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**Subject:** \*Hold\* Denmark Technical College Campus Visit  
**Location:** Denmark Technical College, 1126 Soloman Blatt Blvd, Denmark, S.C.  
**When:** 10/8/2015 11:00:00 AM - 11:45:00 AM  
**Attachments:** ATT82785

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Advance: Dean Johnson  
(803)608-2103

**EVENT:** Denmark Technical College Campus Visit

**DATE:** Monday, September 28<sup>th</sup>, 2015

**TIME:** 10:30 AM

**LOCATION:** Denmark Technical College, 1126 Soloman Blatt Blvd, Denmark, SC

**LOCATION SET-UP:** Meeting with Denmark Tech leaders and tour of the campus.

**SCHEDULING CONTACT:** Carla Jackson, 803-793-5102, [jacksonc@denmarktech.edu](mailto:jacksonc@denmarktech.edu)

**ONSITE CONTACT:** Carla Jackson, see above

**PRIMARY STAFF:** Ashton Lee and Beth Webb

**ADVANCE STAFF:** Zach Pippin

**PURPOSE:** To discuss Denmark Tech's role in workforce development and the desire to improve the ability of DTC graduates to meet the needs of industry in the area.

**PRESS:** Yes.

**PUBLIC:** Yes.

**INTRODUCED BY:** Dr. McIntyre

**LENGTH OF SPEAKING:** 5 minutes during Welcome/Introductions

**TOUR ORDER:**

10:30 AM -10:38 AM	Welcome/Introductions, DTC Overview- President and Executive Council, Boardroom
10:39 AM -10:44 AM	Cybersecurity- Mrs. Richards, Edisto Hall
10:45 AM - 10:50 AM	Distance Learning- Dr. Fields, Library
10:51 AM - 10:56 AM	Cybercafe/Student Center- Ms. Gathers, William L. McDuffie Student Services

## Centers

10:57 AM- 11:02 AM	STEM/Electromechanical Lab- Dr. Lavania, Bldg. #400
11:03 AM – 11:08 AM	Welding, Continuing Education, Workforce Development and Training, Mechatronics, Project Lead the Way- Mr. S. Mason and Dr. Valerie Fields, Bldg. #200 and Bldg. #300
11:09 AM -11:15 AM	Student Housing- Mrs. Gathers and Mr. Terry, Martin Luther King, Jr. Hall

## BACKGROUND:

### Update on Activities with Denmark Technical College

**BACKGROUND:** This visit came about following a meeting Governor Haley had with Danny Black re concerns over Denmark Tech not producing graduates that meet the workforce needs of the surrounding area. Gov. Haley had a subsequent meeting with the local delegation, and she volunteered to visit the campus to indicate her commitment to helping improve workforce output, especially in light of future needs with Volvo.

**STATUS OF APPOINTMENTS:** Last week, our office reached out to the delegation to remind them of their need to replace board members with expired terms. They agreed to provide names early this week. Additionally, Dr. Williamson provided our office several possible names of board members from area industry. Katie vetted these potential nominees, all of whom Danny Black agreed would do well and be able to move the board in the right direction. Unfortunately, many of them do not meet the county residency requirement. We are continuing to work with the delegation to identify candidates who will be able to help the college produce a skilled workforce for the community it serves.

### Update from Dr. Williamson, 9/24/15-

### Summary of activity related to Denmark Technical College

#### Meeting with the HR Director of Kronotex, USA, Jeff Martin and a plant tour

- Kronotex, USA, a division of Swiss Krono Group, began distribution in the United States in 2000 and later opened its current manufacturing facility in Barnwell, S.C., in 2005. Due to the growing popularity of its flooring, the company invested \$45 million in 2011 to expand this facility, almost doubling its size. In 2015, another expansion added equipment to do its own paper and overlay treating, which gives them even greater control over quality, just-in-time production, and finished product output speed. Today they have a 670,000 square-foot, state-of-the art laminate flooring plant. The capacity of this plant now is 375 million square feet, making it the largest producer of laminate flooring in America.
- The HR director at Kronotex has worked with readySC to provide start-up training and with DTC to provide on-going support for technician training and apprenticeship.
- Stephen Mason (DTC Economic Development Director) is well known at this facility and actually was an employee of theirs during start-up.
- Discussion this day included the possibilities of establishing a youth apprenticeship program. SBTCE Youth Apprenticeship consultant is following up.

#### Meeting with the Plant Manager and HR Manager at Masonite and a plant tour.

- Masonite is the undisputed leader in interior doors, with patented panel and door designs and unique styles that are only available from Masonite - all at an affordable price. It is known worldwide for innovation, quality products, exceptional customer service and a commitment to excellence. Over 80 years of dedication to innovation, technical advancements and customers make Masonite the brand that builders, remodelers and consumers choose when creating homes of distinction. Headquartered in Tampa, Florida, Masonite employs over seven thousand people

- worldwide. The company has a 200,000 square foot facility in Denmark, SC. This facility has an automatic door line and a manual door assembly operation for the production of doors.
- Stephen Mason is well known at this facility and works closely with them on technician training. readySC™ assisted with the start-up training.
- The management team that we met with is brand new and was open to expanding DTC's services to include youth apprenticeship. Again, SBTCE Youth Apprenticeship Consultant is following up.
- We have reviewed the resources available on the Denmark Tech Campus in the Advanced Manufacturing Center. It is surprisingly well equipped and staffed and provides a good deal of "bang for the buck."
- Stephen Mason also has some mobile lab capacity which allows him to mitigate the distance issues that would challenge DTC area companies with training – SBTCE is also willing to deploy resources as Stephen needs them in that area.

### **Meeting with the Lower Savannah COG, the SC Works Manager and tour of the Allendale Quick Jobs Center**

- Retirements and job changes have occurred since this team last met, so it was a good opportunity to get to know each other.
- Outcomes of this meeting included arrangements to meet separately so that each entity can bring its partners up to speed on services provided and to seek new ways to collaborate.
- The Quick Jobs Center is well appointed and flexible space that can be used for both classroom and technical training. It seems like a great opportunity to expand continuing education certifications and to provide general education courses. Very impressive!

### **Impressions:**

- Kronotex and Masonite are as sophisticated as any company located anywhere in SC. There is a high level of automation in each facility that requires maintenance technicians with advanced "mechatronics" training and operators that are technician-like (have the ability to troubleshoot and make adjustment at the workstation). The issues and challenges facing them in terms of attrition, pipeline and skills gap are no different in content from Boeing, Michelin or BMW.
- Coupled with advanced technology in these facilities, there are also jobs that are unskilled, manual and repetitive. This was particularly apparent at Masonite, where teams of operators assemble doors by hand, completing 75 doors per team each hour. At this point in time, the manual lines assemble more doors than the automatic lines. This work is very arduous, physical work. It is doubtful that these operators could be cross-trained with individuals who are running the automated lines. There are two very distinct work situations and cultures in this facility.
- In contrast to the other technical colleges in the system, DTC from its inception has had three missions: serving the academic needs of its service area, serving the local economy of its service area and insuring that the needs of students that are residents of the college are met. In most colleges the divide is between credit and continuing education. It seems that the focus at DTC has been academics and residential students and that continuing education has had to "make-do" with virtually no resources. This is not to say that there are a lot of resources to go around, but the consequences of ignoring this key mission are probably best articulated by Danny Black. DTC needs resources and a strategic plan for growing its industry training capacity. readySC and The System Office are poised to address the continuing education needs of the institution as necessary.
- With Voorhees looking for a new president, I do think both colleges should be encouraged to explore how to support one another academically and in terms of facilities. Dr. McIntyre did say that USC Salkehatchie has built brand new dorms which have led to a decrease in the headcount in their dorms.

In addition to the above involvement, Dr. Williamson has maintained constant and steady communication

with Dr. McIntyre to be supportive as DTC strives to fulfil their economic development and educational mission. There are follow-up activities planned which will connect DTC and ITology (specifically in reference to the cyber-security program at DTC). Apprenticeship consultants have been assigned to the DTC service area to aggressively recruit businesses and industries to begin Registered Apprenticeship programs as well as Youth Apprenticeships.

**5/27/2015 Brainstorming Session:** As one of the outcomes of our visit with Governor Haley, Drs. McIntyre, White, and Williamson and Susan Pretulak met to lay out a strategic plan for raising the profile of Denmark Technical College (DTC) as an economic development tool for the college service area. The outcomes of that discussion included but were not be limited to:

- **Schedule Industry Visits** – Drs. McIntyre and Williamson will make visits with all of the major industries in the college's service area. This will be a good opportunity for local companies to share their workforce and training needs and to invite these companies to engage in the activities of the college through memberships in advisory boards. As part of this visit, Drs. Williamson and McIntyre will also meet with Connie Shade, the Director of the Lower Savannah COG and visit the Allendale Quick Jobs Center. The goal of these meetings is to make sure as many companies as possible in the area are aware of the college's interest in helping them remain competitive in a global marketplace.
- **Identify an Event That the Governor Can Attend to Highlight DTC** – There are several potential opportunities that could be serve as the platform for a visit by the Governor.
  - An activity surrounding Orchid Paper which is locating in Barnwell County. readySC™ (RSC) will be working with their start-up. An activity could be a ribbon-cutting or a job fair designed to recruit jobs for the facility. The RSC area director will be meeting with them on June 1<sup>st</sup>. After that meeting, we will have a better idea of what might be possible.
  - An activity featuring DTC's participation in a national cybersecurity grant. This is a unique opportunity because only 13 institutions are involved in the nation and DTC is the only 2-year "feeder" college in this state that is participating.
- **Develop a Customer Service Model Focused on the College's Customer – The Employer** – Developing a customized customer service model that aligns with employer needs has been a key factor in the success of workforce pipeline development at Midlands Technical College and in other colleges within the system. Customizing a similar model for DTC would allow the college and key stakeholders to chart a path that would support existing industries and serve as an incentive for attracting new business. The components of this system would include:
  - Identifying 3 or 4 major industry focus areas.
  - Survey all companies within those focus areas to quantify their needs over the next 5 years.
  - Align curricula (credit and non-credit) at the college with the jobs that are in demand.
  - Align curricula at the Career and Applied Technology Centers (CATEs) with the jobs that are in demand to insure a pipeline both to the college and to local industry
- **Encourage Youth Apprenticeship** -- Apprenticeship Carolina has made terrific strides with companies in South Carolina by helping them develop higher level skill sets in their new and existing employees thereby increasing employee loyalty and productivity. One of the most promising components of Apprenticeship Carolina's work is its youth apprenticeship initiative. Our goal would be to initiate a youth apprenticeship drive in the DTC service area that would include:
  - Meeting with the superintendents of the 6 school districts and the CATE directors to explain the youth apprenticeship model.

- Providing an information session for local companies to test for interest.
- Aligning college and school programs to ensure an outcome for students that includes a high school diploma, college credit, a DOL certification, and work experience.

These activities would complement those that are already occurring in the DTC service area around adult apprenticeship.

### **Next Steps:**

- Schedule a face-to-face meeting with Dr. McIntyre's staff and members of the SC Technical College System staff (Williamson, Rivers, Pretulak, Crenshaw, and Rauschenbach) to review the plan and to begin to put together a timeline and task list. The team would schedule follow-ups every two weeks to measure progress.
- Schedule industry visits for Drs. Williamson and McIntyre.
- Make connections between Dr. McIntyre and Lonnie Emard at i-t-ology and J.T. McLawhorn at the Urban League to promote the program and to expand job opportunities and internships for students enrolled in the cybersecurity training.

### **Areas of Concern**

- DTC did not receive any money for infrastructure last year nor does it appear that they will this year. DTC received a grant that would allow them to purchase advanced manufacturing equipment; however, the buildings where it would be placed are not up to code to install this equipment. Also, the buildings that are used for welding, building and construction training and advanced manufacturing training are in a state of disrepair with issues that include faulty plumbing, and electrical wiring. Infrastructure will have to be addressed in order to provide training on the campus that is safe and attractive for the employers and students in the community.

### **BIO:**

Leonard A. McIntyre, Ph.D.

Dr. McIntyre is a native of New Orleans, Louisiana. He received his undergraduate degree in Spanish Education from Loyola University. After graduation from college, he began his teaching career at a high school in Orleans Parish Schools. He received his master's degree from Tulane University in Spanish Literature and became certified as a reading specialist. He is a former language arts and foreign language teacher, and has worked as a reading specialist, a curriculum supervisor, and a college instructor. Upon receiving his doctorate in educational administration from Iowa State University, he became a school improvement specialist for the State Department of Education in Des Moines, IA.

After leaving the Iowa Department of Education, he accepted a position with the Burlington Community School District in southeast Iowa as the director of secondary education. He later served as associate superintendent for Instruction and Staff Development in Spartanburg School District #7 in South Carolina.

In 1996, Dr. McIntyre became superintendent of schools in Hampton District 2. From this position, he served as state deputy superintendent of education in South Carolina. In January 2005, he began his tenure as dean of the College of Education, Humanities and Social Sciences at South Carolina State University where he was eager to meet the challenges associated with promoting and enhancing student achievement.

From December 2007 to July 15, 2008, Dr. McIntyre was appointed as interim president of South Carolina State University, until a permanent president was named.

He served as interim vice president for Research and Economic Development/executive director of 1890 Research and Extension and special assistant to the president for Transitional Strategies.

Dr. McIntyre served as the program director for a \$18.5 million grant awarded to South Carolina State

University entitled “Textbooks and Learning Materials Program (TLMP),” secured through the United States Agency for International Development (USAID). The TLMP was an agreement between SC State and USAID to develop, produce, publish and distribute high quality, culturally relevant, and research-based textbooks and other educational materials in Biology, Chemistry, Physics, and Mathematics at the secondary level for the United Republic of Tanzania (Mainland Tanzania and Zanzibar). Under his leadership, over 3.4 million textbooks and supplementary materials, fully aligned with the Tanzanian curriculum were developed, published and distributed to 2100 secondary schools in the United Republic of Tanzania.

Dr. McIntyre has completed post-doctoral training at both Harvard and Columbia Universities. He is a graduate of the Center for Creative Leadership, Inc. He serves extensively in many civic, community, and professional development organizations. During his 27 years of leadership experience he has realized an extensive national and international travel portfolio and has directed projects under Memoranda of Agreements with numerous governments, including those of Mexico, Spain, India, China, and Tanzania.

Dr. McIntyre is currently serving as the 11<sup>th</sup> President of Denmark Technical College in Denmark, South Carolina.