



SUNY Economic Development Listening Tour

FINAL REPORT 2007-08



FINAL REPORT

Introduction

In order for New York State and SUNY to be competitive globally we must remain aware of the economic and business trends universally, and increase collaboration and communication with the state business sector.

In February of 2007, SUNY Chancellor John R. Ryan established a partnership with the Empire State Development Corporation, the state Department of Labor, the Business Council of New York State and the Economic Development Council to conduct a statewide Economic Development Listening Tour.

Participants included: Empire State Development Corporation Co-Chairmen Patrick Foye and Daniel Gundersen, Economic Development Council, Acting Department of Labor Commissioner M. Patricia Smith, Business Council of New York State President Kenneth Adams, and Economic Development Council Executive Director Brian T. McMahon.

The Listening Tour provided an opportunity for business and economic development leaders across the State to discuss their needs, goals and thoughts regarding economic development and the state's workforce with SUNY leaders, state economic development and labor officials and the business community. The goal of the Tour was to create an open dialogue and action agenda for use as the State responds to the challenges of today's knowledge economy.

In less than two months, the group toured nine areas of New York State, listening to regional feedback and ideas about how, working with local businesses, the state and SUNY could leverage its strengths in education, research and workforce training could be better leveraged to generate a stronger workforce for New York State and better jobs for New York's college

Partners in the SUNY Economic Development Listening Tour:

- John R. Ryan, Chancellor
The State University of New York
- Patricia Smith, Commissioner
NYS Department of Labor
- Patrick Foye, Co-Chair
NYS Empire State Development Corporation
- Kenneth Adams, President
The Business Council of New York State
- Daniel Gundersen, Co-Chair
NYS Empire State Development Corporation
- Brian T. McMahon, Executive Director
NYS Economic Development Council

2007 SUNY Economic Development Listening Tour:

February 9, 2007 – Mid Hudson
(Orange Community College); 9-11am

March 1, 2007 – Capital Region
(University at Albany); 11am-1pm

March 1, 2007 – Mohawk Valley
(SUNY Institute of Technology); 3:30-5:30pm

March 8, 2007 – North Country
(Plattsburgh); 1-3pm

March 9, 2007 – NYC
(Fashion Institute of Technology); 11am-1:30pm

March 16, 2007 – Southern Tier
(Corning Community College); 10am-12pm

March 21, 2007 – Central
(Environmental Science & Forestry); 10am-12noon

March 22, 2007 – Finger Lakes
(Monroe Community College); 3-5pm

March 23, 2007 – Western NY
(Buffalo State College); 9-11am

March 26, 2007 – Long Island
(Stony Brook University); 10:30am-12:30pm



The State University of New York Economic Development Listening Tour is a joint project sponsored by The State University of New York, NYS Empire State Development, NYS Department of Labor, the Business Council of New York, and the New York State Economic Development Council.

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General Findings

A general focus of these discussions was the role of SUNY in the innovation and knowledge economy. However, there were also many more general comments regarding the K-16 educational system; emerging clusters; social and cultural health of a community; infrastructure, and the need to address the State's economic development issues in a comprehensive and sustainable manner. Many participants also noted that New York needs to leverage the strengths and programs it already has in economic development.

As several participants said, there are many economic development activities occurring simultaneously in upstate New York, New York City and Long Island, and there are also a myriad of public and private agencies offering workforce training. These efforts are moving forward along separate tracks rather than in an integrated manner. Such actions have led to splinter activities and fractured progress. Efforts must be coordinated for maximum benefit.

Participants also commented that New York State has a labor market that is out of sync with and not highly responsive to workforce needs. Both employers and employees fail to recognize the opportunities -- silos still stand in the labor market. The state needs to create and nurture a more efficient labor market reflecting the realities of the 21st century.

Employers of all types noted that they need employees who possess particular competencies: critical thinking; ability to analyze and conceptualize; and basic math, reading and writing skills. The well-rounded individual can better adapt and is more easily trained to meet business and industry needs. K-12 and higher educational institutions are not providing a sufficient number of qualified graduates and many who go onto college are not properly prepared for the experience.

At each stop on the Tour, participants said that New York State must take immediate proactive steps to create an environment that attracts and retains college graduates, attracts and retains businesses and emerging technologies, grows existing businesses, and develops new businesses and industries in partnerships with state resources. Participants also stressed that globalization, deregulation and rapid technological change have had a profound impact on employment, skill requirements and the role of the educational system in preparing workers for the future.

Businesses need more productive and skilled workers at all levels in order to successfully compete in today's knowledge-based economy. Emphasis was placed on the development of the continuum of workers – from Computer-Aided Design (CAD) personnel, carpenter, and technician to the engineer and scientist. Participants also noted that the State can better position itself by developing long-range plans for sustained investments in workforce preparation, retraining and education.

While each of the nine regions visited on the Tour had specific concerns, general observations emerged at all sessions:

- Develop a better system of workforce development
- Adopt flexibility and rapid response in developing workforce training programs
- Foster a climate of innovation
- Focus on emerging clusters/regionalization
- Recognize the technology manufacturing sector as alive and well in NYS
- Better integrate P-12 through higher education - to provide seamless access to all education resources
- Make life-long learning a component of the continuum of educational services
- Strategically align state agencies
- Better assist small businesses in the areas of growth and enhancement
- Resolve the state's underlying unaffordability and reposition the state to be more competitive
- Approach state workforce and economic development deficiencies with a sense of urgency

SUNY Specific Findings

Business and industry leaders made numerous observations specific to SUNY. These reflect what higher education systems throughout the country are finding as they seek to position their institutions in the innovation and knowledge economy:

- SUNY's economic development programs such as the Centers of Excellence, Small Business Development Centers, STAR Centers, Centers for Advanced Technology (CATs), and NYS Strategic Partnership for Industrial Resurgence (SPIR) have been pivotal in assisting local businesses and driving local economies.
- SUNY's vast array of resources are not fully realized and thus not utilized by the business and host communities.
- SUNY needs to better publicize its economic development strategy, priorities and resources.
- The State needs to develop a clear role for SUNY in economic development.
- The State needs a clear role for SUNY campuses in data collection and management, research capability and data analysis for business and governmental decision making.
- There is a need for more partnership and collaboration in the area of workforce preparedness and training.
- The state Education Department needs to assist SUNY in adapting more quickly to business training and curriculum needs via the Master Plan Amendment process.
- Already a leader, SUNY needs to take a stronger role in teacher training and curriculum development for elementary and secondary education.
- SUNY needs to develop a strategy to link its current economic base to emerging technologies such as biotechnology and the life sciences, nanotechnology and information technology.
- Strengthen the SUNY Research Foundation's role in patents, technology transfer, intellectual property and commercialization of research discoveries to help start-up companies.
- The State should focus on economic planning and regional partnerships with public and private higher education institutions, business and industry.
- The State should focus on economic planning and regional partnerships across state and national lines with other institutions of higher education.
- SUNY should offer incentives to faculty to increase off-campus involvement.
- SUNY should foster quality community relationships in regard to university arts and cultural resources.

Specific Actions for SUNY Recommended by the Participants:

- Strengthen policy leadership and direction that set clear priorities in the area of economic development, business formation and assistance, entrepreneurship and workforce development.
- Implement extensive promotion and branding campaigns for the SUNY system.
- Enhance campus culture.
- Further develop a central access point for the SUNY system.
- Advance research investment and capabilities.
- Provide better access to the SUNY Learning Network (SNL) and Distance Learning (DL) to provide degree and certificate programs as well as just-in-time workforce training programs in response to industry needs.
- Make available English as a Second Language (ESL) courses at the workplace to help address the growing challenge of integrating the immigrant and non-English speaking population.
- Establish career pathways from P-16 for traditional and emerging industry needs.
- Increase faculty awareness of current and emerging industry workforce needs.
- Maximize use of the Internet for business and education accessibility, building on the recently developed SUNY-CICU Portal Project.

Conclusion

SUNY's 64 campuses have, for nearly six decades, been embedded in New York's communities, providing top-quality higher education to college students from across the state, nation and globe. SUNY campuses have also worked successfully within those communities to meet the needs of the local and state workforce.

SUNY is now poised to be an even greater force in the economic development initiatives of New York State and further enhance the role it has played in the past.

The Listening Tour accomplished its objective. Key stakeholders were brought together, specific areas for improved partnerships were identified, and, most important, the Tour participants seized this opportunity to renew their focus on economic development and commitment to working together at every opportunity in the future, as SUNY strives to meet the needs of today's knowledge-based economy.

By continuing these discussions with our partners and taking the recommended actions above, SUNY's role in the economy, involvement in its communities and stature beyond New York's borders will continue to grow.

For the complete listening tour report and for the list of specific comments and participants please go to www.suny.edu.

Listening Tour Area Meeting

Specific Comments of Interest

February 9, 2007 – Mid-Hudson Listening Tour – Orange County Community College

1. Community colleges from an industry perspective are the best partners
2. Manufacturing exists in NYS and has a need for skilled workers
3. Need for training/apprenticeship programs in toolmaking, electrical technicians, etc. as well as basic skills
4. Problems with P-12
5. Look at emerging clusters/regionalization
6. Integrate underemployed and immigrant population into skilled workforce
7. Advance SUNY to the business community
8. Focus on overall needs of economy – holistic approach
9. Responsiveness of bureaucracy
 - Business needs quick response by SUNY to develop product
 - SUNY must engage business community and move quickly
 - BOCES adapts quickly – SUNY must also

Listening Tour Area Meeting Participants

John R. Ryan, Chancellor

Steve Poskanzer, President, New Paltz

Vinnie Cazzetta, Orange County Community College

Alice Chin, Rockland County Community College

John Dunn, Dutchess County Community College

Bruce Getzan, Sullivan County Community College

Marge Glusker, Westchester County Community College

Ann Marrott, Ulster County Community College

Lisbeth Wesley-Furke, Purchase

Shelly Wright, New Paltz

Darren Block, ESDC

- Carolyn Bachan
- Charles Radier

Dennis Ryan, NYS Department of Labor

Ron Rock, NYS Division of the Budget

- Jeff Stefanko

Michael Trunzo, SUNY System Administration

- Lynn M. Kopka

Margarita Mayo, Business Council

Anthony Campangiorni, Hudson Valley EDC

John D'Ambrosio, Orange County Chamber of Commerce

Frank Falatyn, FALA Technologies

Terri Hess, Sullivan County Chamber of Commerce

Thomas Phillips, Hudson Valley Technology Development Corp.

Marjorie Roverta, Ulster Savings Bank

Al Samuels, Rockland Business Association

Thomas Sipos, NetStep

Ward Todd, Chamber of Commerce of Ulster County

Bill Trimble, Orange County Empire Zone

Theresa Waivada, Westchester IDA

Listening Tour Area Meeting

Specific Comments of Interest

March 1, 2007 – Capital Region Listening Tour – University at Albany

1. Culture of initiative and innovation needs to be fostered Industry clusters; Sustainability; Telecommunications; Resources
2. Higher education to assist urban centers
3. Companies which are relocating are looking for workforce education system
4. Better integration of K-12 to higher education - seamless access to all education resources
5. Challenge of business is finding qualified employees - basic skill set missing
6. Training not connected to small business – workforce development not integrated
7. Looking for best practices
8. Procurement policies are problem - need for state/federal agencies to streamline
9. In small rural areas, CC's are valuable – respond and react
10. Need for more technical training, education
11. Small businesses struggling to survive
12. One size doesn't fit all
13. Research and technology transfer – incubator businesses
14. Expense of training to businesses – need access to funding training programs
15. Bureaucratic slowdowns – too slow response time
16. Global network – move NYS products into global markets

Listening Tour Area Meeting Participants

John R. Ryan, Chancellor

Susan Herbst, Officer-in-Charge, UAlbany

Susan Supple, UAlbany

Drew Matonak, President, HVCC

Ann Meyers, Interim President, Cobleskill

Gabriel Basil, President, SCCC

Lou Buck, ACC

Daniel Gundersen, ESDC

- Nancy Fisher
- Suzanne Pollard
- Kay Alison Wilkie
- Arnold Will

Margaret Moree, DOL

Kathy Bucci

- James Ross
- Deborah Spaulding

Ken Adams, Business Council

- Margarita Mayo

Skye Heritage

Jeff Bray, Economic Development Council

Ron Rock, Division of the Budget

- Jeff Stefanko

Michael Trunzo, SUNY System Administration

- Barbara Drago
- Lynn Kopka
- Jim King, SUNY SBDC

Lamar Hill, NYNANOTECH LLC

Mark Breslin, Turner Construction

Brian Hannafin, CEG

David Rooney, CEG

John Murray, Rose & Kiernan

Kevin O'Connor, Tech Valley Communications

Charles Steiner, Schenectady Chamber

Mike Tucker, Harriman

Robert Bellafiore, Eric Mower and Associates

Gail Breen, WIB

Daniel Gentile, WIB

Robert Wildermuth, WIB

Matt Grattan, Capital Northern

Elizabeth Herkenham, IAN Regions

Peter Wohl, Adirondack Region Business Incubator

Liz Beals, Small Scale Food Processors

Brian Lee, NYWired

Hon. Bob Reilly, NYS Assembly

Hon. Peter Lopez, NYS Senate

Listening Tour Area Meeting Specific Comments of Interest

March 1, 2007 – Mohawk Valley Listening Tour – SUNY-IT

1. Economic development comes from region up
 - Competence/accountability/collaboration/initiative
2. Opportunity for education
3. Bureaucratic slowdowns – need quick response to product to arrange development
4. Small businesses are backbone
5. Resources at community college level – good but need to adapt quicker
6. Difficult to find people to work in manufacturing
7. Two tracks
 - Induce small companies to move to Mohawk Valley
 - Large economic development with chip fab
8. Consider economic development impact to region when making business investment
9. Social aspects of younger workers' lives to be addressed
10. Colleges should stop competing/more collaboration
11. Few resources for incumbent workers

Listening Tour Area Meeting Participants

John R. Ryan, Chancellor

Peter Spina, Interim President, SUNYIT

Alan Donovan, President, Oneonta

Ted Max, SUNYIT College Council

Ron Cantor, MVCC

David Mallen, Mohawk Valley SBDC

John Swann, SUNYIT

Deborah Tyksinski, SUNYIT

Susan Divine, SUNYIT Foundation

Frank Elias, MVCC Center for Community & Economic Development

Daniel Gundersen, ESDC

Margaret Moree, NYS Department of Labor

- Dennis Ryan, Executive Deputy Commissioner
- Mark Barbano, Regional Economist
- Michael Clark, Regional Rapid Response Coordinator

Margarita Mayo, Business Council

Brian McMahan, Economic Development Council

Jeff Stefanko, Division of the Budget

Michael Trunzo, SUNY System

- Lynn Kopka
- Barbara Drago

Ferris Betrus, Chamber Alliance of the Mohawk Valley

Steve Dimeo, MV EDGE

Richard Griffith, Sturges Manufacturing

William Guglielmo, Rome Area Chamber of Commerce

Catherine Hanover, St. Elizabeth Medical Center

Kathy Kellogg, Trenton Chamber of Commerce

Jim King, SUNY SBDC

David Kozyra, Marcy Chamber of Commerce

Carolyn Lewis, Otsego County Economic Development/IDA

Paul MacEnroe, Mohawk Valley Applied Tech

David Mathias, Oneida County Director of Workforce Development

Mary Beth McCall, Rome Memorial Hospital (representing Darlene Burns)

Seymour Morris, Quanterion Solutions, RIAC

Peggy O'Shea, Community Foundation of Herkimer & Oneida Counties

Michael Reese, Mohawk Valley Economic Development District

Rob Robinson, Otsego County Chamber of Commerce

Sam Russo, MV SBDC

Alice Savino, WIB – Herkimer, Madison & Oneida Counties

Matt Stuble, Mohawk Valley Chamber of Commerce

Ken Tompkins, National Grid & COB, MV EDGE

Hon. Joseph Griffo, NYS Senate

- Dwight Evans, Chief of Staff

Hon. RoAnn Desisto, NYS Assembly

Delores Caruso, Governor's Office Regional Director

Hon. Anthony Picente, Oneida County Executive

- Cassandra Rood, Assistant

Listening Tour Area Meeting

Specific Comments of Interest

March 8, 2007 – North Country Listening Tour – SUNY College at Plattsburgh

1. Look at strategies that are working – what is SUNY contributing, how to take advantage
2. Wrap arms around Montreal – use it to advantage
 - North-south corridor from NYC to Montreal – grasp opportunity
 - Aerospace and aviation related Plattsburgh as Montreal's US airport
3. Costs of skill training programs are expensive, but programs needed and in demand
4. Need to market to attract people - build sustainable communities
5. Regional economic development partnership is developing
6. Internship program to connect students to local businesses
7. Need faculty to be better involved in community
8. Help economy one small business at a time - many small businesses better than one large company
9. Retention is the problem - ability to keep learning
10. Continuing education - SUNY partners/associations/groups to promote continuing education
11. Infrastructure necessary
 - Need to advance; keep current with advanced technology (WCKN)
12. Critical mass needed
 - Break North Country isolation
 - Facilitate agreements for partnerships/support
 - Tap resources that are available
 - Frame issues
 - Synergy; collegiality
13. Role of Native American tribes in North Country
 - Move toward interdependence - partnership
 - Exploring how tribes can work beyond their borders – success depends on health of region
 - Capitalize on eco-tourism – piggyback on each other
14. Evaluate criteria for North Country projects
 - 8 jobs = A lot of jobs in this region as opposed to more urban regions of state
 - Companies with 10-15 jobs with potential for growth is important to North Country
15. Need to have critical infrastructure – broadband access key to regional success
16. Multi-agency approach to economic development
 - Incubator – create safe environment to create and establish business
17. Need to align structures to help businesses - restructure state's approach to economic development

Listening Tour Area Meeting Participants

John R. Ryan, Chancellor

John Ettling, President, Plattsburgh

Maurice Hickey, President, Clinton County Community College

Joseph Kennedy, President, Canton

Gail Rogers Rice, President, North Country Community College

John Schwaller, President, Potsdam

Paul Almonte, V.P. for Academic Affairs, Clinton Community College

Ryan Deuel, Government Relations Coordinator, Potsdam

Thomas Fuhr, Director of Extended Education, Potsdam

Anne Hansen, V.P. Institutional Advancement, Plattsburgh

Howard Lowe, Director, Technical Assistance Center, Plattsburgh

Vicki Templeton-Cornell, VP for College Advancement, Potsdam

Keith Tyo, Executive Assistant to the President, Plattsburgh

Robert Golden, Plattsburgh

Kirk Stallsmith, Plattsburgh

Collin Read, Plattsburgh

Daniel Gundersen, ESDC

- Randall Beach, Regional Director

Patricia Smith, Commissioner for Federal Programs

- Dennis Ryan, Executive Deputy Commissioner

Kenneth Adams, Business Council

Andrew Kennedy, Economic Development Team Leader, NYS Division of the Budget

Michael Trunzo, SUNY System

- Lynn Kopka

Daniel Alexander, Denton Publications, Inc.

Mary Carpenter, Vice President, Northeast Group

Garry Douglas, President/CEO, Plattsburgh-North Country Chamber of Commerce

Allen Dunham, Chairman, NC Workforce Investment Board

Adore Flynn Kurtz, President, The Development Corporation

Raymond Fountain, Director, St. Lawrence Economic Development

Brad Johnson, NYCO Minerals Inc.

John Masella, Regional Manager, OneWork Source

Jim McCartney, Champlain Valley Educational Services

Megan Murphy, Grant Writer & Administrator, Adirondack Medical Center

William Owen, Stafford, Owens, Curtin and Trombley, PLLC.

James Ransom, Tribal Chief, St. Regis Mohawk Tribe

Karen St. Hilaire, Executive Director, St. Lawrence County Chamber of Commerce

Greg MacConnell, PrimeLink

John VanNatten, Vice President/Regional Branch Manager, Glens Falls National Bank

Terry Wiley, Advisor, CITEC

James Calnon, Executive Director, North Country Workforce Investment Board

David Cole, Economic Development Director, St. Regis Mohawk Tribe

Karen DelMonico, Greater Watertown-North Country Chamber of Commerce

Thomas Sauter, DANC Chamber of Commerce

Dominic Eisinger, Multiplex BioScience

Mark Ryan, Time Warner Cable

Listening Tour Area Meeting

Specific Comments of Interest

March 16, 2007 – Southern Tier Listening Tour – Corning Community College

1. Difficult to bring skilled, professional people to NYS/Southern Tier
2. Framework for Regional Growth (NYS Electric & Gas)
 - Flexibility of CC's to meet area needs
3. Workforce development is big problem
4. Developing opportunities for internships - keep educated graduates here
5. Continuing education is important to 40 and below population
6. Retrain/upgrade those displaced as existing businesses can't find skilled labor
7. Short run programs to deliver employer specific skills training – need to adapt quickly
8. Long lead time for CC's to set up programs – 2+ years
9. K-12 missing boat; SUNY doing OK
10. Regionalization – define regions better
11. Cost of living should force development of university business parks
12. Develop a plan for SUNY/CUNY – better link to business
13. Adopt sense of urgency to address issues - take crucial steps
14. Can't forget existing companies which are backbone
15. Economic development and workforce development need to be in alignment
16. Small business is where growth occurs
 - Need to sustain growth – this is where loss occurs
17. Closure of any established plant/company is problem
18. Investment by private companies in technology to remain competitive

Listening Tour Area Meeting Participants

John R. Ryan, Chancellor

Bud Amann, President, Corning Community College

Walter Asonevich, Vice President of Academic Affairs, Corning Community College

Joan Ballinger, Workforce Development & Community Education, Corning CC

Doug Boke, Binghamton SBDC

Tom Carr, Vice President of Administrative Services, Corning CC

Richard Dozier, Vice President of Student Development, Corning CC

Barry Garrison, Executive Director of Information Systems, Corning CC

Bonnie Gestwicki, Small Business Development Center, Corning CC

Amy Gush, Institutional Advancement, Corning CC

Janet Hertzog, Director of Workforce Development, Broome Community College

Terry Kane, Director of Economics, Binghamton University

Debra Morello, Dean, Continuing Education, Broome Community College

Deb Stayer Kelly, Executive Assistant to the President, Corning CC

Daniel Gundersen, NYS Empire State Development Corp

Margaret Moree, NYS Department of Labor

- Carol Haradon, Business Services Representative, NYS Department of Labor

Christian Harris, Senior Economist, NYS Department of Labor

- Frank Surdey, Manager, Division of Employment Services, NYS Department of Labor

George Miner, President (representing NYS Economic Development Council)

Southern Tier Economic Growth, Inc.

Thomas Tranter, President, Corning Enterprises (representing The Business Council of NYS)

Margarita Mayo, Director of Workforce Development, Business Council of NYS

Robert Kraushaar, Associate Provost for Engineering and Technical Education, SUNY

- Lynn Kopka, Government Relations Policy Analyst

Denise Ackley, Director of Membership Services, Corning Area Chamber of Commerce

Jack Benjamin, Three Rivers Development Corp

Steve Dennis, Executive Director, Hornell-Corning Steuben County Empire Investment Zone

Randy Edwards, Regional Outreach and Development Manager, NYS Electric & Gas Corp

Colleen Fabrizi, President, Corning Area Chamber of Commerce

Michael Fuller, Chairman, Pipeline 4 Progress

Ed Gaetano, AM&T

Alan Hertel, New York State Electric & Gas

James Johnson, Vice President, Southern Tier Economic Growth

Kevin Keeley, President/Chief Executive Officer, Chemung County Chamber of Commerce

Gilbert Kozer, Northeast Transformer

Tom McGarry, Economic Development Coordinator, Southern Tier Central Regional Planning & Development Board

Adam Nightingale, Dresser-Rand

Michael Nisbet, Senior Vice President & CFO, TTA Systems, LLC

Brad Serva, HR Manager/Vice President, Elmira Savings Bank, FSB

Matthew Shick, CSS Workforce New York

Erric Urruti, Chief Technology Officer, Ceramics Corridor Innovation Centers

John Wilder, Executive Director, Ceramics Corridor Innovation Centers

Hon. Mark Alger, County Administrator, Steuben County

Hon. James Bacalles, NYS Assembly

Jeffrey Pirro, Media & Communications Coordinator, NYS Assembly Minority

Hon. Don Creath, County Legislator, Steuben County

Hon. Jim Goodling, Planning Director, City of Corning

Hon. Rita McCarthy, Town Manager, Town of Erwin

Hon. Mark Ryckman, City Manager, City of Corning

Hon. Tom Santulli, County Executive, Chemung County

Hon. Thomas Tammara, Town Supervisor, Town of Erwin

Listening Tour Area Meeting

Specific Comments of Interest

March 21, 2007 – Central New York Listening Tour –
SUNY College of Environmental Science and Forestry

1. Improve workforce development
 - Bring various groups together talking - Community Colleges, Small Business Development Center, Secondary Schools, Economic Development
 - Collaborate with various resources to work together
 - Using the internet in ways that are helpful
 - Programs need to be tailored to the needs of business
2. Important connections to have with community colleges
 - Need to use technology more effectively to adapt existing degree programs
 - Retraining, life long training
 - Seeing continuing shortages with nurses and physician assistants
3. Amplify the Upstate NY signal across the country
 - Position as a global competitor technology, talent & capital
 - Talent, people & jobs drive growth
 - Connecting people thru FUSE - FUSE started in 2005 as a local event to spotlight technology initiatives creating business opportunities. Since then, with interest from a multitude of organizations and institutes as well as participation of key speakers and panelists, it is rapidly becoming a signature event for Central and Upstate New York. fuse2006 goals: Align strategies for accelerating technology enabled business growth in Central and Upstate New York. Stimulate actions to expand the technology base, attract and retain talent, and increase capital investment in the region.
4. Foster entrepreneurship
5. Connect with SUNY – build a rewards tenure program for entrepreneurship, not only research
 - SBD Network – expand the resources to every SUNY Campus
 - Issue of changing culture – protecting intellectual property – getting out to economy to make a difference
 - Need more connectivity
6. How can SUNY be more embedded in assisting Upstate economy?
 - Change focus on hiring interdisciplinary researchers
 - Shifting culture
 - Invest in pure research – begin to put \$ in translation research
 - State needs to build another class of investment
 - Empire Innovation Program
7. Stop using meaningless terms like “Economic Development”
 - Use words like loans, funding, internships

March 21, 2007 – Central New York Listening Tour – SUNY College of Environmental Science and Forestry (continued)

8. Need for state to encourage investment in Centers of Excellence
 - Infusing centers into the downtown areas – critical element to continue
 - Young people (21-30) – quality of life matters – not interesting to continue to live here
 - Need a stronger urban policy – relative to investing in the center cities
9. Life long learning is important
 - SUNY has Empire College
 - SUNY Learning Network – online – distance learning
 - SUNY will need to do a better job with marketing the SLN
10. Make NY a friendlier place to small business
 - Cost of doing business, workers comp., taxes, etc. are high
 - Retraining - willingness to be retrained is important
 - How does a community reposition people who have lost jobs for retraining
 - Need to find a way to keep people in order to retrain
 - Need to predict training needs
 - Need better communication – should be able to tap into the expertise @ SUNY
11. Trying to be more flexible in certification of the workforce
12. SUNY should be out talking with businesses
13. Education is important – not only higher education but also K-12
 - Need to change the process for allocating funding

Listening Tour Area Meeting Participants

John R. Ryan, Chancellor

Neil Murphy, President, ESF

Eric Bitterbaum , President, Cortland

Ray Cross, President, Morrisville

Phillip Gover, Interim President, Cayuga Community College

David Smith, President, Upstate Medical Center

Debbie Sydow, President, Onondaga Community College

Connie Webb, ESF

Kevin Younis, Director of State Affairs, NYS Empire State Development Corporation

Patricia Smith, Commissioner, NYS Department of Labor

Margarita Mayo, Business Council of NYS

Brian McMahon, NYS Economic Development Council

Michael Trunzo, Senior Associate Vice Chancellor for University Relations, SUNY

- Barbara Drago, SUNY

James King, SUNY SBDC

Cindy Aikman, Auburn IDA

Steve Brady, Upstate Medical University, CFO

Peter Cann, Economic Development Consultant, Madison County

Carolyn Clemens, President and Director of Operations, Cabinet Fabrication Group, LLC

Heather Erickson

Jim Fayle, Executive Director, Jefferson County Job Development Authority

Robert French

Linda Hartsock, Cortland County BDC-IDA

Amy Kremenek, Onondaga Community College

Virginia Limmiatis, Economic Development Manager, SATOP

Celia Rae, Director of Operations, Chamber's Technology Transfer & New V Creation Initiative

Todd Scheuermann

Phillip Schoengold, Upstate Medical University, Chief Executive Officer

Robert Trachtenberg, President, CNY Technology Development Organization

Errol Unikel, FUSE

Randy Wolken, President, Manufacturers Association of CNY

Stephanie Zumbuh

Chuck Murphy, Senator DeFrancisco's office

Paul Brooks, Syracuse Technology Garden

Carolyn Lewis, Otsego County Economic Development IDA

Robin Perkins, ESF

Neil Ringler, Dean of Research, ESF

Ron Rock, DOB

Rob Simpson, Central Upstate Regional Alliance

David Valesky, Senator

Nancy Bellow, Oswego

Karen DeJarnette, Manufacturers Association of Central New York

Roger Evans, NYS Department of Labor

Nate Germain, Intern, Cabinet Fabrication Group

Joseph Grant, VP for Student Affairs & Enrollment, Oswego

David Mankiewicz, Central Upstate Regional Alliance

Listening Tour Area Meeting

Specific Comments of Interest

March 22, 2007 – Finger Lakes Listening Tour – Monroe Community College

1. Align educational curriculum with business needs
2. Encourage life-long learning
3. Lag between certificate and degree programs - create continuum
4. Limited supply of skilled labor – apprenticeship programs
5. Smaller area businesses looking for leadership
 - Fragmented groups not know how to operate in new environment; floundering around
 - Now have gunshot approach – need formal system for business assistance
6. Expensive tech level training needed – high need programs such as bio-med, optical techs
7. Lack of regional system/labor market info
 - More cohesion around DOL, SUNY, ESDC
8. Transitioning to small and medium size business – that’s what works
 - Can’t rely on big companies; smaller businesses moving forward, fast growing
 - Programs to assist continuum of companies has not adapted
 - Need more ESDC programs for smaller businesses, emerging technologies
 - Understand what is needed and get ahead of the curve – large companies closing
 - Guard against “sky is falling”
 - New companies evolve from large company failings
9. Renewable energy requires new level of training in HVAC and energy modules
 - Get workforce ready – nano, solar, wind
10. Workforce development program – look at opportunity for tomorrow
 - National and international trends
11. Tough to do business in NYS – taxes, WC, Medicaid
12. Higher education in Rochester is strong sector
13. Intellectual property is a rat’s nest -need solution for competitive advantage
14. Small business challenges/complaints
 - Disability insurance, WC, health (+16%), etc.; utility costs; taxes; scaffold laws
 - NYS is challenge – good place to live
 - Strengths marginalized by bad stuff
 - If can’t compete on costs, must compete on skilled workforce, modern infrastructure
 - Companies right here not having needs dealt with
15. NYS needs to capitalize on national scene
 - Small business needs export counseling
 - State must assist them to market nationally/internationally
16. Successes based on collaboration and new types of leadership
 - Colleges need to orient outside of campus
17. Communication strategy - not telling students and workers where the jobs are

March 22, 2007 – Finger Lakes Listening Tour – Monroe Community College (continued)

18. K-16 or K-12 or P-12 or P-16?

- How to marry labor force needs vs. what is being done in schools?
- Increasing educational standards – still bad outcomes

19. Teams vital – need employees who can function

- Hire whole person – develop character

20. Self-concept of region

- Educational system is large employer
- Advancing and diminishing sectors – look at all

Listening Tour Area Meeting Participants

John R. Ryan, Chancellor

Christopher Dahl, President, Geneseo

John Halstead, President, Brockport

Daniel Hayes, President, Finger Lakes Community College

Janet Glocker, Vice President of Academic Services, Monroe Community College

Robert Wayland-Smith, Chairman, SUNY Geneseo College Council

Cynthia Cooper, Director, Public Affairs, Monroe Community College

Tony Hoppa, Assistant Vice President Communications, Geneseo

Jim Milroy, Director of Government Relations, SUNY Geneseo

Dianna Phillips, Dean of Technical Education, Monroe Community College

James Winston, Assistant to the President for Economic Development, MCC

Daniel Gunderson, NYS Empire State Development Corporation

- Kevin Hurley, ESDC
- Jack Kinnicutt, Finger Lakes Regional Director, ESDC
- Jennifer McCormick, ESDC

Margaret Moree, NYS Department of Labor

Matthew Augustine, Business Council's Regional Vice Chair; Eltrex Industries, Inc.

Brian McMahon, NYS Economic Development Council

Jim King, State Director, NYS Small Business Development Center

- Jan Pisanczyn, Regional Director, NYS Small Business Development Center

Jeff Stefanko, NYS Division of Budget

Lynn Kopka, Government Relations Policy Analyst, SUNY

Bill Bastuk, New York Apollo Alliance and Larsen Engineers

Leonard Bower, Executive Vice President, The Pike Company

Connie Felder, Rochester Works

Clyde Forbes, RG & E

Kent Gardner, President and Chief Economist, Center for Governmental Research, Inc.

Jeffrey Gold, Buckman's Car Wash

Todd Hockenberger, Rochester Tooling & Machining Association

Matt Hurlbutt, Executive Director, Rochester Works

Michael Mandina, President, Optimax

Michael Manikowski, Ontario County Economic Development/ Cornell Ag & Tech Park

Jay Martinez, Greater Rochester Enterprises

Keith Powell, Vice President, Finance; Director, Corporate Financial Planning & Analysis, Eastman Kodak Company

John Richardson, Eastman Kodak

Rich Rising, City of Geneva

Pat Roundtree, Livingston County IDA

Judy Seil, Acting Director, Planning & Development, Monroe City Economic Development

Karen Springmeier, Executive Director, Finger Lakes Workforce Investment Board

Bob Trouskie, Regional Director, Workforce Development Institute

Dennis O'Brien, Assemblyman David Koon's office

Allan Richards, Assemblywoman Susan John's office

Listening Tour Area Meeting

Specific Comments of Interest

March 23, 2007 – Western New York Listening Tour – Buffalo State College

1. Workforce development should engage business
 - Skill gaps/national trends
 - Mixed reaction to job and skill training system
 - Disconnect between workplace-based needs
 - Lower level connect is not as good
 - Need to go to demand-based system - previous focus on displaced workers and at risk youth
2. Issue is not one of funding; issue is one of how used and alignment of
 - Right way to align – old models/distribution does not work
 - Anticipate where future jobs are
3. Employers looking for worker with advanced skills
 - Need for entry level workers who can work, are reliable, but better skills needed
 - K-12 pipeline feed – CC, college
 - Non-traditional K-12 student – how to reach them
4. Difficult time filling skilled positions in health care and engineering fields
 - Align talent and skill base with companies
5. UBuffalo finding creative ways to work with companies
 - Difficult to ramp up quickly (SED rules)
 - Need intellectual capital (faculty) to start new/expand programs (Empire Innovation Program)
6. Difficulties with securing entry level personnel – “can an employer get clean, sober individual to show up at 7 am each day?”
 - Needs assessment – broad spectrum/regional
7. Retention issues
 - Connect Southern Tier to Buffalo – infrastructure (roads, airports)
 - Supply chain management
 - Leaders want access to bigger cities
 - Provide amenities for families to relocate
8. Skill mismatch – functional illiteracy rate
 - Work with downsizing company to retrain
 - Identify who has what a company needs
9. Tax credits not the best approach – need training
10. Continuous education
11. Work together – develop land, labor, capital, intellectual capital
 - Build on assets of university and medical campus
 - Brain magnets – colleges
 - Bring in international students
 - Align resources to needs of business; leadership skills

March 23, 2007 – Western New York Listening Tour – Buffalo State College (continued)

12. Research universities to be available to existing companies
 - Solve problems
 - SBIR (Small Business Innovation Research) – make universities available to companies with particular ideas
 - Work to keep companies in NYS and expand
13. SPUR program is good program; generating new companies
 - Strategic Partnership for Upstate Resurgence - 7-point plan to provide targeted economic assistance to communities across Upstate; targets Upstate communities where additional economic growth and job creation is needed; bolster ongoing efforts to create new jobs and spur additional economic growth across the region
 - Need to increase % of research funding from private companies
 - Need more private dollars
 - What are impediments?
14. Determine how best to help manufacturer compete
 - How move product onto international market?
 - Missing opportunity to help existing businesses get new markets – SE Asia, Czech Rep
 - Representatives around world to find new areas of investment
 - Build international presence
 - Leverage brainpower – use graduates to help network
15. New fields of growth in energy development/energy/environment
 - Energy technology as future growth area
 - Alternative energy – wind, solar, green buildings
16. Tough time competing in international marketplace
 - Costs too high
 - Employers more vulnerable upstate than downstate
17. State grants and offsets are not the best
 - When state subsidizes high costs, perpetuates system
 - NYS addressing issues to level the playing fields
 - Be smarter about use of resources
 - Empire Zone rules must fundamentally change – not just dole out funds
18. Sense of urgency
 - WNY must value itself, not sell itself short
19. Need a unified statewide policy and process on technical education that includes K-12 .
 - SUNY needs to take the lead, through the Colleges of Technology and the Community Colleges.
 - No clear message on what skills are important.
 - Not clear on the career paths in areas like construction and manufacturing.
 - Do not adequately fund technology education at the K- 12 level; technology programs are disappearing in the schools.
 - Now emphasize 4 year bachelor degree college level education; downplay the need for technical education at other levels.
 - Not adequately funded technology at the college level
 - Not trying to keep those who obtain technology education in the state.
 - Utah, Texas and other states have developed a theme and stressed careers in technical education by having a system approach.

Listening Tour Area Meeting Participants

John R. Ryan, Chancellor, State University of New York

John Simpson, President, University at Buffalo

- Megan Toohey, UBuffalo
- Harvey Stenger, Dean, UB School of Engineering

Muriel Howard, President, Buffalo State College

- Bonnie Durand, Buffalo State
- Vladimir Innus, Buffalo State
- Claire Jones, Buffalo State

Vasanthi Amarakoon, Director, Center for Advanced Ceramic Technology, Alfred Ceramics

Craig Clark, Dean, Wellsville Campus, Alfred State College

Bassam Deeb, Vice President Student Services, Niagara Community College

David Dunn, Buffalo State

Virginia Horvath, Vice President for Academic Affairs, Fredonia

Gary Jones, Dean of the School of Professions, Buffalo State College

Carrie Kahn, Erie CC

Stanley Kardonsky, Buffalo State

Ross Kenzie, College Council Chair, Emeritus, Buffalo State College

William LaCourse, Unit Head, Alfred Ceramics

Tim Leyh, Director of Business Development, UB Engineering Center for Industrial Effectiveness

Susan McCartney, Director, Small Business Development Center, Buffalo State College

Dennis Ponton, Provost, Buffalo State College

Ronald Rosati, Provost and Vice President for Academic Affairs, Alfred State College

John Slisz, Erie CC

James Winston, Assistant to the President for Economic Development, Monroe CC

Dan Gundersen, NYS Empire State Development Corp.

- Margarite Greco, ESDC

Margarita Mayo, Business Council of New York State

Margaret Moree, NYS Department of Labor

- Caroline Bright, NYS Department of Labor

Jeff Stefanko, NYS Division of Budget

Lynn Kopka, Government Relations Policy Analyst, SUNY

Julie Bartoldson, Director of Human Resources, Dresser-Rand Company

Stephen Bell, Eric Mower & Associates

Todd Brason, President, Willcare, Inc.

William Breeser, Better Wire products

Kandace Brill Lombart, Founder, Medieval Moments

Mark Cosgrove, Senior Planner, Erie County Workforce Investment Board

Alfred Culliton, CFO/CLO, Economic Development Corp for Erie County

Bill Daly, Chautauqua Co. IDA

Jeffrey Dunbar, Director, STOR

Matthew Enstice, Executive Director, Buffalo Niagara Medical Campus

Joseph Fernando, Manager, New Products and Business Development, Unifrax Corporation

Lou Jean Fleron, Director, Cornell Workforce, Industry and Economic Development

James Herrington, Student

Tom Herrmann, Niagara Frontier Auto Dealers

Paul Hojnacki, President, Curtis Screw Company, Inc.

Kausar Itandani, Federal Reserve

David Kaczor, Director of Marketing, Erie County Workforce Investment Board

Jim King, State Director, Small Business Development Corporation

Constance Krueger, Regional Director, Workforce Development Institute

Pamela Lydic, President and CEO, Chautauqua County Chamber of Commerce

Sam Magavern, Program Coordinator, Living Wage Commission, Cornell Workforce, Industry and Economic Development

Robert Martin, President, Insyte Consulting

Sue McNamara, Executive Director, Workforce Investment Board in Chautauqua

Susan Piper, NYS VESID

Brea Roberts, Student

William Ruden, Erie CC

Andrew Rudnick, President and CEO, Buffalo Niagara Partnership

Chris Schoepflin, President, USA Niagara Development

Susan Swarts, Program Administrator, Cornell Workforce, Industry and Economic Development

Paul Tokasz, Patricia Lynch Associates Inc.

Hon. Sam Hoyt, NYS Assembly

Hon. Lynn Marinelli, Erie County Legislature

Ken Berlinsky, Assemblyman Robin Schimminger's office

Andrea Colao, Assemblywoman DelMonte's office

Listening Tour Area Meeting

Specific Comments of Interest

March 26, 2007 – Long Island Listening Tour – Stony Brook University

1. Workforce development
 - Suffolk County CC has educational partnerships with SBU, corporations and business organizations,
 - National nursing shortage; hospitality; automotive technology
 - Have developed partnership with Oil Heat Institute and other companies on LI for specific industry training
2. Shortage in finding good job candidates
 - Always looking for professionals but find that some excellent candidates might not relocate to Long Island due to the cost of housing and energy
 - Struggle to find people for the manufacturing floor
 - On low-skilled side, LI has a lot to offer because of recent immigrant populations
3. Technology is bifurcating the workforce---highly skilled versus entry position folks
 - Need to think about energizing entry position programs
 - Deliver programs to entry position workers where it is convenient for them to attend work force development programs.
4. Companies are able to leverage opportunity thanks to the incubator and SBU
 - Need connections/synergy when you start a new company as there are problems because you are isolated
 - Venture capitalists don't look to Long Island
 - Long Island High Technology Incubator at SBU provides mentoring as well as solutions to many business problems
5. Cost of housing on Long Island impacts on attracting good talent.
 - Housing is certainly a disincentive for recruiting purposes
 - Biggest challenge is the expansion of waste water treatment facilities and sewage treatment facilities - need to develop them.
 - One of the problems re: housing is infrastructure problem
6. Global economic issues: where do Long Island and SUNY play in this mix?
 - LI is vulnerable---don't have significant clusters and portability, which leads to the recruitment and retention problem for scientists
 - Needs to be multiple industries in the same cluster; NYS has not had a global view in dealing with this problem
 - No coordination exists between the different entities in NYS
 - Need the leadership of SUNY, ESDC & others in high-level discussions.
7. Part of the region's trouble is that Long Island does not have an innovation culture, and this is where the universities can play a bigger role
 - NYS ranks #10 on state innovation index
 - Need to improve:
 - Technical excellence---so much innovation deals with convergence of technology
 - Environment for entrepreneurship---need to use the SUNY system
 - Economy and innovation are drivers to recruit and retain---opportunities and cluster.

March 26, 2007 – Long Island Listening Tour – Stony Brook University (continued)

8. Need more linkage, collaboration and coordination
 - See the antithesis of both in the way land use decisions are made in LI--more than 90 town agencies that control land use
 - Need to look at models, at how other regions have succeeded in positive town-gown development
 - Westchester County has good model for housing and regionalization approach
9. Labor market analysis shows NYS has a labor market that is out of sync
 - Not highly responsive to workforce; silo mentality
 - Need to make a more efficient and transparent labor market reflecting the 21st century
10. Need interdisciplinary pathways to planning and governmental decision making
11. Have many programs within the state
 - Small Business Development Centers, Centers for Advanced Technology
 - Do work with the state on retention of companies
 - SUNY needs to do better marketing itself and those using its services
 - Department of Labor did a study of fastest growing professions on LI
 - 7 of 10 have information technology connected centrally to them
12. Almost 2/3 of growth in US comes from the Information Technology sector
 - Where do we have the most leverage?
 - Priorities need to be established for region and country
 - Fortunate to have CEWIT; one of 2 centers of its kind in the nation (other is at UCSD) Not have adequate resources
 - What can we do to leverage resources we have?

Listening Tour Area Meeting Participants

John R. Ryan, Chancellor

Calvin Butts, President, Old Westbury

Hubert Keen, President, Farmingdale

Shirley Kenny, President, Stony Brook

George Gatta, Vice President for Workforce Economic Development, SCCC

Gail Habicht, Stony Brook, Vice President for Research and Vice Chair, Board of Directors, Long Island High Technology Incubator Inc.

John Lombardo, Director of Corporate Training, SCCC

Patricia Malone, Director of Corporate Education, Stony Brook University

Linda E. Merians, Chief of Staff, Stony Brook University

Jack Ostling, Vice President, Nassau County Community College

James Polo, Assistant Vice President, Nassau County Community College

Janice Rohlf, Director of Governmental Relations, Stony Brook University

Yacov Shamash, Economic Development VP & Dean CEAS, Stony Brook University

Satya Sharma, Director, CEWIT, Stony Brook University

Ann-Marie Scheidt, Vice President for Research/Campus Operations Manager

Stony Brook, Research Foundation of SUNY

Henry Sikorski, Vice President for Institutional Advancement, Farmingdale

Darren Bloch, Empire State Development Corporation

Dennis Ryan, NYS Department of Labor

- Michael Crowell, Senior Economist, NYS Department of Labor
- Gary Huth, Labor Market Analyst – Long Island Region, NYS Department of Labor

Barry Greenspan, Economic Development Council

Michael Trunzo, Senior Associate Vice Chancellor for University Relations

- Barbara Drago, Assistant Vice Chancellor for Business and Industry Relations, SUNY
- Jim King, State Director, NYS Small Business Development Center

Tim Burton, Vice President for Finance and Treasurer, Adelphi University

Ellen Chen, Director of Project Management, inGenious Targeting Laboratory, Inc.

James DiLiberto, Chair, Suffolk County WIB

Raymond Donnelly, Chief Executive Officer, Brookhaven Industrial Development Agency

Nancy Douzinas, President, Rauch Foundation

Robert Dow, Commissioner, Suffolk County Department of Labor

Tal Eidelberg, CEO, Intrigma Inc.

George Fox, Vice President, EDO Corporation

Yogesh Gupta, Senior Vice President, Chief Strategist, CA

Patricia Howley, Executive Director, Long Island Forum for Technology

Chris Jones, Vice President for Research, Regional Plan Association

Mark Kessler, Interim President, Brooklyn Chamber of Commerce

Kirk Kordeleski, President and CEO, Bethpage Federal Credit Union

Bill Mannix, Director, Economic Development, Town of Islip

Jim Morgo, Commissioner, Economic Development and Workforce Housing, Suffolk County

Howard Rowland, President, E.W. Howell

Kenneth Morrelly, President, Long Island Forum for Technology

Roopram Ramharack, Vice President, Operations & HR, Adchem Corp.

Rick Russo, Vice President of Business Services, Brooklyn Chamber of Commerce

Bruce Stillman, President, Cold Spring Harbor Laboratory

Michael White, Executive Director, Long Island Regional Planning Board

Lynn Schaefering, Chief of Staff, Assemblyman Tom McKeivitt