

Student Interns Work to Activate First Floor Spaces

Prof. Charlie Setterfield, Sinclair Community College

Charlie Setterfield is a Professor of Architectural Technology at Sinclair Community College in Dayton, Ohio. With more than 20 years experience in the architectural and construction industries, including responsibilities in all aspects of architectural project delivery and construction management, Setterfield brings real-world experience to the classroom. Setterfield's courses focus on BIM, IPD, materials and means of construction, "green building", professional practice and building codes. As a Plans Examiner, Setterfield balanced building code requirements with owner and contractor concerns. Setterfield teaches Autodesk Revit and its integration into analysis software, including Navisworks. Setterfield spearheaded a six-discipline IPD capstone resulting in student work that has been featured at various venues, including AU, the American Society for Engineering Educators and the League for Innovation in the Community College.

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Chad currently serves as an Internship Coordinator for the Science, Mathematics, & Engineering Division at Sinclair Community College. Prior to managing the internship program he served as Academic/Career Coach for Sinclair on a Department of Labor Trade Adjustment Assistance Community College and Career Training (TAACCCT) Grant, and entered into Sinclair as a Displaced Worker Counselor, assisting individuals seeking training to compete in today's workforce. Before that, Chad held various higher education and workforce development positions servicing individuals under the Trade Adjustment Assistance and Workforce Investment Act programs. He holds a Master's degree in Management from Indiana Wesleyan University and a Bachelor's degree in Communication Management from the University of Dayton. He is passionate about exploring and developing ways to bridge the gap between education and workforce needs.

First Floor Activation

**Community College Interns in Built Environment Firms
Partner to Analyze and Document Available
First Floor Tenant Spaces in Dayton, Ohio**

I. Abstract

Downtown Dayton, Ohio, has experienced significant growth over the past few years, particularly in residential projects and first-floor commercial business, despite being a “rustbelt” city, which typically have recovered more slowly from the recession of 2008-2010. Demand for first-floor space is very high; there has been a 10 percent increase in first-floor occupancy since 2010. But with its supply of move-in-ready first-floor spaces nearly gone, downtown Dayton needed a creative solution to match more vacant first-floor spaces with eager entrepreneurs.

Many barriers inhibit revitalization efforts to activate first-floor storefronts, including lack of site readiness and insufficient architectural and engineering knowledge about what it will take to make a site move-in ready. The Downtown Dayton Partnership, along with its partners at Dayton Power & Light, The Architectural Group, Helmig Lienesch Engineers, and Sinclair Community College, undertook a pilot program targeting first-floor spaces and provide an opportunity for entrepreneurs and students to grow in downtown’s creative community. Envisioned in two phases, the first phase employed interns in architectural and engineering fields at Sinclair Community College to assess the current condition of each space and develop designs to bring the vacant first-floor space back to productive use. Students worked with professional mentors at their respective firms to complete their work. The second phase will enlist student help to actually build-out one downtown vacant first-floor space into a move-in-ready, blank canvas for a new tenant.

Using a \$25,000 Regional Economic Development Grant from Dayton Power & Light, this pilot program will produce several measurable outcomes:

- Provide real-world experience for student interns (part time employment) in architectural technology and mechanical engineering (HVAC R) at firms which have historically only employed university co ops (full time employment).
- Provide opportunities for students to present completed research and design work to a variety of downtown building owners.
- Help complete inventory of downtown’s first-floor spaces so small businesses can make more informed decisions about which spaces will best suit their needs.
- Increase assistance to property owners to accomplish the technical work required before tackling any renovations.
- Lower pre-development costs for small businesses that want to open a business in a vacant, first-floor space.
- Help inform local companies regarding enrollment trends in community college programs aligning with their industry and the benefit of recruitment.

In addition to the unique aspect of using public-private partnerships to increase small business occupancy for first-floor spaces, the program supports attraction and retention of college graduates through civic engagement and new internships with local professional services firms. Community college internship coordinator and faculty managed the student portion of the program, which provided students with real-world experience assessing conditions, creating as-built drawings, performing code analysis, developing estimates, and generating designs that incorporate LEED elements. The grant funded student wages, while the architecture and engineering firms provided mentorship pro bono. The Downtown Dayton Partnership serves as fiscal agent for the project and facilitates the interface between professional firms and building owners, as well as developing a priority list of targeted spaces.

Assessment of the intern's work was completed using a process developed by Sinclair Community College's Internship Coordinator. Regular surveys of student performance were conducted and employers met with faculty and the Internship Coordinator on a regular basis. Two interns were employed during spring semester 2016, and both interns have been offered ongoing employment at their respective firms upon completion of their internships. As phase two of the project is developing, a large local contracting firm has agreed to engage a Sinclair Community College construction management intern to assist with the cost estimating and build out of one the first floor space activation projects.

In all of these cases, the Sinclair intern is fulfilling a role typically reserved for a university intern. All three firms are hiring Sinclair interns for the first time in over ten years.

II. Background

A. Sinclair Community College

Sinclair has offered multiple programs in the built environment for several decades. These include architectural technology, civil engineering technology, construction management technology, energy management technology, environmental engineering technology and HVAC and refrigeration technology. The environmental engineering technology, HVAC R technology, and civil engineering technology programs have been ABET accredited, while the construction management technology and architectural technology programs sought their initial ABET accreditations in 2016. A determination of accreditation is due for these programs in the summer of 2017.

Sinclair has had a presence in downtown Dayton, Ohio since 1887, celebrating its 130th anniversary in 2017. The college is one of the major employers in downtown Dayton, Ohio, employing 3,200 persons in various roles. Over the past ten years, Sinclair has invested \$150,000,000 in the downtown campus, and will be investing an additional \$80,000,000 in the coming five years. The dedication of Sinclair to the vibrancy of downtown Dayton is clear. Not only does it provide education to the region's residents, but also provides a venue for arts, economic development, sports and leisure activities. Its role as a pivotal community member is clear, and supported by the board of trustees, administration, staff and faculty. (Fast Facts)

B. Downtown Dayton Partnership

Downtown Dayton Partnership is a not-for-profit economic development organization with the mission of developing the urban core of Dayton, Ohio. The board of directors of Downtown Dayton Partnership includes business leaders from around the region, but primarily from downtown Dayton, as well as Dayton elected officials, such as the mayor, and city administration. Typical services available from the Downtown Dayton Partnership include: (What We Do.)

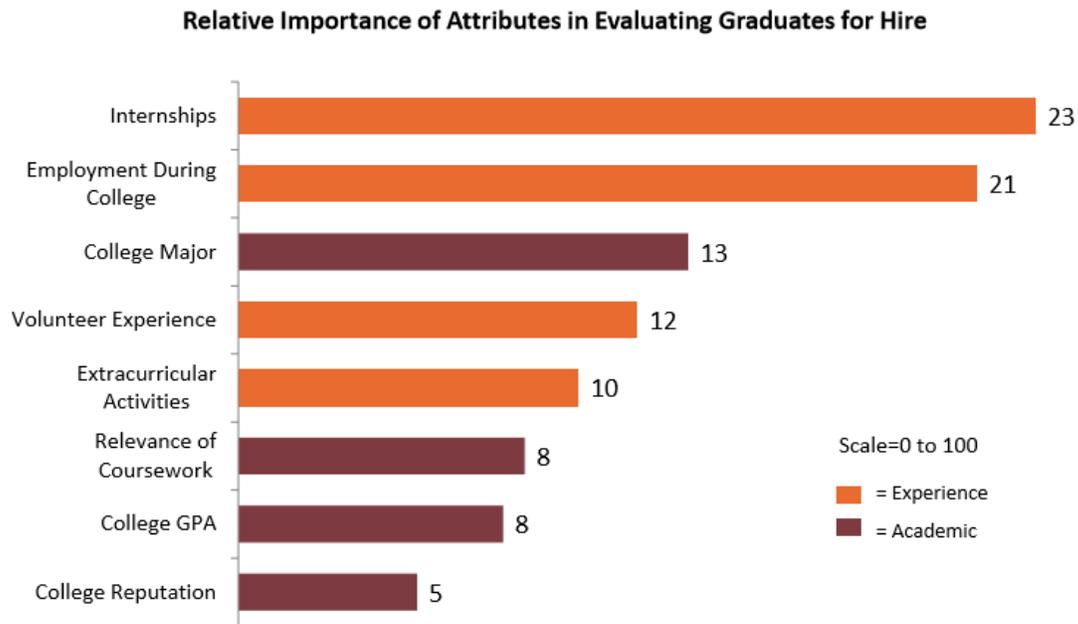
- *Advocacy for Existing Downtown Businesses*
The Downtown Dayton Partnership often acts as an intermediary in matters related to parking, building permits, safety and street cleanliness, and can help constituents meet with the right people and organizations to find a solution.

- *Ambassador Program*
The Ambassadors are on the streets year-round providing cleaning and safety services.
- *Business Recruitment and Retention*
Businesses interested in moving your business downtown, the Downtown Dayton Partnership can provide information about available space, financial packages, parking, and other important issues that are part of the decision-making process. Whether starting a brand new business, relocating an existing business, or opening an additional office, Downtown Dayton Partnership is ready to work at no charge.
- *Downtown Dayton Partnership Publications*
Various news articles and publications are available on the Downtown Dayton Partnership website.
- *Downtown Environment*
The Downtown Dayton Partnership is committed to making our center city clean and pedestrian-friendly. The implementation of the Ambassador Program has been instrumental in achieving this. Downtown Dayton Partnership also led efforts to bring more trees, flower planters and new news racks to downtown.
- *Marketing & Public Relations Assistance*
The Downtown Dayton Partnership provides advice and assistance with advertising, media relations, marketing, grand openings, and other related needs to member organizations.
- *Site Seeker Program*
Businesses looking for new space downtown, whether the business is already here or looking to move from the suburbs, Downtown Dayton Partnership can help make the search easier.
- *Speakers Bureau*
The Downtown Dayton Partnership can provide speakers to community groups to discuss downtown issues, projects and developments.
- *Special Event Assistance*
The Downtown Dayton Partnership has varying degrees of involvement in the planning and marketing of several downtown events including the Dayton, Ohio Holiday Festival, the Downtown Summer Music Festival Series, and others. Organizations planning a new event downtown, will be provided advice and basic marketing assistance.

C. Internships

As a degree requirement for the architectural technology and construction management programs, students must complete an internship program through the Division of Science, Mathematics, & Engineering (SME). “Recent industry surveys of U.S. employers indicate that relevant work experience is the most important factor in the hiring process, and that on-the-job experience, even if only part time, for recent college graduates is more important than their relevant coursework.” (Nunley 38) Internships in the HVAC R program and the mechanical engineering university parallel program are optional. Through the paid internship program (college) takes a proactive approach in connecting students with companies. This approach allows SME to shorten the bridge between academics and the world of work. A study of interview rates among recent college graduates shows that internships increase the rate at which applicant receive interviews increases fourteen percent if students complete an internship during their studies. (Nunley 42) Further corroboration of the importance of internships is provided by a survey conducted by the Chronicle of Higher Education in which employers identified

employment and internship experience outweighed college major and GPA in ranked importance of hiring decisions. (Chronicle 24)



Q: How much weight do you give each of the following educational credentials when you evaluate a recent college graduate's resume? How much weight do you give each of the following types of experience when you evaluate a recent college graduate's resume to see if further discussions are warranted? (weighted by importance of academic vs. experience on hiring of recent graduates to obtain an aggregate score)

Source: Chronicle of Higher Education (2012)

Each student enrolled in internship earns credit toward the degree requirements for the work experience. A full-time faculty advisor is assigned to mentor the student through the semester. The academic component of the internship includes the preparation of various reports that document the student's role in the company, how they are leveraging networking and growth opportunities and reflection on the internship experience itself.

The student is required to coordinate an on-site, face-to-face meeting with their immediate supervisor and faculty advisor to discuss their progress throughout the internship. The student intern is required to take meeting notes to document the conversation with a focus on accomplishments and continuous improvement areas. The faculty advisor uses a prepared grading rubric for each assignment, reviews and grades the report and reports the corresponding grades within the online learning management system.

Mid-program assessment is done through the internship course. Students are required to take this course in order to qualify for graduation. It is recommended that they take it during the summer semester after their first academic year, though there are no prerequisites for the course and can be taken at any time. The introductory courses help familiarize students with terminology and basic practices of the discipline.

The Science, Mathematics and Engineering division has a dedicated Internship Coordinator, Chad Bridgman. He is responsible for working with employers to develop internship opportunities, helping place students in internship positions, opening course sections and coordinating divisional marketing efforts. This support of student internships is critical, as the national trend is for increased student participation in internship or cooperative education programs. “In 1980, about one out of every 36 college students completed an internship prior to graduation. This increased to three out of four by the year 2000.” (Hurst 58)

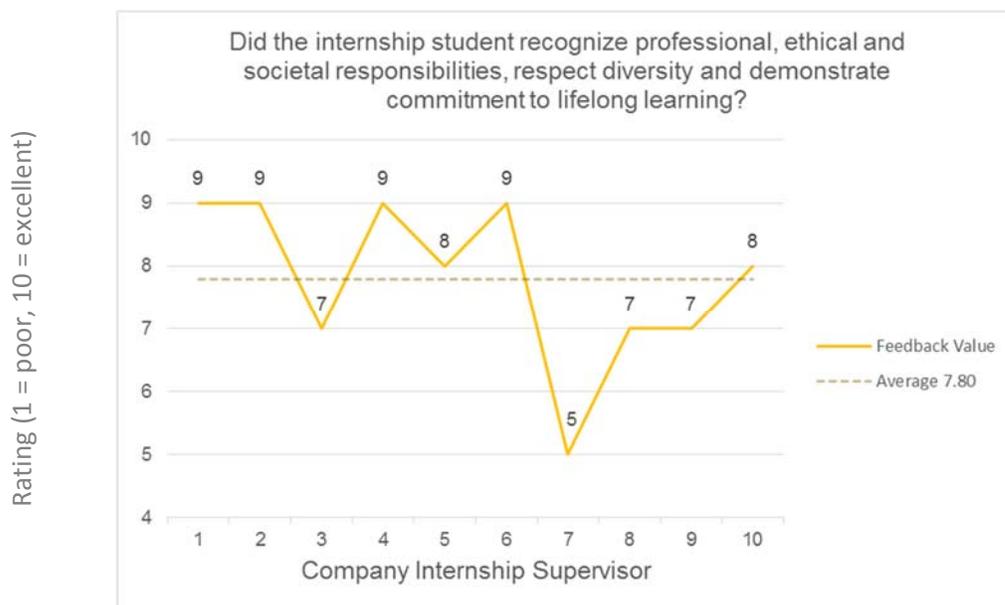
Prior to fall 2014, most divisional internship and co-op records were paper based. Work is underway to streamline recordkeeping through the use of electronic databases. This has allowed departments to better evaluate student and employer success. The following graphs represent employer feedback for the following questions:

1. Did the internship student recognize professional, ethical and societal responsibilities, respect diversity and demonstrate commitment to lifelong learning?
2. Did the internship student communicate effectively and professionally through proper use of oral, written and graphical skills?
3. Did the internship student employ logical and concise problem solving techniques to their field of study?
4. Did the internship student have a basic understanding of the field of study including terminology and methods?
5. Is the company likely to employ a Sinclair intern in the future?

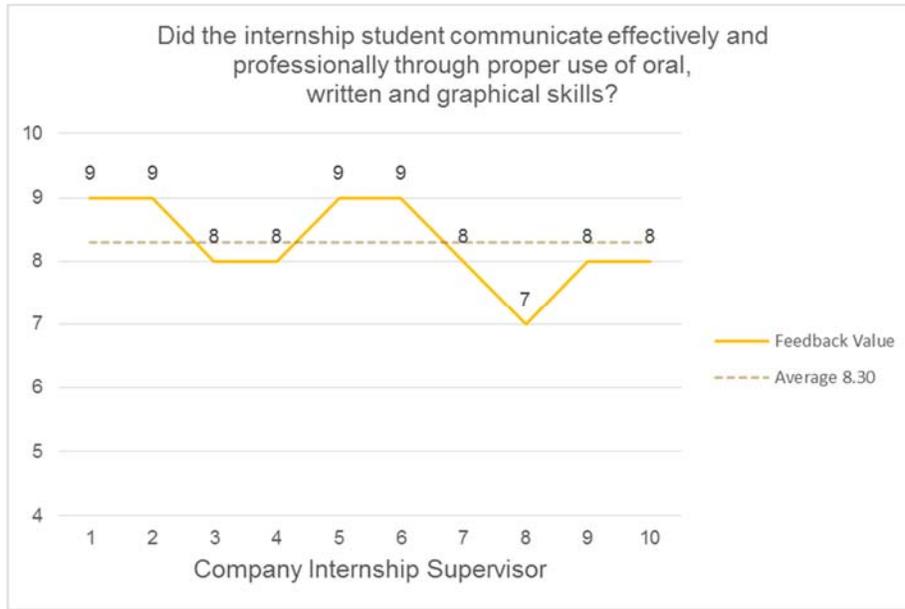
Responses are also included from the open ended question:

What skillset, if any, did the internship student lack or need refining?

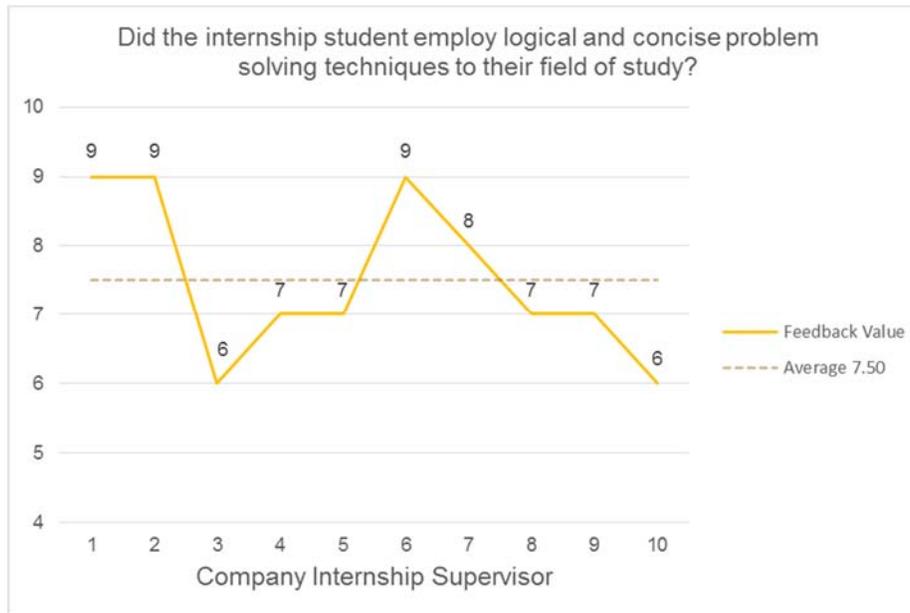
The graphs show combined information for three programs of study, Architectural Technology, Civil Engineering Technology and Construction Management Technology. Since the reporting of this data, internship course sections for each program are now coded by number. This will allow better tracking and analysis.



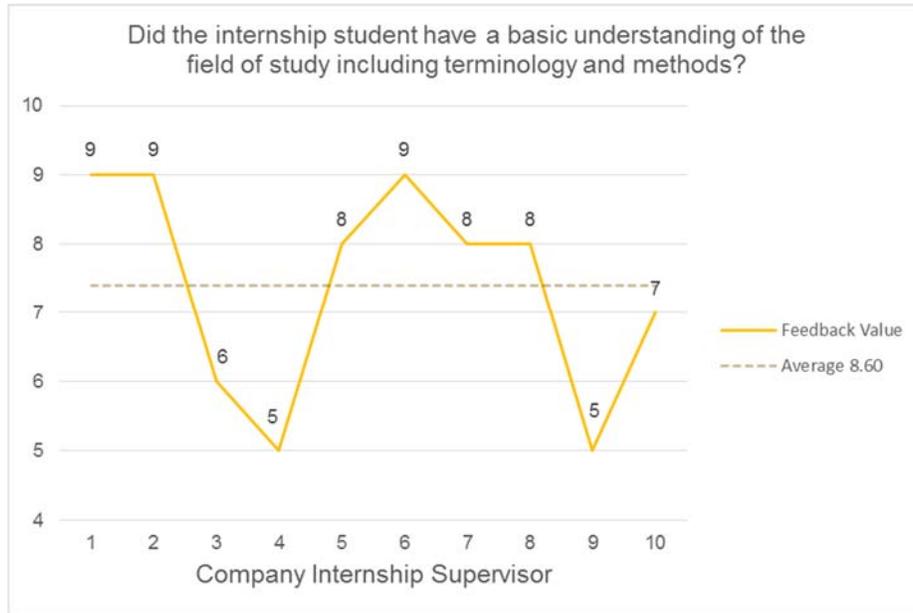
Rating (1 = poor, 10 = excellent)



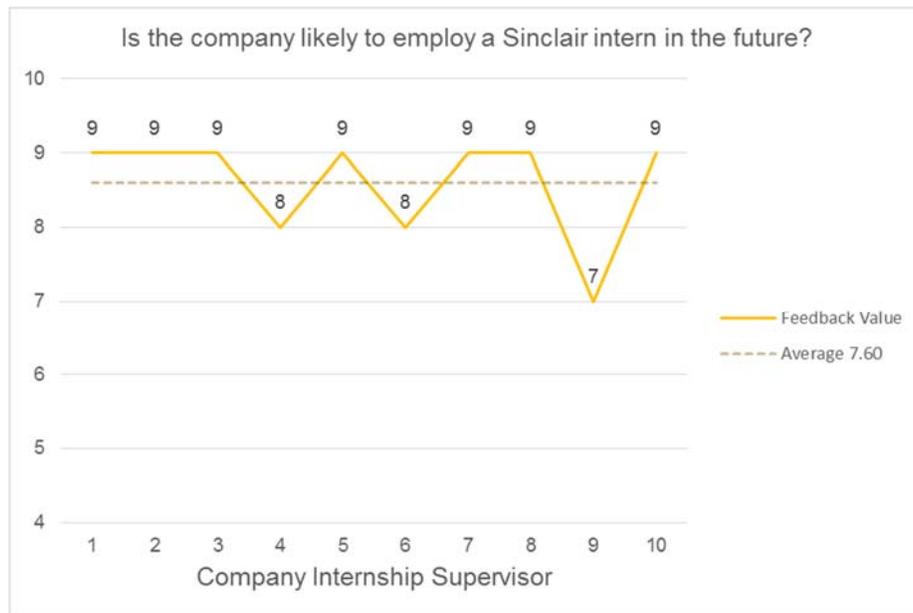
Rating (1 = poor, 10 = excellent)



Rating (1 = poor, 10 = excellent)



Rating (1 = poor, 10 = excellent)



III. Current Challenge

A. Conditions

The majority of first floor tenant spaces are either occupied or unsuitable for immediate occupancy in Dayton, Ohio. The surge in occupancy is attributed to the successful Pop Up program. Remaining spaces are often seen as unsuitable having conditions that include:

- Space is too large for typical tenant. Most requests for first floor spaces in Dayton, Ohio have come to the Downtown Dayton Partnership from entrepreneurs seeking between 1,200 and 1,500 square feet of space suited for retail or restaurant use. Most move-in ready spaces in downtown Dayton, Ohio are in excess of 10,000 square feet in area.
- Floor plans, code analysis and other documentation not available for spaces.
- Spaces are in various states of disrepair or are unfinished. Finishing and/or renovation is required to occupy the space.

In 2016 Sinclair Community College partnered with the Downtown Dayton Partnership to develop a program to place interns at the architectural Group and Helmig Lienesch. The goal of the program is to have the interns, with professional mentorship, develop documentation for selected spaces in downtown Dayton, Ohio. The Downtown Dayton Partnership will use the documentation to assist potential tenants in selecting a space and develop a plan to lease and take occupancy. In some cases, tenant renovations will be required to improve the space.

Many tenants currently seeking first floor spaces in Dayton, Ohio are entrepreneurs who successfully completed the “Pop Up” program by Downtown Dayton Partnership. Many building owners are reluctant to lease space to start up companies on a short term basis, as these new businesses do not have a proven track record of being able to pay monthly rent for space. In addition, many start ups are seeking short term leases in recognition they may not be in business in twelve months. Building owners typically will not lease to a business tenant for less than twelve months as the lease terms often include the building owner making improvements to the space to fit the needs of the tenant. These improvements are usually customized to the tenant. In order to support start up businesses, Downtown Dayton Partnership developed a program to assist building owners in providing spaces for “pop up” businesses. The agency developed short term lease options and provided some underwriting for basic space improvements. The program was very successful, with over 100 applications made to the agency to fund start ups.

In addition, many entrepreneurs are unfamiliar with leasing a space and making appropriate improvements within the boundaries of applicable law. Tenant improvements to a space must be in compliance with applicable zoning and building code regulations. While most business owners are familiar with specific requirements regarding their specialty and operation of their business, such as insurance and workers compensation requirements, they are less familiar with requirements for occupying a previously empty space. Proper permits must be secured from a variety of agencies having jurisdiction, including:

- Zoning permits
- Building permits
- Plumbing permits
- HVAC permits
- Electrical permits
- Health permits

- Occupancy Certificate

B. Dayton, Ohio

Downtown Dayton is the home to more than 700 businesses, with more than 21,000 people working in downtown. (Did you Know?)

The Dayton Area Chamber of Commerce report that the Cost of Living in Dayton is lower than the national average by more than five percent. With the U.S. Average being 100, Dayton has a Cost of Living Index of 95.5. (Economic Indicators)

From the intersection of Main and Third Streets in downtown Dayton, Ohio: (Demographics)

	<u>0 – 1 mile</u>	<u>0 – 3 miles</u>	<u>0 – 5 miles</u>
Population Estimate	8,476	99,827	217,749
Male	4,772	49,623	105,889
Female	3,704	50,204	111,860
Avg. Age	42	37	38
Households	4,383	40,078	91,706
Avg. Household Income	\$38,997	\$40,315	\$44,548
Employed Population	3,151	38,713	87,620
Education			
Associate’s Degree or Higher	2,300	16,027	38,179
Bachelor’s Degree or Higher	1,852	11,584	26,744

The projection for downtown growth remains strong for Dayton. The housing market in downtown Dayton and other pockets of the county continue to sizzle, and home builders and developers are scrambling to bring new units online. From 2015 to 2016 the value of the construction permits issued by the City of Dayton rose from \$4.7 million to \$9.4 million. (Frolik)

As companies grow, Dayton faces on of its most complex issues – finding and retaining a skilled workforce for the jobs created by expansion. Ohio’s unemployment rate dropped to 4.7 percent in August 2016, but industries across the board are struggling to find skilled employees to fill positions. In Ohio alone, 78% of construction firms said they’re having issues filling some hourly positions, according to a survey form The Associated General Contractors of America. (Driscoll)

IV. The Project Plan

A. Goals and Objectives

In an effort to facilitate the leasing of additional first floor space in Dayton, Ohio, Sinclair Community College, and Downtown Dayton Partnership partnered to develop a new internship

program to provide basic analysis and design services for a variety of available first floor spaces. The components of the plan as presented to constituents:

- Professional firms with offices in the downtown core were approached to determine their interest in engaging community college interns to complete these tasks. These would be new internships, with the firms taking community college interns for the first time.
- Interns are expected to work twenty hours per week for sixteen weeks to earn two semester credits. The expectation is for the interns to spend approximately ten hours per week on the first floor activation project and the balance on other projects for the firm.
- The project was to secure funding to underwrite the expense of the interns for the firms. In general terms, the new project would pay fifty percent, or ten hours, of the intern's wages. The balance would be paid by the firm.
- The team will determine the priority for spaces to be analyzed and documented.

The interns work collaboratively, under the direction of the professionals, to survey several vacant first floor spaces in downtown Dayton. They created floor plans, assessing existing plumbing, mechanical electrical and fire protection systems, proposing some rough layouts and performing code analysis to convert the spaces to A-2 or M use. The goal is to develop working knowledge of the spaces so prospective tenants can make informed decisions regarding a lease.

As a public institution, Sinclair Community College has a mission to support the Dayton, Ohio community. This includes engaging with local employers and working together to develop a strong regional workforce. In formulating this project plan, the team followed multiple best practices as recommended by Paul Bacdayan in his research regarding college and community partnerships. These include: (Bacdayan 147)

- Manage the Community's Expectations
- Frame Service Learning as Mission-Appropriate Technical Assistance
- Emphasize Internships and Placement Offices

B. Project Funding

In 2015, Sinclair Community College and Downtown Dayton Partnership applied for a Regional Economic Development grant from the local utility company. The applicants were awarded \$25,000.00 to fund the program. Both the college and the agency provided matching effort to balance the monetary support request. The Downtown Dayton Partnership was the fiduciary agent for the project, with the professional firms submitting invoices for intern's time dedicated to the project goals each month. Again, the intent was for the project to pay for ten hours per week per intern for the documentation and analysis work to be done on the first floor spaces. This was conceived as a one year pilot program, encompassing spring and fall semesters of calendar year 2016, though the actual completion of the program took an additional semester.

C. Firm Recruiting

As the focus of the project is on downtown Dayton, several architectural and engineering firms were approached with the possibility of employing interns and working on the project. While all students enrolled in the architectural technology and construction management technology programs are required to complete internships, none of the Dayton downtown A/E firms had employed Sinclair Community College interns within the past ten years. Several firms were approached before ultimately The Architectural Group and Helmig Leinesch agreed to employ

interns and work on the First Floor Activation project. This engagement of Sinclair interns was a useful way to inform local firms of the quality of Sinclair education and the work ethic of Sinclair students.

A list of potential participating firms was developed by the college and the Downtown Dayton Partnership. A brief presentation outlining the program goals and expectations was developed, and the management team met with the principals of several local firms. Within a few weeks, both an architectural firm and engineering firm were committed to the project. One common concern of the firms was the hourly wage we requested for the interns. Both the architect and engineer principals felt our expectation was too high. (We requested \$15.00 per hour.) However, we were able to provide examples of starting wage ranges of entry level positions which required no college education. Using a starting employee rate at a local fast food franchise, a local bank and a local retailer we were able to convince the architect and engineering principals that a rate slightly above federal minimum wage was not sufficient. We settled at a rate of \$13.50 per hour for the interns.

It should be noted that each firm has dedicated countless hours to mentoring and further educating the interns. While no attempt to predict this investment on the part of the firms was made at the onset of the project, an interesting parallel study could be made to track this. In essence, the pro bono work done by the firms to facilitate the Project is a direct contribution to the economic development of downtown Dayton, Ohio.

D. Intern Recruiting

The Sinclair College internship coordinator worked with faculty to identify candidates for the two intern positions, with the goal of forwarding three candidates to each firm for review and potential interviews. The interview and hiring process was left to the usual procedures at each firm. By the start of spring semester 2016 both firms had hired an intern for the project.

V. Implementation

A. Phase One

Eight first floor spaces in downtown Dayton were identified as potential candidates for the project. At a kick off meeting, the firm mentors, college interns, faculty and the Downtown Dayton Partnership reviewed the potential spaces and developed a priority list for implementation. The spaces were all vacant and in various states of disrepair. A target schedule was developed, with approximately four spaces being analyzed and documented each in spring semester 2016 and fall semester 2016.

The work on each space commenced with a site visit to the space with the building owner's representative, Downtown Dayton Partnership representative, Sinclair College faculty and interns and mentors from each firm. The space was toured and discussed. Following the meeting, interns field measured the space and documented existing systems, such as plumbing, mechanical and electrical systems. Preliminary plans were created and then field verified. The architectural intern is tasked with researching the latest building permits and certificates of occupancy issued for the space. Often, these documents have been lost in the transition of

ownership of spaces. It is also possible that spaces have been renovated without building or zoning department approval, so the existing built condition does not match the latest approved use.

A preliminary budget is developed for the work required to transform the space from its existing condition into the mercantile use and the restaurant use. These preliminary budgets include interior finishes, plumbing, mechanical, electrical and other work deemed necessary. These rough estimates are typically based on the square footage of the space and use national pricing databases such as R.S. Means to predict costs.

A written report summarizing the existing conditions and the proposed uses is prepared for presentation to the building owner. The presentation is made with the entire project team, with community college students leading the presentation. Providing this opportunity to allow students to interact with major property owners in Dayton has been very beneficial to all involved.

The interns have been working for three semesters, including summer 2016. They have completed the documentation and analysis of the targeted spaces, though the project timeline was not strictly adhered to due to other obligations and time constraints at the firms. Given the complexity of the analysis and budget preparation, it is essential for the professional mentors to work closely with the interns, so the schedule of this project is sometimes subsumed to the overall firm schedule. This schedule difficulty has not been a significant problem since the tenant spaces are lot leased. However, when a potential tenant is identified the sense of urgency does surface.

B. Phase 2

For the completion of Phase Two we approached a large construction management firm in Dayton to hire a Sinclair Community College intern to continue work on the projects. Phase Two of the project is attempting to achieve two goals:

- Verification of the project budgets and schedules as prepared by the architecture and engineering interns.
- Complete portions of the tenant fit up of one or more spaces.

1. HVAC Class Involvement

Following the completion of a space analysis and series of proposals, we engaged with a property owner to complete HVAC work in the first floor space. An HVAC faculty member at Sinclair Community College field measured the space to confirm a potential HVAC design. A large commercial HVAC unit existed in the space but lacked ductwork and controls. As part of the HVA1141 curriculum, Sinclair Community College HVC faculty De Dawson used the space as a learning opportunity with his class. The students designed duct runs and HVAC controls for the space, ordered the materials and installed them in the field. In addition, the existing HVAC unit was serviced and maintenance performed, including replacement of minor components.

The cost of this HVAC work was split among the project, the building owner and Sinclair Community College. When the course runs during a typical semester, the college purchases

materials for students to use in the course, some of which are recycled and used again, but some of which are discarded at the end of the course. In recognition of the value of having students work within the community and engage with actual clients, the college was willing to donate materials equal in value to the materials that would normally be purchased, used by students, and later discarded. This was a small portion of the total cost of the materials to be installed by the students. The balance was purchased by the building owner and the grant project, utilizing a 50/50 split of the cost.

Our intention is to replicate this type of activity – transferring the lab portion of a hand-on course to the field, in a variety of built environment courses at Sinclair Community College. These will include our construction trades courses, such as framing, electrical wiring, HVAC and interior finishes courses.

2. Construction Management Intern

After several months of recruiting, interviewing etc., an intern was recently hired by a local construction management firm. This intern will be validating construction estimates and schedules for the various spaces. They will also complete a “vanilla box” estimate for the spaces. The “vanilla box” concept is that the tenant space is finished to a minimal level, typically with some basic lighting and HVAC installation, finished walls and white paint. The goal is to help a tenant envision the space without committing to a use or aesthetic. Unfortunately, work on this project has not commenced yet.

VI. Observations and Conclusions

Phase One of the project has generated several results as anticipated:

- Interns have been placed with two downtown Dayton, Ohio firms where Sinclair Community College previously did not have interns.
- Both interns have been offered ongoing employment following graduation from Sinclair Community College.
- The participating architectural firm, The Architectural Group, has engaged a second intern from Sinclair Community College. This intern is not dedicated to the First Floor Activation project, but rather is working on firm projects.
- Designs and estimates produced by the interns and firms has been extremely beneficial for the Downtown Dayton Partnership to use to help recruit tenants to downtown spaces.
- The project has been featured in the local Dayton, Ohio newspaper, as well as on the Sinclair Community College website and social media. This increased visibility supports the academic program, as well as the economic development of the city.

Phase Two has been successful with regard to the ability to offer hands-on experiences for students in an HVAC course that typically would only work in the Sinclair Community College lab. This “real world” client has benefited from the experience as well. However, the balance of phase Two is progressing more slowly than desired.

Replication

Sinclair Community College faculty approached the chamber of commerce in a neighboring city, Springfield, Ohio. The goal of this meeting was to share the success of the Dayton program and determine if there would be interest in establishing a similar effort in Springfield. The suggestion was met with enthusiasm. The Chamber is currently securing financing for the project, and interns are expected to be in place to commence work with two Springfield firms in summer semester 2017.

This project has been a success in multiple regards, directly benefiting students, the community and the college. New internships, new relationships and new economic opportunities has been developed from this partnership of business, college and economic development agency. And with the likelihood of replication high, it seems like this model could be used by community colleges across the country with similar results.

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