In our current troubled economy, no challenge seems more important than generating jobs by building the global competitiveness of industry primes and suppliers, entrepreneurs, and small businesses. By enhancing innovation and talent development, California and the U.S. can foster the international competitiveness of companies and provide the sustainable economic vitality that leads to meaningful, family-supportable wage jobs in today's global environment. For four years now, the California Space Authority (CSA) has been driving talent development and global competitiveness through the California Innovation Corridor (CIC) Initiative, conceived by CSA in 2005 and funded by the U.S. Department of Labor in 2006 through the California Labor and Workforce Development Agency, the CIC Initiative was designed to address industry sector workforce analysis and training, as well as supplier and innovation support, all through collaboration among industry, workforce/economic development and education. In cooperation with dozens of funded partners and collaborators (see list, page 7), as well as hundreds of stakeholders from across California, the California Innovation Corridor has successfully completed the work of the CIC Initiative, developing over 300 products, tools, and models ready for replication statewide and nationally. Follow-on efforts to the CIC Initiative are already taking place across California and nationwide. Industry is at the table, providing subject matter expertise, private sector perspective, and a willingness to partner with workforce/economic development and education to ensure innovation and talent development that will drive global competitiveness for many years to come. Visit these four pages (4-7) highlighting a sampling of the fine work of the CSA-led California Innovation Corridor. Explore the tools and resources available at www.InnovateCalifornia.net.

Collaboration: Underpinning of Innovation and Workforce Development Support

One of the projects the California Space Authority conceived and funded under the California Innovation Corridor Initiative was an economic development model designed to assist economic and workforce development professionals in improving their regional global competitiveness through collaboration between public and private economic innovation and talent development sectors (see list, page 7), the Bay Area Economic Development Consortium (BACEI), the Bay Area Economic Development Consortium (BACEI/BASIC), a California Innovation Corridor partner, launched the Innovation-Driven Economic Development Model (Model) and an accompanying “toolkit” of products produced by other partners.

Developed for BACEI/BASIC and the California Innovation Corridor Initiative by Doug Henton of Collaborative Economics, the Model guides economic development and workforce professionals, education, and industry in how to collaboratively develop a region-wide strategy that supports continual innovation. Representing a significant departure from traditional economic development focus on attraction of new companies, the Model aligned well with the California Economic Strategy Panel’s “(industry) clusters of opportunity”, and emerging “(industry) sector strategy” approach. Development of the Model also addressed one of the objectives of the California Space Enterprise Strategic Plan.

In 2009, CSA undertook demonstrations showcasing implementation of the Innovation-Driven Economic Development Model in two regions. Partnering with the Los Angeles County Economic Development Corporation and the Antelope Valley Board of Trade, CSA oversaw the implementation of the Model, focusing on the support of aerospace and aerospace workforce development in the South Bay region of Los Angeles County and in the Antelope Valley. The California Space Authority facilitated cross-learning between the organizations, brought CIC-developed resources to the table, and shared its experience in collaborative aerospace planning and skill-building.

South Bay (LA County) Workforce Development Effort

As part of the implementation of the Innovation-Driven Economic Development Model in Southern California, the Los Angeles County Economic Development Corporation (LLAEDC), a CSA partner in the CIC Initiative, founded the South Bay Aerospace Consortium (Consortium). The Consortium is comprised of industry, workforce and economic development representatives, and academia. Dr. Wanda Austin of The Aerospace Corporation was recruited to chair the Consortium.

Two key outcomes of the Consortium’s work lay the groundwork for ongoing economic vitality collaboration among industry, academia, economic developers, and the public workforce system.

The first was identification of key occupations needed by the aerospace industry, both currently and in the future. The top ten occupations were identified and are included below. These occupations were arranged around the occupations found to be most critical: production/touch labor, systems engineering, and program management. Working groups will develop strategic and tactical plans to address the challenges of education, training, and recruitment in these occupations.

Aerospace Workforce Hires – 2009 South Bay Rankings

<table>
<thead>
<tr>
<th>Occupation</th>
<th>South Bay Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aerospace Systems Engineer</td>
<td>1</td>
</tr>
<tr>
<td>Computer Science Engineer</td>
<td>2</td>
</tr>
<tr>
<td>Program Management</td>
<td>3</td>
</tr>
<tr>
<td>Aerospace Engineer</td>
<td>4</td>
</tr>
<tr>
<td>Electrical Engineer</td>
<td>5</td>
</tr>
<tr>
<td>Mechanical Engineer</td>
<td>6</td>
</tr>
<tr>
<td>Operations/Research/Process</td>
<td>7</td>
</tr>
<tr>
<td>Sales/Oppurtunity Management</td>
<td>8</td>
</tr>
<tr>
<td>Materials Engineer</td>
<td>9</td>
</tr>
</tbody>
</table>

Antelope Valley Talent Development

The Antelope Valley has a long history of collaboration in support of aerospace, yet the implementation of the Innovation-Driven Economic Development Model in the region revealed CSA’s CIC Initiative partner, the Antelope Valley Board of Trade (AVBOT), to engage new stakeholders in a collaborative effort to address the region’s economic and workforce challenges. It also funded the Greater Antelope Valley Economic Alliance (GAVEA) in its development of the capstone effort in the region’s implementation of the Model: “A Vision Report 2010: Regional Collaboration as the Blueprint for Prosperity” — a collaborative strategic plan for long-range regional collaboration and economic prosperity in the Antelope Valley. As part of this effort, GAVEA re-envisioned its role in the region, assigning itself the task of aligning the needs and opportunities of the existing aerospace industry with those of the emerging renewable energy sector.

Implementation funding also put in place a science, technology, engineering, and mathematics (STEM) educational collaborative, building on the seamless engineering pathway developed in Phase I of the CIC Initiative. This pathway “homework” on the engineers needed for aerospace and other industries, as the Antelope Valley location makes it difficult to attract engineering talent from outside the area. The engineering pathway is designed to reduce the region’s current average cost of $70,000 to attract an engineer to the region. Also as a result of the CIC Initiative and implementation of the Model, the California State University (CSU) Fresno engineering degree extension program was saved from termination, allowing 36 students involved to study locally, instead of moving to Fresno to complete their coursework.

GAVEA also developed a business cluster study for the region, a strategy outlined in the Model to assure that a region strategically targets its industry support. Together, AVBOT and GAVEA developed a searchable business directory focused on the Antelope Valley location that also produced a 2009 update to the Antelope Valley Industry Base and Vacancy Report.

CSA Drives Talent Development and Global Competitiveness Beyond the California Innovation Corridor

A key element in global competitiveness is talent development. CSA and its sister organization, the California Space Education and Workforce Institute (Institute), as well as numerous California Innovation Corridor partners, successfully brought to a close several projects featuring unique training for incumbent or dislocated workers, as well as workforce development professionals focused on the science, technology, engineering and math (STEM) skills needed for the 21st Century.

Software Specialists: From the IT Industry to the Space Community

The Dislocated Software Specialists project was an industry-driven pilot training program to retain dislocated software engineers for space-related information technology (IT) positions. This California Innovation Corridor project was born out of an early 2000 joint effort between the California Space Authority and NOVA, the North (Santa Clara County) Valley Workforce Investment Board, to perform a skills assessment for the software/computer engineering skills needed within the aerospace industry. This was followed by the Silicon Valley area which NOVA serves. Thousands of IT workers had been laid off after the dot com crash, but were not being picked up readily by the space industry hungry for software engineers. CSA and NOVA asked, “Why not?” From the early 2000 project, the two organizations determined that an industry-transition training program probably would overcome the skill and cultural issues keeping unemployed IT workers from becoming valuable space/aerospace employees.

NOVA developed an industry advisory body with CSAs support and partnered with the University of California, Santa Cruz Extension (UCSC Extension) to hire an instructor, design curriculum and create a certification program ensuring potential employees that completing the program were qualified for aerospace software positions. The collaboration of industry, workforce and education specialists proved invaluable in creating the certification program and moving the graduates from training to employment.

The UCSC Extension created the “Software Development for Aerospace/Defense Applications” certification and delivered a 10-week course program in two cohort sessions to 27 unemployed IT professionals with NASA Ames and industry to develop a collaborative education network to implement the VC system as they participated in the event. The VC system represents voice, video, and data communications, allowing remote access NOVA’s job search workshops and resources, along the way. In addition, industry speakers were recruited for the training program, giving trainees insight into what company hiring priorities and processes were.

All 27 trainees completed the certification. By the end of the project, 20 had already been employed, transitioning from being unemployed IT workers to becoming qualified space/aerospace industry employees.

STEM Collaborative Action Plan Continues Its Positive Impact

From 2006 - 2009, the California Space Education and Workforce Institute (Institute) has successfully led the California Innovation Corridor (CIC) project to develop a statewide private/public partnership action plan for science, technology, engineering and math (STEM). Four hundred statewide STEM stakeholders from industry, education and academia (including the four California educational systems), workforce entities, and informal science participated. As a result, the Institute created Californias first statewide private/public STEM Inventory, and engaged the Alliance for Collaborations to Heighten Educational Success (ARCHES) as a partner helping align high schools: STEM Education, The Essential Ingredient for California Competitiveness, the nations first public/private collaborative STEM action plan. View the plan at www.innovatecalifornia.net/documents/STEMCAPDOC.pdf. Also as a part of this project, six implementation projects in various California areas were conducted by ARCHES and its Collaboratives in the summer of 2008, proving the value of the STEM CAP recommendations and their accompanying suggested actions.

The organizing principle for the STEM Collaborative Action Plan was NASA’s Strategic Education Framework: Inspire, Engage, Educate, Employ. The STEM Inventory includes STEM programs from education, informal science, industry and government at all levels of this NASA/STEM CAP continuum (www.steminventory.com). In addition, the STEM Inventory now features a blog, discussion forum, live calendar, and other social networking features to foster online STEM community. In September of 2009, the Institute held a forum to gauge the ongoing impact of the STEM CAP and the collaboration which developed it. Speakers included a representative of the California STEM Innovation Network (CSINet) project being funded by the Gates and Bechtel Foundations to raise STEM education to the “top rung of California’s policy agenda.” CSINet is being led by former STEM CAP/CIC partners — the California Science, Engineering and Technology (CAST) and the California Polytechnic University San Luis Obispo (Cal Poly SLO).

Forum keynote Jay Labov, PhD, National Academies Senior Advisor for Education and Communications, applauded the collaboration which created the STEM CAP and advised that a similar coordinated effort was needed and beginning at the national level. Joan Bissell, EdD, Director, Math and Science Teacher Initiative (MSTI), Chancellors Office, California State University (CSU), briefed the Forum on the CSU’s successful drive to double the number of math and science teachers under MSTI: she told how numerous federal agencies which have now supported MSTI and STEM-related CSU efforts, crediting the STEM CAP for providing a “shared vision” and “focused recommendations” from which all STEM stakeholders organizations can benefit.

This years ongoing STEM CAP activity also saw the development of a STEM program environmental assessment in the Los Angeles County’s South Bay aerospace area, as well as development of a guide to creating a STEM pathway. An industry survey was also conducted to gauge the support for a statewide Career Readiness Certification program.

Supporting University Payloads on U.S. Launches

For nearly a decade, CSA, and later the Institute looked for a way to address the lack of affordable space access for university payloads. One improvement was the development of the lightweight Cubesat, a small “pico-satellite” that is a 10 cm cube and weighs 1.33 kg, developed by Stanford University and the California Polytechnic State University, San Luis Obispo, with partial funding through a CSA State grant. Unfortunately, many university-developed Cubesats have been launched overseas, typically in Russia, due to the lack of affordable U.S. launch options. Now, through the California Innovation Corridor Initiative, a project was executed to solve the problem of unaffordable U.S. space access for university programs. The Institute and the Naval Postgraduate School in Monterey entered into an agreement that funded the construction of a prototype of a Cubesat Launcher (Naval Postgraduate School/Cubesat Launch—NPSVL), and this year NPSVL-Lite offers a better chance of being integrated into an actual flight unit. This project demonstrated the possibility of launching up to 24 individual Cubesats from a single secondary payload slot on an Evolved Expendable Launch Vehicle (EELV). Access to just one secondary payload slot/large provides more space access than the Cubesat community has realized on all U.S. launches to date. Regularly scheduled slots on EELV launches promise unprecedented route access to space for students, at minimal cost and little impact to the launch vehicle or primary payload.

The structure of the NPSCuL-Lite has been qualification tested under the project, and a first launch impact to the launch vehicle or primary payload. The CubeSat community has realized on all U.S. launches to date. Regularly scheduled slots on EELV launches promise unprecedented route access to space for students, at minimal cost and little impact to the launch vehicle or primary payload.

The Institute’s Executive Director, Lynn Baroff, is participating in a variety of state/national STEM education activities, including:

- Conducted workshops on Continuity of Education in the Aerospace Sector for the National Aerospace Community of Practice
- Coordinated an education/workforce panel at AIAA’s Space 2009 Conference
- Organized an implementation workshop for the STEM CAP recommendations, in cooperation with leadership of California’s STEM Equity Pipeline
- A state grant. Unfortunately, many university-developed Cubesats have been launched overseas, typically in Russia, due to the lack of affordable U.S. launch options.

- Conducted a teleconference on Continuity of Education in the Aerospace Sector for the National Aerospace Community of Practice
- Coordinated an education/workforce panel at AIAA’s Space 2009 Conference
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In 2006, Congress established the Aerospace Revitalization Task Force (Task Force), charged to drive the national dialogue on aerospace and STEM (Science, Technology, Engineering and Mathematics) education and workforce needs. The Task Force is comprised of the Assistant Secretaries of the U.S. Departments of Labor (Chair), Commerce, Defense, Education, Energy, Homeland Security, and Transportation, and the NASA, the National Science Foundation, and the Executive Office of the President also participating. As a result of CSA’s successful leadership on the U.S. Department of Labor’s (DOL) Employment and Training Administration’s (ETA) Workforce Innovation in Regional Economic Development (WIRED) grant, CSA facilitated the development of the National Aerospace Community of Practice (Aerospace COP), co-chairing its first meeting with ETA in June of 2008. The COP was formed to serve as a sounding board to the Task Force to ensure industry relevance of proposed actions and policy recommendations.

Since that time, Judy Turner, CSA Director of Programs and Partnerships, has chaired the COP. Since joining the California Space Education and Workforce Institute as Executive Director this year, Lynn Baroff is co-leading the Aerospace COP.

National stakeholders from industry, academia, and workforce development comprise the COP and the work of the Aerospace COP is essential to the Aerospace Revitalization Task Force.

**Activities of the National Aerospace Community of Practice**

In October of 2007, ETA, the U.S. Department of Energy, NASA, and the Aerospace Industries Association hosted a daylong round table in which CSA’s Judy Turner co-chaired a panel focused on industry employment issues: the aging workforce, the loss of technical talent, attraction and retention of workers, and issues regarding delays in the issuance of security clearances. In February of 2008, the Task Force produced its first annual report to Congress.

Subsequently, ETA staff worked with the Aerospace COP in the development of an Aerospace Industry Competency Model which incorporated the related knowledge, skills, and abilities that correlate with job performance and can be measured against well-accepted standards. CSA selected the input of its members to ensure that the Model accurately depicted the needs of industry.

**Next Steps**

Due to the newly appointed leadership of the federal agencies under the Obama administration, there is renewed interest in cooperation among agencies to support the work of the Aerospace Revitalization Task Force. This has resulted in greater visibility to the issues important to the industry.

More recently, the COP has developed three committees to address the following issues: 1) transitioning technically skilled workers from other manufacturing sectors into aerospace; 2) improving articulation across the educational continuum to generate and maintain the continuously evolving technical skills of the aerospace workforce at all levels; and 3) technology roadmaping for workforce and educational entities to provide the right type of training that aligns with the current and future needs of the industry.

Representatives in organizations including those in industry, education, workforce and economic development are encouraged to join the Aerospace COP.

Contact Judy Turner at CaliforniaSpaceAuthority.org if interested in participating in this ongoing important national effort.

Coastal Aerospace Talent Development (Continued from page 4)

Company, as well as Edwards Air Force Base and NASA-Dryden Flight Research Center. Public sector stakeholders were: the City of Lancaster; the City of Palmdale; the Small Business Administration; Los Angeles County and the Regional Freeport District. The Aerospace Community, a nonprofit industry/education liaison, Antelope Valley College, CSU Bakersfield, The Lancaster University Center, and CSU Fresno comprised the education/academia component of the collaborative. According to AVBOT’s president Kathy Hart, “regional collaboration is key to economic prosperity in California.”

AVBOT’s implementation of the Innovation-Driven Economic Development Model proved the value of creating a common vision and foundation around key industry sectors for the pursuit of economic vitality, industry retention and expansion, and talent development. Through its development of this common vision, the creation of common data sets, references materials and resource tools, in conjunction with its established collaborative of industry, workforce and economic development and education/academia, the Antelope Valley is poised to support its primary industry sectors in their drive toward global competitiveness.

South Bay (LA County) Workforce Development Effort (Continued from page 6)

The “Long Range Economic Development Strategy for the South Bay Aerospace Industry” was the key product coming out of the implementation of the Model in the South Bay. The strategy lays out the goal of the ongoing Consortium as being to “create a formal link between the aerospace industry, education and workforce development resources to provide the South Bay aerospace industry a sustainable long-term competitive advantage” using an innovation strategy. A further benefit of the strategy is that because the South Bay Economic Development Partnership (SBEDP) and the LAEDC are now both members of the South Bay Aerospace Consortium, the strategic planning of the two organizations are aligned, as opposed to the past, where each developed its strategic efforts more independently. For its 2009-2010 work plan, the SBEDP chose four LAEDC initiatives on which to focus: promotion of a business-friendly environment, creation of a world-class ground transportation network, expediting of green growth, and development of an educated workforce relevant to South Bay industries.

Other laudable products of the implementation of the Model in the South Bay included two prototype Career/Education Pathways models for the quality profession occupation and for the aerospace fastener industry. These Pathway models articulate possible worker routes from entry level to executive management with mapping to appropriate educational programs, certifications, and degrees approved by industry. To anchor these products in data-driven decision making, the Consortium engaged the state’s Employment Development Department (EDD)/Labor Market Information (LMI) Division to conduct a Cluster of Opportunity analysis. The analysis identified aerospace industry segments by size, growth rate, and wage level. This analysis, resulting in a “Cluster Briefing Paper,” is also a strategy advised in the Model as a key tool for laying the foundation for future decisions of collaborative workforce development.

The diverse, broad-based Steering Committee of the South Bay Consortium included:

- Employers
- Ace Clearwater
- The Aerospace Corporation
- COM DEV
- Dacso Engineering
- Northrop Grumman
- Raytheon

- Workforce Development
- South Bay Workforce Investment Board
- Economic Development
- South Bay Economic Development Partnership
- Los Angeles County Economic Development Corporation
- Government
- City of El Segundo
- City of Hawthorne

As Dr. Austin states, “The South Bay Aerospace Consortium is working to strengthen the connection between industry and local colleges and universities so that we encourage students to pursue career opportunities in areas where there is a significant need. This is addressed by developing and advertising coursework and programs that closely match the current workforce needs of local industry.”
Improving Systems Engineering to Incumbent Workers

California, as the rest of the nation, suffers from a lack of trained systems engineers, so the California Innovation Corridor Initiative addressed this need by conducting a systems engineering (SE) demonstration project designed for incumbent workers, engineers already in the workplace. The purpose of the project was to:

- Design curriculum for an “Introduction to Systems Engineering” course
- Deliver a two-day SE orientation/survey course
- Produce an online catalog of SE training and education resources

Partners in the project included the California Space Education and Workforce Institute, The Aerospace Corporation, and California Polytechnic State University, San Luis Obispo (Cal Poly).

Key accomplishments of the project included:

- 100 engineers in the California Innovation Corridor were introduced to SE
- Online catalog of SE opportunities in California was produced
- Awareness of need for SE was increased among educators, academicians, and training providers
- Infrastructure and course material were created for potential ongoing education and symposium offerings
- Papers were presented at professional societies to heighten awareness of SE need and career/training opportunities

The pilot SE training course included participation by several organizations, including the International Council on SE (INCISE), American Society for Engineering Education (ASEE), and the American Society for Engineering Management (ASEM). The partners also presented insights from the project at both the Institute of Electrical and Electronics Engineers (IEEE) conference and a conference of the ASEE.

Introduction Systems Engineering to Incumbent Workers

Asset Inventory Enhances Business Opportunity

California has a wealth of innovative assets not always well understood. The California Innovation Corridor (CIC) portal on Connectory.com is a tool to enhance supplier competitiveness by linking suppliers, primes, and government to innovation and supplier partners.

The CIC Innovation Asset Mapping project leveraged an existing online platform — Connectory.com, a buyer-supplier, searchable, capabilities-based online inventory — to build a portal identifying the Corridor’s innovation assets, public and private. The project, implemented by teams of economic development and/or workforce development entities throughout the Corridor, captured key regional innovation assets in the following categories:

- Industry/small business/entrepreneurial firms
- Federal labs and research institutions
- Military installations
- University labs and research centers
- Profiles of innovation assets identified include relevant facility, technology, personnel and/or equipment descriptions, as well as official designations and certifiers (e.g., Woman, Veteran Minority-Owned Business, and ISO 9000). While over 1,500 Corridor innovation assets have been identified, this is only a portion of those that exist. Identification of innovation assets will be ongoing.

Companies or organizations seeking suppliers can visit www.Connectory.com, click on Portals, select CA Innovation, then search from the drop-down menu. The search can be conducted by geographical area, industry, capacity, and other criteria. To facilitate more complex searches on relevant supplier designations, staff expertise, equipment/capabilities, or other unique needs, companies may contact the California Space Authority at (805) 349-2633.

Under the California Innovation Corridor Initiative, CSA engaged El Camino College to produce a manufacturing technician certification program relevant to the workforce skills needed by many of today’s aerospace suppliers. Industry focus groups and surveys were held performed to better understand the actual skills needed in the workplace. From that information, a 360-hour curriculum was developed. The curriculum was designed to teach relevant mechanical assembly skills, with an emphasis on complex structures assembly.

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Introducing Systems Engineering to Incumbent Workers

Relevant Skills Training: 21st Century Aerospace Manufacturing Technician Certification

In addition, a self-paced online course, based on the “Introduction to 21st Century Supply Chain Management” curriculum created earlier, was built to help suppliers pursue individual training needs for the gaps they identified in the self-assessment round 21st Century supplier competitiveness skills.

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Supplier Tools and Training for Global Competitiveness — (Continued from page 4)

- Industry Hot Topics
- Future Aerospace/Space Business Opportunities
- 21st Century Supply Chain Management
- Driving Energy Efficiency and Cost Savings
- Design for Manufacturing/Tour
- Systems Engineering Overview
- Doing Business with the Government and with the Primes
- Space 101 Fundamentals
- Design for Manufacturing and Test

The CIC led Smart Supplier Transformation element of the California Innovation Corridor Initiative has laid the groundwork for ongoing supplier competency-building, well after the close of the CIC Initiative’s performance period.

Potential 2010 CICA Supplier Programs

The California Space Authority is currently exploring other potential funding sources to sustain and/or create new Smart Supplier programs. Watch its website (www.californiaspaceauthority.org) for updates on enhanced supplier self-assessment, enhanced online coursework and potential 2010 programs:

- Industry Hot Topics
- Future Aerospace/Space Business Opportunities
- 21st Century Supply Chain Management
- Driving Energy Efficiency and Cost Savings
- Design for Manufacturing/Tour
- Systems Engineering Overview
- Doing Business with the Government and with the Primes
- Space 101 Fundamentals
- Design for Manufacturing and Test
- 5th Annual 21st Century Supplier Innovation Forum

The CIC Innovation Corridor Partnering and Supporting Organizations

ACE Clearwater Enterprises
- Aeropac
- The Aerospace Corporation
- Allan Hancock College
- Antelope Valley College
- Bay Area Council Economic Initiative (BACEI)/Bay Area Science Innovation Consortium (BASIC)
- The Boeing Company
- California Council on Science & Technology
- California Manufacturing Technology Consulting
- California Space Authority
- California Space Education & Workforce Institute
- California Polytechnic State University, San Luis Obispo
- California Troops to Teachers
- Career Technical Education Partnership
- Competency Based Education Organization
- Chabin Concepts
- City of Lancaster, Lancaster University Center/The Aerospace Office
- City of Lompoc Economic Development Office
- College of the Canyons
- CONNECT
- California Space Authority
- Women’s Entrepreneurial Ventures
- Navy
- NASA Ames Research Center
- NASA Dryden Flight Research Center
- NASA Jet Propulsion Laboratory
- Naval Postgraduate School
- Northrop Grumman Corporation
- NOVA – North (Santa Clara) Valley Workforce Investment Board
- Orange County Business Council
- Orange County Workforce Investment Board
- Private Industry Council of San Luis Obispo County
- Raytheon Company
- Riverside County Economic Development Agency, Workforce Division
- San Bernardino County Workforce Investment Board
- San Diego East County Economic Development Council/Connectory
- San Diego Workforce Partnership
- South Bay Economic Development Partnership
- South Bay Science Foundation
- South Bay Workforce Investment Board
- Southern California Edison
- Space Exploration Technologies (SpaceX)
- Space Information Laboratories, Incorporated
- Space Systems/Loral
- Stanford University/Space Systems Development Laboratory
- Steuffer Communications, LLC
- Strategic Innovations Group
- Strategic Vitality, LLC
- Supplier Excellence Alliance
- University of California, Riverside/Bourns College of Engineering
- University of California, Santa Cruz, Career and Employment Services
- University of Southern California, Viterbi School of Engineering
- Western Regional Applications Center (WESRAC)
- Ventura County Economic Development Association
- Workforce Development Centers of Riverside County
- Workforce Investment Board of Ventura County

Funding provided by Department of Labor, Employment & Training Administration: WIRED Initiative