# Florida's Exemplary Manufacturing Career Pathways

Industry-aligned, credential-based technical education

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# **FLATE**

Florida's Advanced Technological Education Center of Excellence





#### **NSF Advanced Technological Education**



Partners with Industry for a new American Workforce





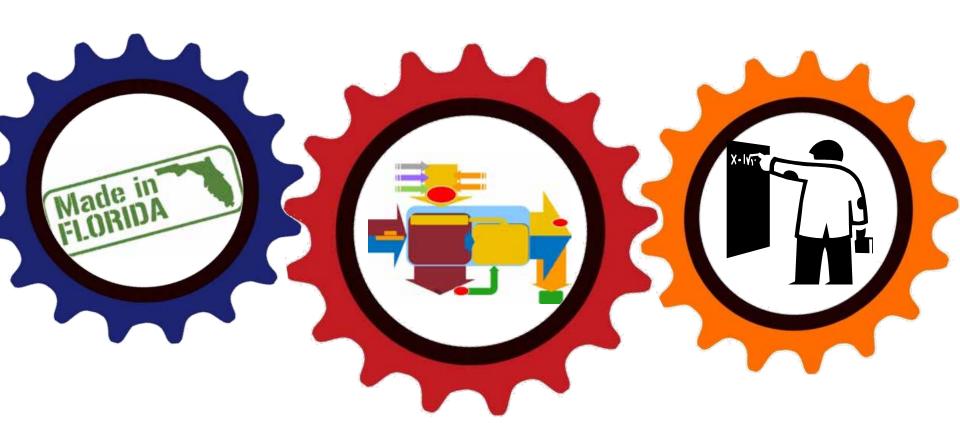
#### **VISION**

for education and training expertise, leadership, projects, and services to promote and support the workforce in the high performance production and manufacturing community.

Impact locally. Lead nationally.



#### Outreach \* Curriculum Reform \* Professional Development









### What is manufacturing?

When we think of manufacturing – we think of **PRODUCTION** – how things are made

**Manufacturing** is a process that takes raw materials and turns them into (useful) products. It implies mass production, as in making products by hand or with the help of machinery.

**MANUFACTURING** is changing raw or processed materials into products people can <u>use</u> or just <u>want!</u> This includes cell phones, computers, jeans, orange juice, jewelry, cosmetics, cars...you name it. Everything is manufactured and **YOU** could be part of the action!



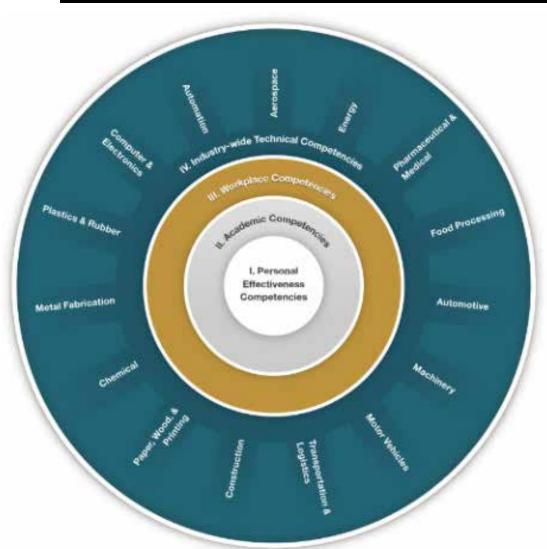
#### What is manufacturing?



- Engineering & Design
- Product Development
- Business Services
- Information Technologies
- Human Resources
- Construction
- Building Facilities
- Legal
- Packaging
- Marketing
- Logistics & Transportation
- Environmental Health & Safety



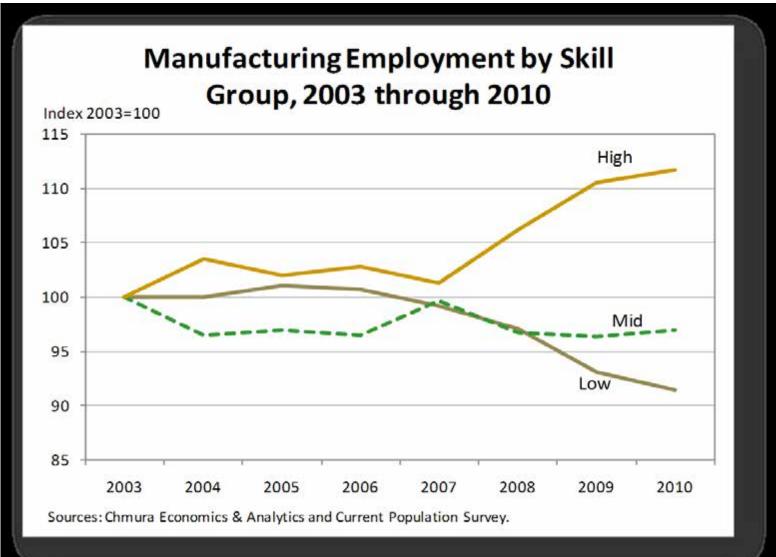
### **NAM: National Perspective**



**Automation** Aerospace Energy Pharmaceuticals & Medical Food Processing Automotive Machinery **Motor Vehicles** Transportation & Logistics Construction Paper, Wood, & Printing Chemical **Metal Fabrication** Plastics & Rubber Computer & Electronics



### Manufacturing Jobs Require Higher Skills



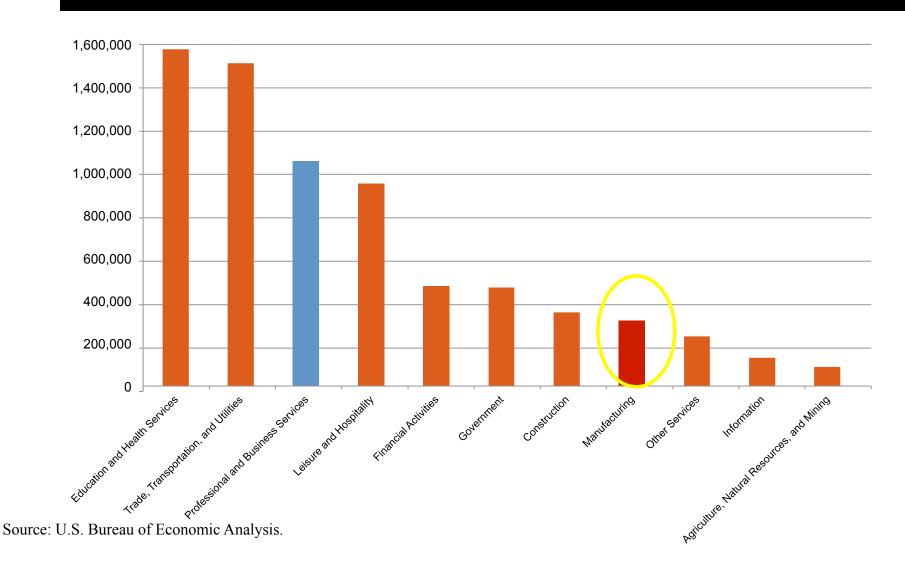


#### dvanced Manufacturing is a Economic Driver in Florida

- Florida Manufacturing Establishments: 14,324
- Manufacturing Employment: 306,800
- \*\$36.7 billion of the total state output
- Percent of Florida exports: 85%
- Manufacturing Average Annual Compensation: \$62,859 (54.8% higher than other sectors)



#### Adv Manufacturing is the 8th Largest Employer in the State





#### Roadmap for Manufacturing Education

- Integrated academic and technical learning pathways
- More focus on STEM (Science, Technology, Engineering and Math) education
- More integrated career and education pathways to higher education and lifelong learning
- Integration of nationally portable, industry-recognized credentials aligned to educational programs
- Deep engagement of industry with education



### 21st Century Manufacturing

#### **PRODUCTION PATHWAYS**

- Production Planning & Control
- Manufacturing Engineering
- Maintenance, Installation, Repair
- Quality Assurance
- Logistics and Inventory Control
- Safety & Environmental Assurance



#### SAMPLE OCCUPATIONS

Machinist
Manufacturing Engineer
Automated Process Technician
Production Engineer
Production Technician
Welding Technician
Quality Technician



#### Do what you

#### in a manufacturing career

Aviation & Aerospace



Packaging, Beverage, Food & Pharmaceuticals



Medical Devices & Equipment



Machining & Product Fabrication



Transportation & Logistics



Leisure & Entertainment



Electronics, Computers & Electrical



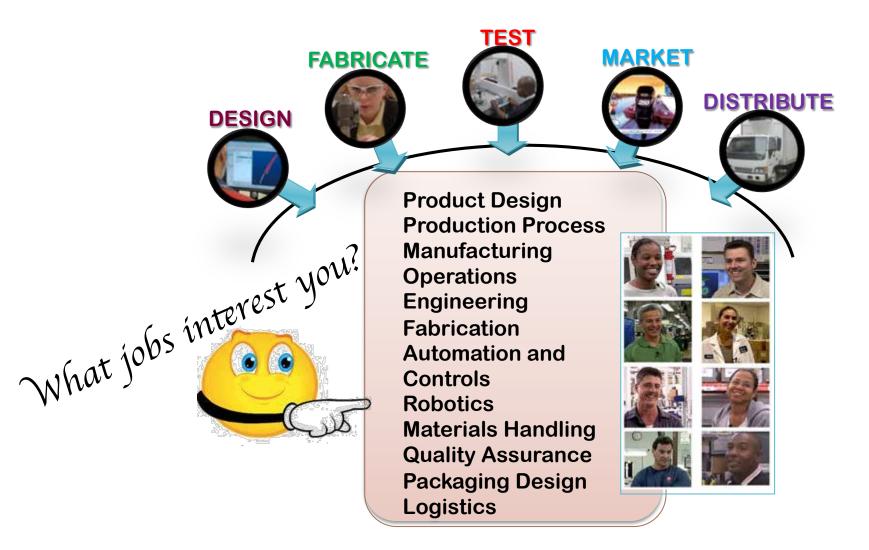
Product Design & System Integration



October, 2013



## What is manufacturing?



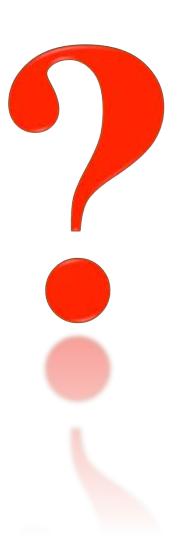








# Why?









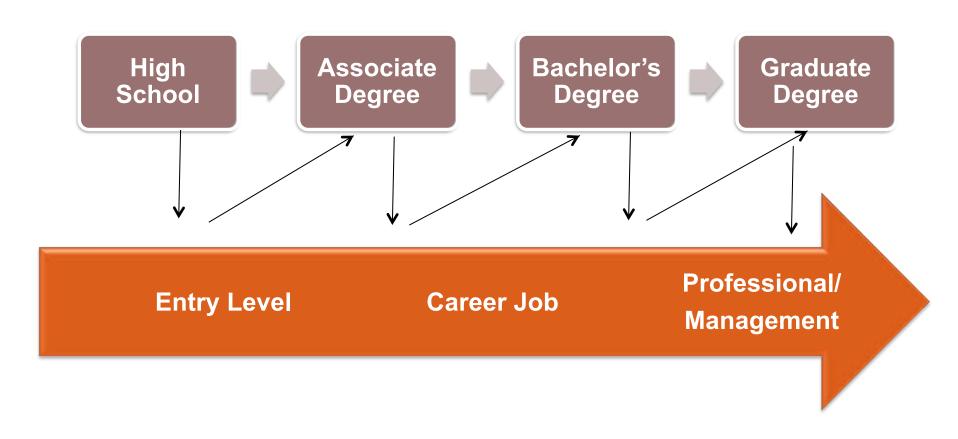






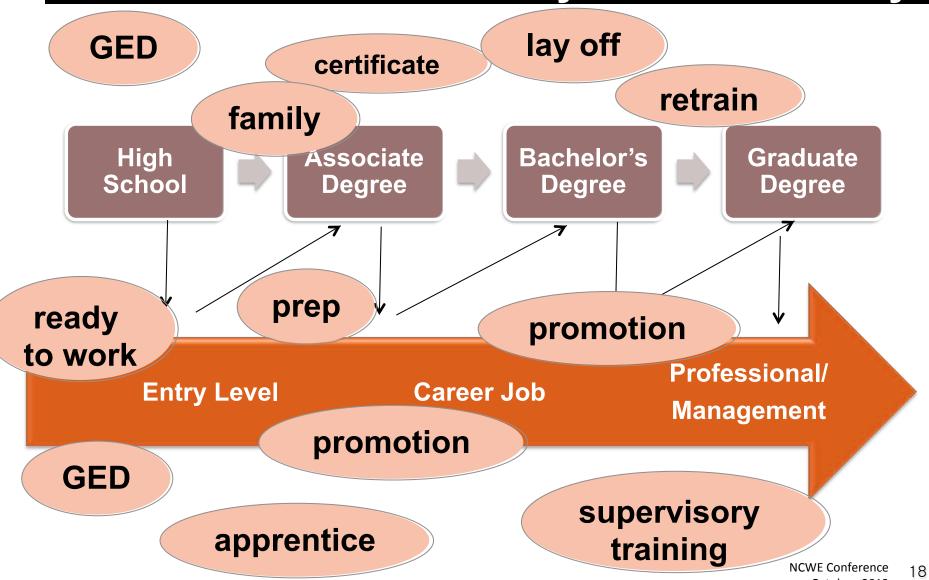


## Pathways we took





### 21st Century Career Pathways



October, 2013

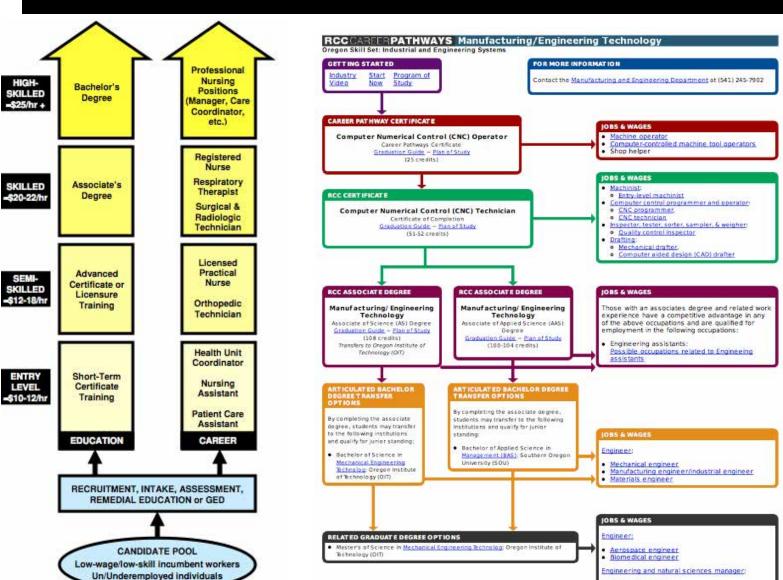


#### What makes a good Career Pathway?

- Offer early careers awareness/education
- Define clear & concise pathways
- Provide contextualized learning
- Have multiple, clearly marked entry & exit points
- Align & articulate with industry credentials
- Offer stackable industry & education credentials
- Have industry drivers & industry engagement
- Meet local workforce needs
- Provide wrap-around student services
- Include educator professional development
- Is a partnership with a shared vision



#### Samples



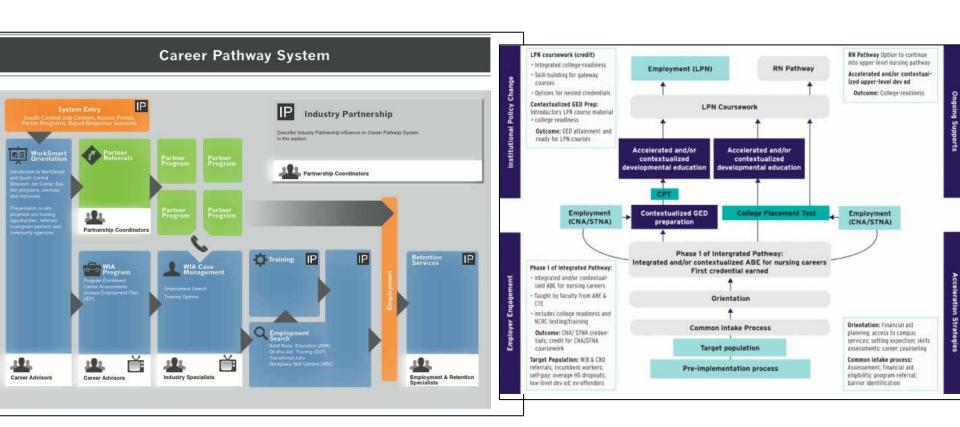
From: JFF

NE Conference October, 2013

Engineering manager

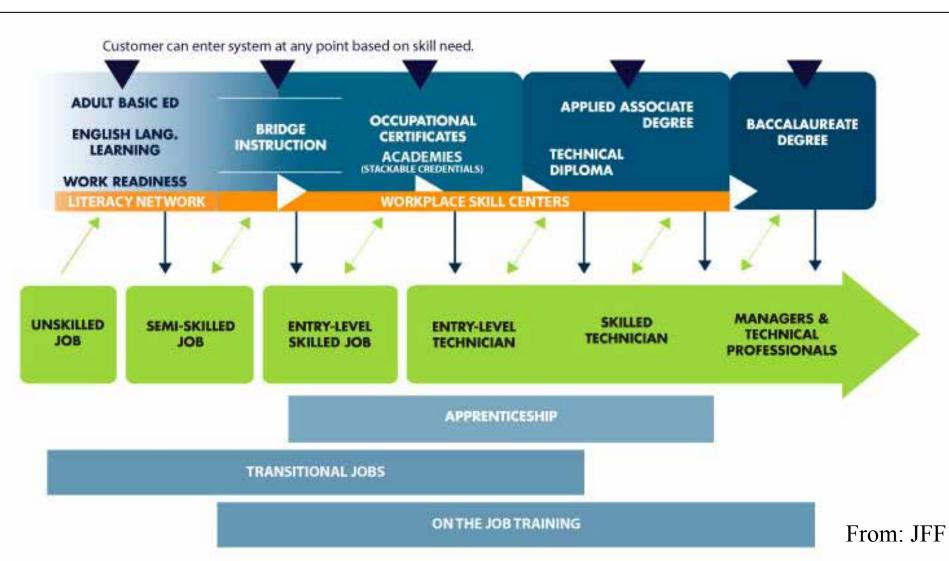


#### Samples





#### Samples







#### K-16 Pathway Examples: DOE & NASDCTE

BROUGHT to YOU by

National Association of State Directors
of Career Technical Education Consortium

(NASDCTEc)



Name		
Learner ID		
School/College	/University	

SAMPLE

#### Manufacturing

#### Career Cluster Plan of Study for ▶ Learners ▶ Parents ▶ Counselors ▶ Teachers/Faculty

This Career Cluster Plan of Study (based on Manufacturing Career Cluster) can serve as a guide, along with other career planning materials, as learners continue on a career path. Courses listed within this plan are only recommended coursework and should be individualized to meet each learner's educational and career goals. \*This Plan of Study, used for learners at an educational institution, should be customized with course titles and appropriate high school graduation requirements as well as college entrance requirements.

appropriate riigir concer graduation r		j							
EDUCATION LEVELS	GRADE	English/ Language Arts	Math	Science	Social Studies/ Sciences	Other Required Courses Other Electives Recommended Electives Learner Activities	*Career and Technical Courses and/ or Degree Major Courses for Manufacturing	SAMPLE Occupations Relating to This Career Cluster	
	Interes	st Inventory Administer	red and Plan of Study	Initiated for all Learne	'S	•			
	9	English/ Language Arts I	Algebra I	Earth or Life or Physical Science	State History Civics	All plans of study should meet local and state high school graduation requirements and	**Introduction to Manufacturing Occupations	➤ Assembler ➤ Boilermaker ➤ Design Engineer	
ARY	10	English/ Language Arts II	Geometry	Biology	U.S. History	Certain local student organization activities are also	**Information Technology Applications	➤ Environmental Engineer ➤ Foundry Worker ➤ Freight, Stock and Material Mover ➤ Health and Safety Representative	
SECONDARY		English/ Language Arts III	Algebra II	Chemistry	World History Economics	important including public speaking, record keeping and work-based experiences.	**Employment in Manufacturing Occupations	➤ Industrial Machinery Mechanic ➤ Inspector ➤ Labor Relations Manager ➤ Logistician	
	Colleg	e Placement Assessm	ents-Academic/Caree	r Advisement Provide	d			► Manufacturing Technician	
	12	. 55.	Trigonometry or Statistics or other math course	Physics	Psychology		**Applications in Manufacturing Technology	<ul> <li>▶ Pattern and Model Maker</li> <li>▶ Production Manager</li> <li>▶ Quality Control Technician</li> </ul>	
	Articul	ation/Dual Credit Trans	scripted-Postseconda	ry courses may be tak	en/moved to the secor	ndary level for articulation/dual	credit purposes.	Safety Engineer	
		English Composition English Literature	Algebra	Chemistry Physics	American Govt. Psychology	All plans of study need to meet learners' career goals with regard to required	**Safety in the Workplace	➤ SPC Coordinator ➤ Tool and Diemaker ➤ Traffic Manager ➤ Welder	
POSTSECONDARY	Voor	Speech/ Oral Communication	Computer Applications	Biological Science Physcial Science	American History Geography	worker status. Certain local	Continue courses pertinent to the pathway selected.		
POSTSE	Year 15	C	Continue courses in the	e area of specialization	1.	student organization activities may also be important to include.			
	Year 16						Complete Manufacturing Major (4-Year Degree Program)		



\*\*See course descriptions on page 2.





### K 16 Pathway Examples: DOE & NASDCTE



#### SAMPLE

#### Manufacturing: Maintenance, Installation and Repair

Career Pathway Plan of Study for ▶ Learners ▶ Parents ▶ Counselors ▶ Teachers/Faculty

This Career Pathway Plan of Study (based on the Maintenance, Installation and Repair Pathway of the Manufacturing Career Cluster) can serve as a guide, along with other career planning materials, as learners continue on a career path. Courses listed within this plan are only recommended coursework and should be individualized to meet each learner's educational and career goals. \*This Plan of Study, used for learners at an educational institution, should be customized with course titles and appropriate high school graduation requirements as well as college entrance requirements.

EDUCATION LEVELS	GRADE	English/ Language Arts	Math	Science	Social Studies/ Sciences	Other Required Courses Other Electives Recommended Electives Learner Activities	*Career and Technical Courses and/or Degree Major Courses for Maintenance, Installation and Repair Pathway	SAMPLE Occupations Relating to This Pathway
	Intere	est Inventory Admini	istered and Plan of S	tudy Initiated for all L	Learners			
	9	English/ Language Arts I	Algebra I	Earth or Life or Physical Science	State History Civics	All plans of study should meet local and state high school	Introduction to Manufacturing     Occupations	<ul><li>▶ Biomedical Equipment Technician</li><li>▶ Boilermaker</li></ul>
RY	10	English/ Language Arts II	Geometry	Biology	U.S. History		Information Technology Applications	<ul><li>Communication System Installer/ Repairer</li><li>Computer Installer/Repairer</li></ul>
SECONDARY	11	English/ Language Arts III	Algebra II	Chemistry	World History Economics	Certain local student organization activi- ties are also important	Employment in Manufacturing     Occupations	<ul> <li>Computer Maintenance Technician</li> <li>Electrical Equipment Installer/ Repairer</li> </ul>
S	Colle	ge Placement Assess	sments-Academic/Co	areer Advisement Pro	ovided	including public speak- ing, record keeping and		▶ Facility Electrician
	12	English/ Language Arts IV	Trigonometry or Statistics or other math course	Physics	Psychology	work-based experi- ences.	Applications in Manufacturing Technology	<ul> <li>Industrial Electronic Installer/ Repairer/Manager</li> <li>Industrial Machinery Mechanic</li> </ul>
								▶ Industrial Maintenance Electrician
	Articulation/Dual Credit Transcripted-Postsecondary courses may be taken/moved to the secondary level for articulation/dual cred					· · ·	Industrial Maintenance Technician/	
		English Composition English Literature	Algebra	Chemistry Physics	American Government Psychology	All plans of study need to meet learners' career goals with regard to required degrees, li-	Safety in the Workplace     Workplace Communication	Mechanic Instrument Calibration and Repairer Instrument Control Technician
NDARY	Year 14	Speech/ Oral Communication	Computer Applications	Biological Science Physical Science	American History Geography	censes, certifications or journey worker status. Certain local student organization activities may also be important to include.	Predictive and Preventive Maintenance     Manufacturing Equipment	▶ Job/Fixture Designer ▶ Laser Systems Technician ▶ Maintenance Repairer
POSTSECONDARY	Year 15	Cor	ntinue courses in th	e area of specializat	ion.			Continue Courses in the Area of Specialization
	Year 16						Complete Manufacturing Major (4-Year Degree Program)	Security System Installer
				CHIEF				













## Pathway Examples: NAM



#### **ALIGNING STEM EDUCATION, CERTIFICATION AND CAREER PATHWAYS**

For Florida via Engineering Technology A.S. Degree

EDUCATION PATHWAY	$\leftrightarrow$	CERTIFICATION PATHWAY	$\leftrightarrow$	CAREER PATHWAY
MASTERS OR PHD				
BACHELORS OF SCIENCE / ENGINEERING TECHNOLOGY (various disciplines) Florida State Colleges; FAΜ BACHELOR OF APPLIED SCIENCE / TECHNOLOGY MANAGEMENT/ Florida State Colleges; USF Polytechnic Day/evening/hybrid	$\leftrightarrow$	<ul> <li>ISA Certified Automation Professional</li> <li>SME Manufacturing Engineer</li> <li>SME Manufacturing Technologist</li> </ul>	$\leftrightarrow$	<ul> <li>Mechatronics Engineer (17-2199.05)</li> <li>Manufacturing Engineer (17-2199.04)</li> <li>Mfg Technologist (17-3029.06)</li> <li>Plant Engineer</li> <li>\$51k - \$79k</li> </ul>
BACHELOR OF SCIENCE / ENGINEERING DISCIPINES  USF, UF, UCF, FSU, FAU, FIU,UWF, UNF, private Day/evening/hybrid				
ASSOCIATE IN (APPLIED) SCIENCE – ENGINEERING TECHNOLOGY  60 Credit Hours/ Two Years Full Time  Day /evening/online/hybrid  ASSOCIATE OF ARTS/ ENGINEERING  60 Credit Hours/ Two Years Full Time  Day/evening/hybrid	$\leftrightarrow$	<ul> <li>College technical certificates</li> <li>ISA Certified Control Systems Technician</li> <li>NIMS Level 1, Measurements, Materials, and Safety</li> <li>Fluid Power certificates</li> </ul>	$\leftrightarrow$	<ul> <li>Robotics Technician (17-3024.01)</li> <li>Manufacturing Technician (17-3029-09)</li> <li>Electrical Technician (17-3023)</li> <li>Mechanical Engineering Technicians (17-3027</li> <li>Industrial Engineering Technicians (17-3026)</li> <li>Computer control programmer (51-4012)</li> <li>\$23k - \$39K</li> </ul>
COLLEGE CREDIT CERTIFICATE PROGRAM     Minimum of 12 Credit Hours/ Less than 1 Full Year     (future alignment to appropriate credentials)	$\leftrightarrow$	<ul> <li>Engineering Technology Support Certificate</li> <li>MSSC: Maintenance Awareness; Safety; Quality; Manufacturing Processes and Materials; Certified Production Technician (CPT)</li> <li>NIMS Level 1, Measurements, Materials, &amp; Safety</li> </ul>	$\leftrightarrow$	<ul> <li>Electro-Mechanical Technician (17-3024)</li> <li>CNC Operators (51-4011)</li> <li>Automation Maintenance Technician</li> <li>\$17k - \$27K</li> </ul>
HIGH SCHOOL CAREER PROGRAM  Machine Operator/ Maintenance  Less than One Year Full Time	$\leftrightarrow$	<ul> <li>MSSC CPT (Maintenance Awareness; Safety; Quality; Manufacturing Processes and Materials;</li> <li>Florida Ready to Work Certificate</li> </ul>	$\leftrightarrow$	<ul><li>Operator</li><li>Production Worker (51-9199)</li><li>\$17K - \$27K</li></ul>

Personal Effectiveness \* Academic Competencies Workplace Competencies

Out of School/Low Skill Youth/Adults

WIA/Career Centers - ESL/VESL - GED/ABE

"Bridge" and Foundation Programs

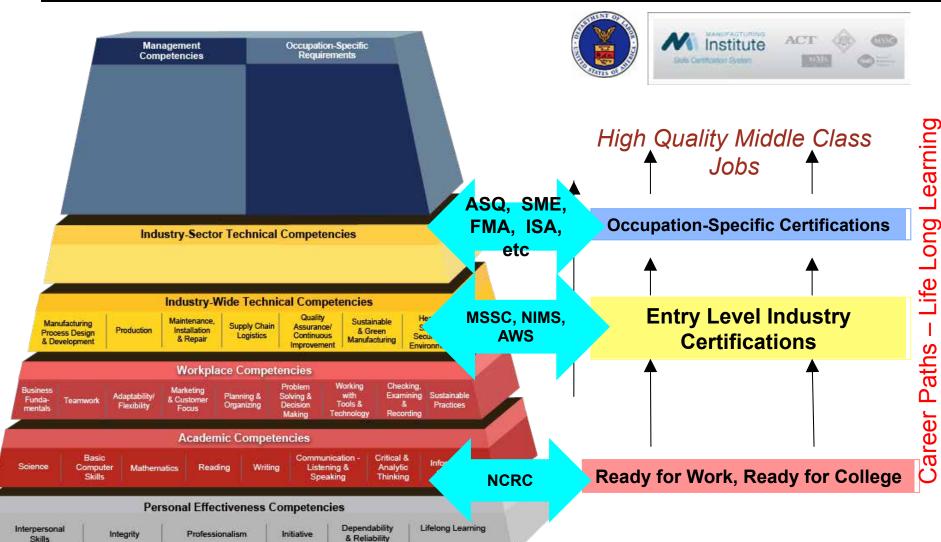
(Credit hours are based on semester courses)

Applied STEM (High School)

Dual Enrollment - Career Academy - Youth

**Development Programs** 

### **National Perspective**





# Florida's A.S. Engineering Technology Degree 60 semester hours

I. General Education - 15 - 18 credit hours

II. ET Core - 18 credit hours

III.8 Specialization Tracts - 24 to 27 credit hours



#### Florida's A.S. Engineering Technology Degree

60 semester hours

#### I. General Education - 15 - 18 credit hours

English Science

Math Social Science

Humanities

#### II. ET Core - 18 credit hours

Computer Aided Design

Manufacturing Processes & Materials

Mechanics & Instrumentation

Electronics

Quality

Safety



#### III. 10 Specialization Tracts - 24 to 27 credit hours

**Advanced Manufacturing** 

Biomedical Systems

**Electronics** 

Quality

Digital Manufacturing

Advanced Technology

Digital Design & Modeling

Mechanical Design & Fabrication

**Alternative Energy Systems** 

Industrial Energy Efficiency

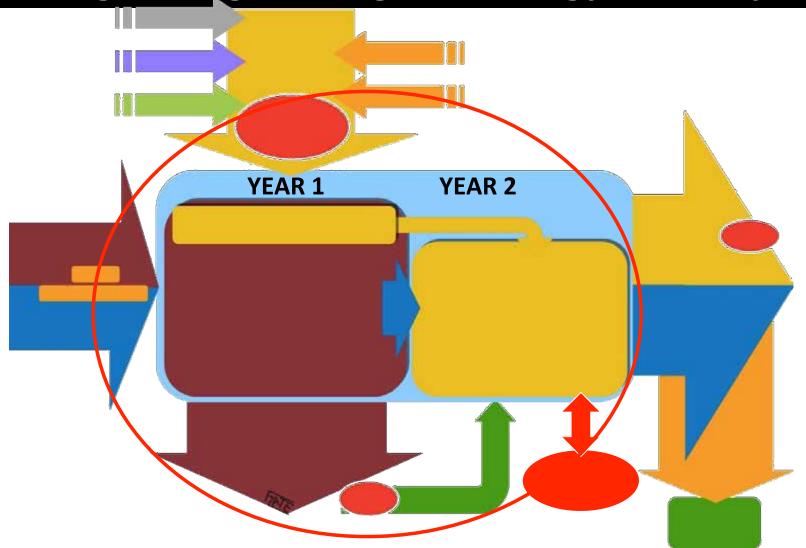


#### A.S. Engineering Technology Pathways



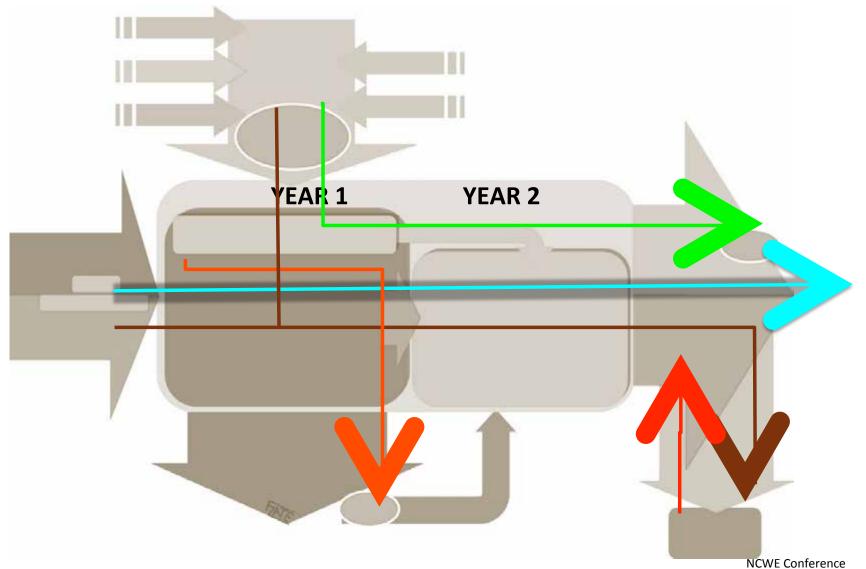


## A.S. Degree Engineering Technology Pathways





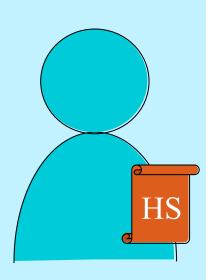
# A.S. Engineering Technology Pathways





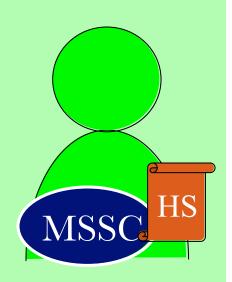
### A.S. Engineering Technology Pathways

HS Grad / GED with no Technical Program - wants AS/AAS Degree



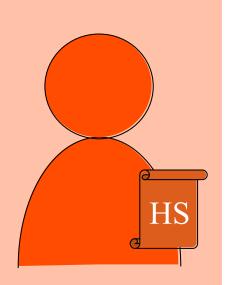
AS Degree (and optional certificates)

HS Grad / GED with MSSC Certification (from HS or work experience)



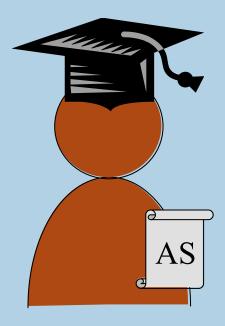
AS Degree & MSSC CPT (and optional certificates)

HS Grad / GED without Technical Program



College Certificate & MSSC CPT

AS ET Graduate



BS Applied Science or BS Eng Tech



#### **ET Degree Technical Core**

Quality Safety

Electronics

Manufacturing Materials & Processes
Mechanical Measurements & Instrumentation

Computer Aided Drafting

MSSC

Safety

laintenance Awareness

Quality and Continuous Improvement

Manufacturing Process and Production Engineering Technology Support Certificate (18 Cr) Prepared to take MSSC Certification Exams)



#### **ET Degree Technical Core**

Quality Safety

**Electronics** 

Manufacturing Materials & Processes

Mechanical Measurements & Instrumentation

Computer Aided Drafting

MSSC

Safety

Certification laintenar Awaren

and Improvement

National acturing Process and Production

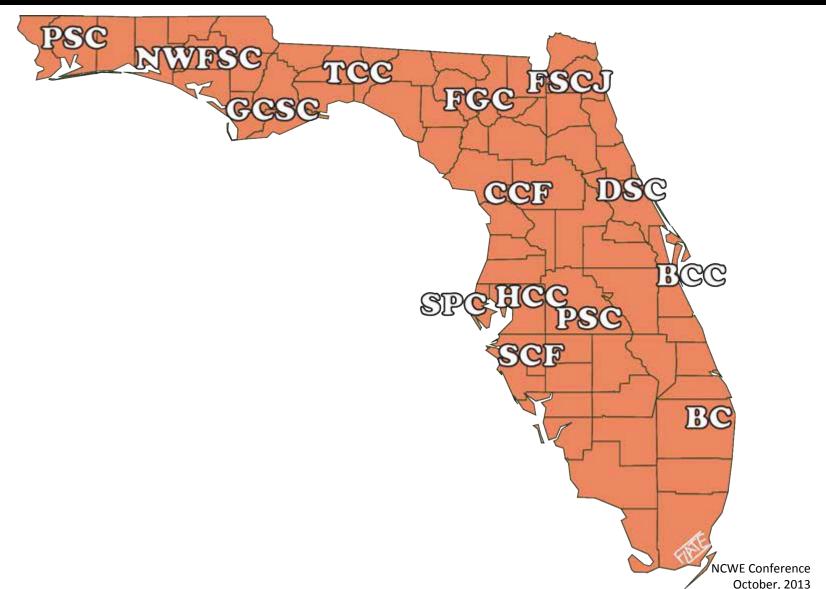
**Engineering Technology** Support Certificate (1)

Prepared to take Certification Credenic

Academic Credenic



### FLATE's Engineering Technology Network





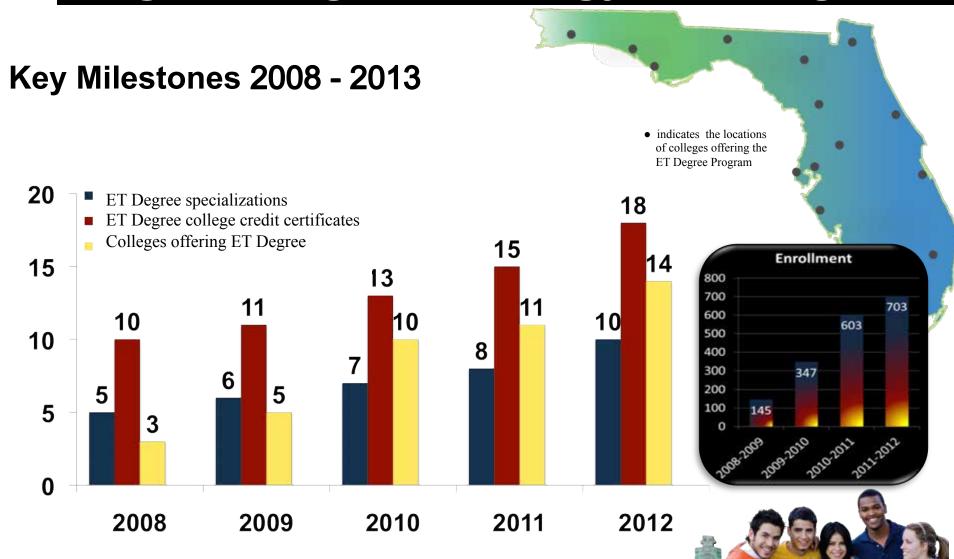
## FLATE's Engineering Technology Network

SPECIALIZATION	COLLEGES & LOCATIONS
Quality	College of Central Florida (CF) - Ocala Florida Gateway College (FGC) - Lake City St. Petersburg College (SPC) - Clearwater Tallahassee CC (TCC) - Tallahassee
Electronics	Eastern Florida SC (EFSC) - Cocoa, Palm Bay Broward College (BC) - Coconut Creek State College of Florida (SCF) - Venice St. Petersburg College (SPC) - St. Pete
Advanced Manufacturing	Florida Gateway College (FGC) - Lake City Florida State College (FSCJ) - Jacksonville Gulf Coast SC (GCSC) - Panama City Hillsborough CC (HCC) - Tampa Polk State College (PSC) - Lakeland Tallahassee CC (TCC) - Tallahassee
Mechanical Fabrication & Design	Gulf Coast SC (GCSC) - Panama City Florida State College (FSCJ) - Jacksonville Northwest Florida SC (NWFSC) – Niceville Tallahassee CC (TCC) - Tallahassee

SPECIALIZATION	COLLEGES & LOCATIONS
Advanced Technology	Eastern Florida SC (EFSC) - Cocoa, Palm Bay Tallahassee CC (TCC) - Tallahassee
Biomedical Systems	Broward College (BC) - Coconut Creek St. Petersburg College (SPC) - Clearwater
Digital Design & Modeling	College of Central Florida (CF) - Ocala Gulf Coast SC (GCSC) - Panama City Northwest Florida SC (NWFSC) - Niceville State College of Florida (SCF) - Venice St. Petersburg College (SPC) - St. Pete Tallahassee CC (TCC) - Tallahassee
Alternative Energy Systems	Eastern Florida SC (EFSC) - Cocoa, Palm Bay Broward College (BC) - Coconut Creek Gulf Coast SC (GCSC) - Panama City Tallahassee CC (TCC) - Tallahassee
Industrial Energy Efficiency	Florida State College (FSCJ) - Jacksonville
Digital Manufacturing	Gulf Coast SC (GCSC) - Panama City



# Engineering Technology A.S. Degree





#### **FLATE's Engineering Technology Network**











#### Engineering Tech @ St. Petersburg College

(60 credits)

The Engineering Technology Associate in Science degree is a 60 create hour records. The discress receives consists, of experient The Engineering Technology Associate in Science tregities is a 60 cores from program. The Degree program coresist of glorism (24cf) education (19cf) ET core (19cr) and specialized technology (24cf) education (19cf) ET core (19cr) and specialized technology (24cf) education (19cf) ET core education (19cf) and specialized treatment of the search of the education (18th) ET core (18th) and specialized technology (24th) courses. This degree programs consists of four specializations, and Digital Design and Modeling, Biomedical Systems, Sectionics and Octable.

After completing the ET Core Courses, students will be prepared to take the Manufacturing SuB Standards Council (MSSC) accessments for the Certified Production Technician (CPT). ENGINEERING TECHNOLOGY

Quality Measurement & Instrumentation SHAN

**SPECIALIZATIONS** Manufacturing Processes Available

DIGITAL DESIGN AND MODELING

BIOMEDICAL SYSTEMS

**ELECTRONICS** QUALITY

**Hificates** (G (12 credit)

(18 credits)

2 credits)





SPECIALISATIONS: BUCKSTREET, ADVANCED TROPROLIDE MODIAN DESCRIPTION
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ASSOCIATE IN APPLIED SCIENCE DEGREE

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GENERAL EDUCATION and	ENG	INTERING TECHNOLOGY CORE COURSES	
GENERAL EDUCATION (18 conflix)	Qx.	ENGINEERING TROMOLOGY CORE (30 credits)	0.
Witter Communication Resolvement	1	£15C 1330 AutoCND Fundamentals	1
One Communication Requirement	1	OET 1089 Drivehelsen to Electronics	1
Namertine Reportment	1	ETSC 1630 Materials and Processes	1
MAT 1823 Determedate Algebra DR MTB 1825 Sedwiczai Math	1	ETIC 2015 Applied Mechanics	
Social Relational Science Repurement	1	ETI JUSE - Demokution to Quality Assurance	. 1
* COL 2000 Noncomputer Applications	1	(T) 1701 Delumid Seley	1.1
SPEC	ALI	ED TRACK COURSES	
ELECTRONICS TECHNISLOCY (22 credits)	0.	ADVANCED TECHNOLOGY (22 credits)	0.
BETC 1625 - Sirout Fundamentis 2:		AFEC 1000 - Introduction to the Workplace CH.	
SETC 1241 Analog Deutses		METC 2428 - Torough this and Surface Would	1.1
BETC 1141 - Analog Circuits		1875 2625 Advanced Surface Mount Soldering Tech	1
CERC 1914 - Signal Fundamentals		EEF 1508 - Instrumentation Fundamentals	- 3
Sultemat Ethillomologe Intribety	8	ESTC (240 Riser Optic Technologies	
THE OWNER OF THE STATE OF THE S		ETI 3121 Non-Destructive and Destructive Nating	1
		BTIC 2409 Composite Fundamentals	1
TECHNO	CAL I	LECTIVE COURSES	
CEPC LISE: Morepression Fundamentals.		BSTC 1240 - Fiber Optic Technologies	1
SET (35): Distributed Destroy Rever Dec. and Storage	1	ETG (MIL Special Topics	14
SETT MAN Principle and Surface -	1	ETD 2541. Internity	1
BETS 2023 - Electronic Garren, Systems		ETIC 2409 Compresso fundamentals	1
SETC 2718 Schemetr Capture & Hoteling	1	ETSC KIRK Advanced Composition	- 3
SETS 2936 - Engreening Propert Magneti	1		

#### High-Wage High-Skill Careers MADE IN FLORIDA





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ENGINEERING TECHNOLOGY EDUCATION Certificates and Degrees

upporting Florida's High Tech Industry Sectors

Manufacturing Materials dvance

2 credita) Systems Integration erages & Pharmaceuticals nergy & create) intertainment Systems scates, visit

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IRIDAAD ANCED TECHNOLOGICAL EDUCATION CENTER



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EXPLORE CAREERS IN MANUFACTURING

Manufactuating it a right's and anciting curve reprint for students who are interestive, every using that attaining per stained about using new publishings or an incremed in learning how things work.

Wast to introduce your students to the world of engineering technology? FLATE (Bottle Come for Manufacturing Education) and in-boad analosis partners offer a variety of options to introduce malastrees the world of highwhen antiduming tedeling

- · Student Subserve Toron Over 1 4000 resident and 1500 resident have periorized in the Made to Hastin Tiers of manufacturing facilities. Connect Divid Gale, Outside Manager or \$15-279-4740, or palajiff-ste.org, to ichobás a tour for your studens.
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- The National Association of Montfactoress, Donn. 8 Do. 9: campaign. New riders are posted every Securday. Visit wires, determined associates, years the Europe art and click on Cooli Videos of Stoff Being Mada
- Manufacturing is Cond This web size is investment and includes thread more and other sade to implie young nimb. Vall were installationinglated, seek.









www.inyquota.com/filvolaflote

JOSS IN FLORIDA



MANUFACTURING IS BIG BUSINESS and in principle of Position matheturing industry employs about 400,000 workers and account for more than \$32 billion of its gross state product.

Florida manufacturers are looking for highly-shilled, technically educated people and the new Engineering Technology degree program promites to keep Florida's manufartures expelled with highly skilled modure, while providing its graduates with rewarding, high-wage jobs.

#### The Bureau of Labor Statistics predicts that each year through 2012 employers will be reaking:

- . 17,000 indicated and manufacturing engineers
- +14,000 mechanical engineers
- 1 4,000 engineering technicians
- + 273,000 month and plante production workers.

#### Average hourly wage with a two year degree

Electrical and Electronic Engineering Technician	\$20.57
Industrial Engineering Technistan	19.65
Mechanical Engineering Technisiss	1930
* Electrical and Electronics Drubus	18.96
Electronic, Computer and Product Service Rep.	15.19

#### Average hourly wage with a four year degree."

wastable sonarily wade was a sona least deduser.	
Manufacturing Engineer	\$3627
Systems Designer	35.39
Electronics Engineer	33-81
Industrial Engineer	29.81

\* 2 year A.S. Agrees are a supplied some or 4 year Buchder of Applied Science degrees in the Suite of Florida and animies to BIST down or UCF





Average Annual State Wages 2005

PRODUCTION TRANSPORT BRED-HAR COMMISSION (Online)
2008-2008
Totals in 1811-181-1819





# Thank you!

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