time of this report)

WIN staff member managing this committee: Lindsay White, Communications Manager

The Communications Committee meets every other month and is comprised of one communications staff person from each of WIN’s 16 board member organizations. The following activities are part of the Communications Committee goals:

• Develop and maintain a communications plan, create a strategy, identify target audiences, and determine strategies for communicating with target audiences
• Assist in developing and communicating the WIN brand and WIN board member organizations
• Serve as an editorial board
• Guide decisions around formal media- and outreach-related partnerships
• Offer strategic input into the need for and design of various community engagement initiatives
**WIN LEADERSHIP TEAM**

**Michele Economou Ureste**

**Executive Director – All WIN initiatives**

Michele comes to WIN with an extensive leadership background in developing training programs in workforce development. At the non-profit trade association, formed by the automotive OEMs, Automotive Industry Action Group (AIAG), she facilitated over a dozen committees of subject matter experts, to develop industry guidelines, sanctioned training programs, and white papers to support the quality system standards. As the vice president of a statistical training and consulting firm, she created and established Tier 1 corporate universities for supply chain initiatives.

Michele served two four-year terms as the immediate past West Bloomfield Township Supervisor, by essentially fulfilling the role of a full-time mayor and city manager. While in this position, she achieved the e-Cities award by streamlining the building permit process; received the JCC President’s Club award for collaborating to develop a community-wide job fair; and effectuated a downtown boulevard roadway improvement project, market study, and town center ordinance amendment that transformed the community gateway to include the first hotel in the township, and new development and façade upgrades throughout the business corridor. Michele has a Master of Public Administration from Oakland University, and Bachelor of Science Degree from Central Michigan University.

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**David Palmer**


David Palmer is the Senior Director for Strategies & Partnerships at WIN. His work is focused on supporting WIN’s occupational cluster strategy in southeast Michigan for the areas of Advanced Manufacturing, Connected & Autonomous Vehicles, Information Technology and other sectors important to the Detroit labor shed. He supports numerous WIN initiatives including Opportunity Detroit Tech, Apprenti, MAGMA, ExperienceIT Detroit, and MI Bright Future. He also acts as the lead staff for Advance Michigan, which has helped bring over $40 million in federal investments to partner organizations in the region since June, 2014.

David is a member of the National Association of Realtors, the Society for Human Resource Management, and the Detroit Economic Club. He is currently a member of the SEMCOG Transportation Coordinating Council and serves on the Wayne State University Computer Science Advisory Board.

David is an alumnus of the Michigan Political Leadership Program, Leadership Detroit, and Doing Development Differently in Detroit. He has been recognized as a Certified Nonprofit Professional by the Nonprofit Leadership Alliance.

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**Tricia Czachowski**

**Senior Project Manager, Defense Sector Lead, and Director of Operations – Advance Michigan Defense Collaborative/Department of Defense Office of Economic Adjustment**

Tricia Czachowski is the Senior Project Manager, Defense Sector Lead, for WIN. In this role, she serves as the project lead for the Southeast Michigan Defense Industry Adjustment grant (also known as the Advance Michigan Defense Collaborative). Tricia leads efforts to develop requests for proposals and contracts pertaining to this Department of Defense Office of Economic Adjustment grant. She also coordinates the Advance Michigan Defense Collaborative executive subcommittee and grant administration meetings.
Tricia's previous work with WIN includes development of WIN data products, such as quarterly workforce reports and specialized data requests. She previously coordinated the Data Users Learning Network and the Career and Business Services Learning Networks in an effort to increase the capacity and knowledge of talent stakeholders. She also served as the lead in WIN's healthcare cluster employer strategy, where she facilitated a Healthcare HR Executives Council—a public-private partnership between eight major health systems and education and training providers in the region.

Tricia draws on her experience as a project coordinator for a southeast Michigan Defense and Homeland Security Industries Coordination Grant, which developed leadership and strategy for the growth of the industries and the regional workforce in the defense/homeland security sectors within the region.

Rana Al-Igoe

**Director of Work-Based Initiatives** — *American Apprenticeship Initiative (AMCAI), America’s Promise (Advance Michigan Catalyst)*

Rana Al-Igoe is the Director of Work-Based Initiatives at WIN. As a Director of Work-Based Initiatives, she oversees two grants from the U.S. Department of Labor (DOL). Rana manages a $6-million grant to train 900 southeast Michigan workers in careers in advance manufacturing with a focus on robotics and automation through the Advance Michigan Catalyst project (an America’s Promise Grant). She also manages WIN’s $4-million grant to help expand registered apprenticeship programs in Southeast Michigan through the Advance Michigan Center for Apprenticeship Innovation (an American Apprenticeship Initiative Grant).

Rana Al-Igoe has over 15 years of experience in workforce development supporting employers and job seekers developing talent. Rana spent much of her time working in Washtenaw county in various administrative roles in workforce development prior to it becoming part of Michigan Works! Southeast. Rana also spent two years working for Southeast Michigan Community Alliance (SEMCA) as the Workforce Programs Manager overseeing numerous federal and state grants and programs including the Workforce Innovation and Opportunity Act (WIOA) Adult and Dislocated Workers Programs, Wagner-Peyser Employment Services, Trade Adjustment Assistance Program, Skilled Trades Training Fund, and many others.

Sarah Sebaly

**Director of Youth Strategy** — *MI Bright Future*

Sarah Sebaly is the Director of Youth Strategy at WIN and is responsible for managing efforts related to the portfolio of talent pipeline and career pathway development. Much of her current work focuses on the oversight of MI Bright Future. In this role, Sarah is responsible for development, coordination, and implementation of MI Bright Future, as well as helping to shape regional career development strategies for youth, having analyzed best practices both nationally and internationally. Sarah also works to create a highly collaborative environment and relationship with all stakeholders of the talent pipeline to include: K-12 education partners, community colleges, universities, workforce development, and employers.

Sarah has been with WIN since 2013, and has worked in several different program areas, which led her to a specialization in youth and K-12 workforce development. Sarah came to WIN from Michigan Works! in Wayne and Highland Park, where she gained an understanding of the workforce development systems as they operate in the State of Michigan and various state and federal policies and regulations that determine that operation. Sarah has also been a part of several initiatives focused on improving chances at self-sufficiency for populations that are considered ‘hard-to-serve,’ including formerly incarcerated, low-skill, or chronically unemployed individuals.
Melissa Sheldon

**Senior Project Manager – Data and Research**

Melissa Sheldon is a Senior Project Manager at WIN. Melissa co-manages the Data and Research team alongside Michelle Wein, Senior Research Manager. Melissa oversees a variety of projects, including the production of WIN’s labor market reports, specialized workforce profiles for emerging technologies, skill gap analyses, customized surveys, and more. Melissa serves as a workforce development system and talent-related data subject matter expert.

Prior to joining WIN, Melissa held various roles for South Central Michigan Works! (SCMW!), the workforce development agency that served employers and job seekers in Hillsdale, Jackson, and Lenawee counties. Her previous roles included coordinating marketing, outreach, and communication efforts for the organization, disseminating labor market data in a useful manner, providing high quality business services as a Business Services Professional (BSP), event coordination, computer class and workshop facilitation, public relations, and more. While working at SCMW!, Melissa was instrumental in securing a number of grants dealing with career development and skill attainment, and helped establish a responsive data support system within the SCMW! service area. Additionally, Melissa provided instruction and detailed support to workforce development, business service personnel, and economic development representatives to assist and support their activities in encouraging the growth and development of the region.

Michelle Wein

**Senior Research Manager – Data and Research**

Michelle Wein is the Senior Research Manager at WIN. In this role, she is responsible for co-managing the research team as well as developing and enhancing creative data analysis methodology for the various research projects for WIN.

Prior to joining the WIN team, Michelle worked for the State of Michigan as an Economic Analyst focused on monitoring economic growth in the West and Northwest regions of Michigan. Her workforce research focused extensively on the impact of skilled trades and apprenticeships on Michigan’s economy, as well as the changing and growing roles of women in the labor force. Before her role at the State of Michigan, Michelle spent four years living in Washington, D.C., where she had various roles within the federal government and non-profit sector focused on international trade policy analysis and intellectual property rights protection. Her work has been featured in International Economy, Forbes, Ottawa Citizen, Huffington Post, PC Magazine and The Hill, among others.
Edwin Laswell
Research Assistant
Data and Research

Kinsey Mantay
Regional Apprenticeship Administrator
American Apprenticeship Initiative (AMCAI)

Carrie Bonofiglio
Business Partnerships Manager
MI Bright Future

Imad Mourad
Business Partnerships Junior Associate

Janene Erne
Regional Apprenticeship Administrator
American Apprenticeship Initiative (AMCAI)
The mission of the Workforce Intelligence Network for Southeast Michigan (WIN) is to cultivate a cohesive talent system by facilitating data-driven workforce solutions to ensure responsiveness to changing labor market demands.

To accomplish this mission, WIN has identified three pillars that guide its activities and partnerships in the region:

• **Data.** WIN gathers, analyzes, and distributes real-time labor supply-and-demand intelligence on workforce needs and characteristics specific to the southeast Michigan region.

• **Employer engagement.** WIN convenes, facilitates, engages, and serves as a connection point for business, industry and other stakeholders regarding workforce development.

• **Workforce solutions.** WIN develops strategies and funds proposals for the delivery of regional workforce development programs through its partners.

**WIN’s served population and scope of services** is primarily offered in a 16-county region, which includes Genesee, Hillsdale, Huron, Jackson, Lapeer, Lenawee, Livingston, Macomb, Monroe, Oakland, Saint Clair, Sanilac, Shiawassee, Tuscola, Washtenaw, and Wayne, and the City of Detroit.

WIN specializes in high-quality, advanced talent analysis and fostering collaboration among talent partners, including workforce development, community colleges, four-year postsecondary institutions, K-12 schools, economic development organizations, government, community-based organizations, and employers.

WIN manages data-driven, employer-focused strategies in the areas of advanced manufacturing, information technology, health care, retail, and defense, and has worked with **hundreds of major employers** and **dozens of talent partners** through its initiatives.

**Data Snapshots**

3,000% RETURN ON INVESTMENT

For every dollar that WIN has earned for its operations through grant-writing and direct support, WIN has directly contributed $33 to the community and partners. For every dollar WIN has received from its board members, including community colleges and Michigan Works! Agencies, there has been a $58 return on investment.

$132 MILLION IN TOTAL FUNDING FOR THE REGION

Since it was founded, WIN has brought in over $132 million in funding to southeast Michigan through grants awarded to various organizations in the region. To support this investment, WIN has written, supported, helped design conceptually, and informed proposals with data and other research. WIN also has made possible and contributed to sponsored research projects that have informed regional partners’ work, another important form of investment.

$28 MILLION FROM GRANT WRITING SUPPORT

WIN has led direct grant writing support in the region, which has yielded over $19 million with another $9 million in leveraged funds.
Advance Michigan Federal Designation

Advance Michigan is a consortium of partners from a 13-county region, anchored by Detroit, Flint, Lansing, Pontiac, and Ann Arbor. In 2014, Advance Michigan received the Investing in Manufacturing Communities Partnership (IMCP) designation from the White House, a designation only 24 national communities have earned. WIN was the central convener and facilitator of the planning effort to achieve the southeast Michigan region’s IMCP designation.

Through the IMCP designation, the following has been accomplished under WIN’s leadership:

- More than $39 million was invested in southeast Michigan in two years.
- Close to $35 million has been invested into the southeast Michigan region in three years, with a high concentration on investment in Wayne County and the City of Detroit.
- The designation was leveraged to bring in another $2.4 million in additional funding, bringing the total direct and leveraged funding associated with Advance Michigan to $41.78 million.
- Funding has helped support infrastructure, brownfield redevelopment, education and training, business assistance, economic diversification, and many other efforts.
Advance Michigan Defense Collaborative

From 2012-2014, southeast Michigan’s regional economy lost over 38% of its defense contracts. As a result, and as part of the Advance Michigan IMCP designation, the region was awarded two Defense Industry Adjustment grants for economic and workforce diversification from the Department of Defense Office of Economic Adjustment (DoD OEA) implemented by a group of partners known as the Advance Michigan Defense Collaborative (AMDC).

The purpose of AMDC is to provide immediate and sustained assistance to firms and workers in a 13-county region in southeast Michigan affected by reduced Department of Defense procurement. The coalition coordinates assistance to organizations that promote research, industrial development, and talent development relevant to the defense industry.

The AMDC supports resiliency and capacity in:

- Autonomous transportation and connected mobility (particularly the electronics, sensors, and componentry sector)
- Lightweight materials manufacturing sector
- Information technology with a focus on increasing security of automated transportation systems and products

In August 2017, DoD OEA awarded southeast Michigan a second phase of the grant, scheduled for two years with an award amount of $2.2 million dollars. In addition, the first phase was scheduled to end on July 31, 2017 and was extended for one calendar year. WIN continues to serve as project manager of both phases of the grant.

Under phase one of the DoD OEA grant, WIN released several research reports in 2017 including: A Connected and Automated Vehicles Social Network Analysis (CAV SNA), a CAV Skills Gap Analysis report (in partnership with the University of Michigan Transportation Research Institute), and a Cybersecurity Skills Gap Analysis. Additionally, WIN developed an advanced manufacturing asset map and a hiring-to-postings analysis tool to help understand the industry’s landscape of assets and labor practices.

The success of both grants relies on partnerships between WIN and Macomb/St. Clair Workforce Development Board, Macomb County Planning and Economic Development, Merit Network, and the Michigan Economic Development Corporation’s Michigan Defense Center. These partnerships resulted in numerous deliverables, including two cyber range hubs, the development of a business renewal accelerator known as Connected Detroit Innovates, and a Defense Industry Career Transition Center, among many others.
Advance Michigan Apprenticeship (AMCAI)

The Advance Michigan Center for Apprenticeship Innovation (AMCAI) is a grant awarded in 2015 to various partners in the IMCP region through the U.S. Department of Labor’s (DoL) American Apprenticeship Initiative.

With a special focus on intelligent transportation systems, the AMCAI effort tasks local partners with expanding registered apprenticeship through various types of innovation, including process improvement, apprenticeship design, and new occupations of focus.

Led by the Southeast Michigan Community Alliance (SEMCA) and WIN, AMCAI is comprised of four southeast Michigan community colleges—Henry Ford College (HFC), Oakland Community College (OCC), Schoolcraft College, and St. Clair County Community College (SC4)—along with many local and regional corporate, workforce, and economic development partners. This partnership of community colleges and other community partners represent AMCAI, which is focused on establishing and expanding apprenticeship programs responsive to the evolving technical needs in the high-demand, new-age automotive and transportation sectors of the advanced manufacturing industry. The goal of AMCAI is to serve 853 individuals—both new and incumbent workers—with 28% of participants being of underrepresented populations.

In 2017, the AMCAI team embarked upon an extensive study of the DOL’s Registered Apprenticeship processes. In partnership with the DOL State Office of Apprenticeship (OA), AMCAI aimed to document each individual step that the DOL, employers, education providers, and Michigan Works! Agencies must take to launch and monitor a successful registered apprenticeship program. This yielded a vast amount of information, which AMCAI staff began to organize and condense into the AMCAI Apprenticeship (10-Step) Process Guide.

AMCAI developed its online apprenticeship hub, Miapprenticeship.org, which provides information and resources for anyone interested in registered apprenticeship in Michigan including employers, potential apprentices, and administrators. The website features an interactive version of the AMCAI Apprenticeship Process Guide, as well as a one-of-a-kind ROI calculator showing the ROI of an apprentice for over 50 occupations, and the Apprenticeship Hotline: 734-229-3559.

In 2017, AMCAI launched its own internal apprenticeship program for AMCAI staff resulting in two Workforce Development Specialist apprentices at WIN.

Apprenti

In an effort to expand the IT talent pool as well as the apprenticeship opportunities in southeast Michigan, WIN partnered with Apprenti, a U.S. Department of Labor (DOL) registered IT apprenticeship program. Throughout 2017, WIN worked to develop this program to fit the needs of the greater Detroit region and expects to begin a pilot program in Washtenaw County beginning in 2018 in partnership with MWA partners and other community organizations in the area.

Nationally, Apprenti has over two hundred apprentices participating in the program and has since expanded into Oregon, Texas, Ohio, California, and Virginia. WIN is currently in discussion with several Foundations to obtain funding to support training efforts for the first one hundred apprentices accepted into the program.

AMCAI Overview

5 YEARS

$4 MILLION

6 MICHIGAN WORKS! AGENCIES

7 COMMUNITY COLLEGE PARTNERS

853 TO BE SERVED

24 COUNTIES
Advance Michigan Catalyst / America’s Promise

In the last 10 years, demand for robotics and automation workers has climbed nearly 40% and is expected to accelerate as more companies adopt production-enhancing technologies. With anticipated retirements and an insufficient number of students pursuing careers in manufacturing, WIN projects a 3:1 ratio of employer demand to new graduates completing programs in robotics and automation.

Accordingly, WIN and its partners were awarded a grant to help underemployed and unemployed workers gain skills and jobs in robotics and automation in southeast Michigan through a U.S. Department of Labor America’s Promise grant. WIN named the collaborative the Advance Michigan Catalyst, which WIN manages with the goal of aligning talent with employer and economic development needs in the region with WIN’s 16 board member organizations, as well as the 10 employer and industry partners that are part of the Catalyst initiative.

During 2017, which was the first year of the grant, the focus was to establish processes, roles, and responsibilities with Michigan Works! agencies and community colleges. Many activities and services were closely coordinated including participant assessment, training, case management, wrap-around services, and employment placements. The method established encourages a cohesive talent development system extending beyond the grant and contributes to a process for improvement of all partners.

The Catalyst initiative exceeded the goal of training 90 individuals by the end of 2017 with a total of 123 individuals trained at partner institutions including, but not limited to:

- Macomb Community College (MCC), in partnership with Macomb/St. Clair Workforce Development Board, trained over one hundred (100) individuals. Participants completing their training earn credentials such as Fanuc Material Handling, Siemens Level 1, and OSHA 10.

- Oakland Community College (OCC), in partnership with Oakland County Michigan Works!, completed its first cohort with 14 participants successfully graduating in December 2017. The program included 40 hours of instruction weekly, with the following courses: OSHA, Basic Math, Rigging, Basic Electrical and Schematics, Motor Controls, Programmable Logic Controls (PLC), Robot Operations, Robot Electrical, Fluid Power and Robot Mechanical Teardown. Graduates earned an OSHA 10 Card, FANCU Cert 1, and OCC Certificate of Completion.
MI Bright Future

MI Bright Future is a dedicated group of K-12 education, higher education, government, nonprofit, and workforce development partners who are working to connect students to future jobs offered by Michigan employers. Through a virtual platform, students can explore their personal career interests, gain information about specific occupations by posting questions and receiving advice from local employers, and participate in work-based learning activities. This helps students experience jobs in their community and gives them a realistic understanding of the skills required to gain meaningful employment in high-demand areas.

In 2017, MI Bright Future was recognized by the Michigan Career Pathways Alliance as the leading tool for student career planning, and received $1 million in state funding to support and expand the program. The MI Bright Future team utilizes the funding to expand activities into new regions, including the Capital, Great Lakes Bay, and West Michigan areas. MI Bright Future is also included as a component of Governor Rick Snyder’s Marshall Plan for Talent and is expected to receive additional funding for continued expansion.

In 2017, MI Bright Future had nearly 1,400 exchanges between students and adult career coaches through online discussion boards.
Data and research is a primary focus of WIN’s partnership and process improvement efforts. WIN data helps inform and guide local, state, and national partners’ decisions about education and training investments, program design, equipment purchases, talent pipeline management and workforce planning, career awareness and readiness efforts, career pathways, and more. WIN is a national leader in analyzing and applying labor market data, including real-time data gathered from online job postings. WIN’s research and data capabilities include primary and secondary data gathering, customized and contextualized analysis (including statistical and econometric analysis), application, and communication. WIN is also experienced in asset mapping and social network analysis.

**Labor Market Reports**

The labor market reports WIN produces are focused on 11 custom occupation groups including:

- Health Care
- Information Technology
- Energy
- Engineering and Design (Manufacturing)
- Construction
- Skilled Trades and Technicians (Manufacturing)
- Customer Service
- Transportation, Distribution, and Logistics (TDL)
- Business and Finance
- Education
- Agriculture

**Return on Investment (ROI) Data Analysis**

WIN assists employers in understanding the return on investment (ROI) of investing in training staff, particularly in apprenticeships. To do this, WIN gathers data from state and federal sources, as well as actual data from employers, to develop a model that demonstrates the financial benefit for companies training workers in Michigan across an array of industries and occupations. WIN bases its methodology on international best practices applied in Great Britain, Canada, and elsewhere.
Special Reports

In addition to labor market reports, WIN regularly produces customized data analysis and special reports for its community partners, board member organizations, and others, often analyzing skills gaps in regionally in-demand industries.

In 2017, WIN completed over 100 data requests and released three special reports:

Cybersecurity Skills Gap Analysis:
To better understand future workforce demands in cybersecurity, WIN conducted research to analyze job postings for a broad set of occupations associated with aspects of cybersecurity, including the development of software, testing, hardening, connectivity, business related cyber roles, physical security implications, and general cybersecurity knowledge needs.

Connected and Automated Vehicles (CAV) Skills Gap Analysis:
Connected and automated vehicles (CAV) are the next frontier for transportation. WIN partnered with University of Michigan Transportation Research Institute (UMTRI) to analyze job postings for a broad set of occupations that may be involved in the design, manufacture, and infrastructure development included in the CAV product cycle.

Connected and Automated Vehicles (CAV) Social Network Analysis:
Social network analysis (SNA) is a visual and mathematical analysis of how people interact, exchange information, learn, and influence each other. WIN used publicly available data to create an SNA of the CAV ecosystem in southeast Michigan in order to identify key leaders that are missing from "the table," and others who might provide critical thinking or serve as points of intersection across key initiatives. The intent was to establish a baseline understanding of the health of the regional defense ecosystem, with a deliberate focus on improving the health of that ecosystem over time.

Other special reports produced in 2017:

• Oakland County Workforce Analysis
• Specialized reports for the Detroit Metro Convention & Visitors Bureau (DMCVB) including Detroit's Intellectual Capital Report and Detroit's Workforce Analysis
• Livingston County Skills Gap Analysis
• Tech Talent Wage and Benefit Study
Opportunity Detroit Tech (ODT)

Opportunity Detroit Tech (ODT) is a collaborative body that envisions the greater Detroit region as a place where an improved information technology ecosystem can be the answer to industry and community economic success. ODT provides a network of support consisting of industry peers and labor market experts to identify and collectively address the needs of the region’s local businesses. As a diverse and collaborative network, ODT represents southeast Michigan as an innovation hub to attract and retain top-tier talent and industry partners. The ODT network strives to raise awareness and shape community response to the industry’s talent, customers, supply-chain, and other growth needs to improve the industry and the region.

Michigan Alliance for Greater Mobility Advancement (MAGMA)

The Michigan Alliance for Greater Mobility Advancement (MAGMA) is a consortium that includes original equipment manufacturers (OEMs), tier suppliers, educational institutions, workforce organizations, and state government whose goal is to address the automotive industry’s skills and training needs, particularly around connected and automated vehicles (CAV). The initiative was established in 2009 by the Workforce Development Agency (WDA) and State of Michigan, along with automotive manufacturing employers and educational institutions. Since 2013, WIN has convened and facilitated MAGMA, which aims to better assist Michigan’s rapidly changing automotive industry as it moves towards CAV, cybersecurity, embedded software systems, and other emerging technologies.

As an industry-led consortium, MAGMA’s board members include General Motors, Ford Motor Company, Fiat-Chrysler Automobiles, Nissan, Robert Bosch, BorgWarner, MAHLE, and GKN Driveline. As of late 2017, these industry partners identified short-course training programs as a key need for further developing individuals and teams, equipping them with multi-disciplinary skills necessary for developing next-generation connected vehicles and related technologies.

MAGMA also convenes quarterly Advisory Council meetings that bring together many organizations and stakeholders. In 2017, Advisory Council meetings featured speakers from the Michigan Department of Transportation (DOT), the American Center for Mobility (ACM), and various employer and educational entities. These meetings allow attendees to network with other mobility leaders across the region, obtain new information on the state of the labor market and ongoing work in the automotive sector, and inform the MAGMA Governing Board as to how it should proceed with its work.

Through a proven partnership approach, MAGMA provides a neutral platform for industry to collectively assess their talent skill gaps across all vehicle systems, technologies, and processes. Those needs are then addressed through MAGMA-approved education and training programs, which have been vetted by an industry-led review process. Through its partnerships with many workforce and economic development agencies, MAGMA has access to a variety of industry trend reports and experts that further assist industry in staying relevant.
WIN’S REGIONAL ROLE

WIN is a trusted broker, convener, facilitator; community partners trust WIN to digest, understand, and address their needs.

WIN supports regional transformation strategies that integrate talent, economic development and entrepreneurship.

WIN helps convene partners in the design and implementation of innovative strategies that result in jobs and workers’ connection to them.

WIN facilitates institutional collaboration between private and public sector partners with a stake in regional talent and economic development.

WIN identifies opportunities for process improvement and aligns resources for fostering successful partnerships, particularly around talent development.

WIN shares intelligence about high-demand jobs among adults and youth as an advocate of career awareness and readiness, which is essential for post-secondary success.