

MICROFILM DIVIDER

OMB/RECORDS MANAGEMENT DIVISION

SFN 2053 (2/85) 5M



ROLL NUMBER

DESCRIPTION

2109

The micrographic images on this film are accurate reproductions of records delivered to Modern Information Systems for microfilming and were filmed in the regular course of business. The photographic process meets standards of the American National Standards Institute (ANSI) for archival microfilm. NOTICE: If the filmed image above is less legible than this Notice, it is due to the quality of the document being filmed.

Operator's Signature

Y. Herrera d. Loo

Date

10-16-03

2003 SENATE EDUCATION

SB 2109

The micrographic images on this film are accurate reproductions of records delivered to Modern Information Systems for microfilming and were filmed in the regular course of business. The photographic process meets standards of the American National Standards Institute (ANSI) for archival microfilm. NOTICE: If the filmed image above is less legible than this Notice, it is due to the quality of the document being filmed.

Yvonne A. Lee
Operator's Signature

10-16-03
Date

2003 SENATE STANDING COMMITTEE MINUTES

BILL/RESOLUTION NO. SB2109

Senate Education Committee

☐ Conference Committee

Hearing Date 01-08-03

Tape Number	Side A	Side B	Meter #
1	x		5.6-52.4
Committee Clerk Signature <i>Andrea Johnson</i>			

Minutes: Chairman Freborg called the committee to order.

Roll Call was taken with all (6) members present.

Chairman Freborg opened the hearing on SB 2109 relating distribution of workforce training funds by the state board for vocational and technical education to state board of higher education institutions. This bill repeals a section of CC which requires 50% of the regional funds included in the business plans to be received or pledged before the state funds appropriated for workforce training will be released.

Testimony in support of SB 2109:

Donna Thigpen, President of BSC, testified. (see prepared testimony)

Dale Anderson, President GNDA, presented testimony from Jim Melland, President EDND, and from Guy Moos, Chairman of the Task Force for Improving Workforce Development and Training. (see prepared testimony). He also presented a statement from GNDA. (see prepared testimony). The reason the ND business community supports the repeal of CC52-08-12 is the

The micrographic images on this film are accurate reproductions of records delivered to Modern Information Systems for microfilming and were filmed in the regular course of business. The photographic process meets standards of the American National Standards Institute (ANSI) for archival microfilm. NOTICE: If the filmed image above is less legible than this Notice, it is due to the quality of the document being filmed.

Yvonne J. Lee
Operator's Signature

10-16-03
Date

Page 2
Senate Education Committee
Bill/Resolution Number SB2109
Hearing Date 01-08-03

requirement that at least 50% of the regional funds for each quadrant must be received or pledged before the state funds will be released.

Senator Flakoll asked if the repeal of this section of CC will take away the funding mechanism and the distribution system that is in place. Mr. Anderson doesn't think so.

Wayne Kutzer, State Bd. of Vocational and Technical Education, stated that his board has reviewed the recommendations of the Task Force and agrees with it. The process in place to release the funds to the quadrants relies on the business plans from each one and verifies that the plan is in place. How many employees in each region determines how much money each region receives. He stated that 1.35 million was appropriated for the workforce training funds last legislative session.

Senator Cook asked if it is required that each regional Board receive 50% of their funding from private pledges. Donna Thigpen replied that each local board determines their own budget, in which they put a line item amount to be received from local business. This line item amount can be \$0 or any other amount. This amendment would require 50% of that be raised or pledged before any part of their share of the \$1.35 million be released.

Testimony in opposition to SB 2109:

Senator Tony Grindberg, Dist. 41, stated he is the person who proposed the amendment and gave the committee the history on it. There were to be four (4) components to be used for funding: 1. State General Fund 2. Campus in-kind dollars 3. Training fees 4. Private sector contributions. He feels the private sector should be included since this program will benefit them in providing workers in their various businesses. He feels we need to be more ambitious in our long term views of this. Furthermore, the local regions and boards should decide on the plan.

The micrographic images on this film are accurate reproductions of records delivered to Modern Information Systems for microfilming and were filmed in the regular course of business. The photographic process meets standards of the American National Standards Institute (ANSI) for archival microfilm. NOTICE: If the filmed image above is less legible than this Notice, it is due to the quality of the document being filmed.

Yubereca J. Doe
Operator's Signature

10-16-03
Date

Page 3
Senate Education Committee
Bill/Resolution Number SB2109
Hearing Date 01-08-03

Sharon Etemad, President of Lake Region State College, feels the 50% is a disadvantage and puts the state dollars at risk if 50% of it is not raised. She feels a small amount in that line item would at least give a small incentive to raise the dollars needed. However, fundraising is very hard and most private contributors have a set amount of money to spend, and how it is spent is up to the local committee.

Chairman Freborg closed the hearing on SB 2109.

Senator Cook asked if the Feds have dollars available for work force training and if they do, are we using these dollars or do they go to Job Service?

Ed Dunn, University Systems, stated that all funds from the Feds are funding for separate projects. This program is the delivery system for the Workforce Training dollars. Senator Cook stated the Feds have money available and will distribute it to various programs, but where these dollars are going is changing. He feels the businesses in the local communities will be much more involved in the future.

Committee Adjourned.

The micrographic images on this film are accurate reproductions of records delivered to Modern Information Systems for microfilming and were filmed in the regular course of business. The photographic process meets standards of the American National Standards Institute (ANSI) for archival microfilm. NOTICE: If the filmed image above is less legible than this Notice, it is due to the quality of the document being filmed.

Yubereca d. Lee
Operator's Signature

10-16-03
Date

2003 SENATE STANDING COMMITTEE MINUTES

BILL/RESOLUTION NO. SB2109

Senate Education Committee

☐ Conference Committee

Hearing Date 01-13-03 (discussion and action)

Tape Number	Side A	Side B	Meter #
2	x		7.5 - 25.2
Committee Clerk Signature			

Minutes: Chairman Freborg called the committee to order for discussion on SB 2109. All members present.

Senator Cook feels this is a small part of a much larger issue. He still is not sure about private businesses contributing funds to the local Workforce Training fund when they contributed to the startup of this fund. Senator Freborg stated there is no set figure (dollar amount) to put in the local budget and if the local committee needs other dollars to complete their budget, they can accept contributions even if they are not in the budget. Senator Flakoll said he thought the incentive to go out and raise local monies is the issue. Senator Freborg thought outside funds could be accepted even if they weren't part of the budget. Senator Lee thought it had been stated that outside interests don't want to contribute to operational funding. Senator Taylor feels the loophole to not put anything in the line item for private funds should be closed. It was stated that taxpayer supported entities are bound by a budget and can't exceed it, but nothing says they can't

The micrographic images on this film are accurate reproductions of records delivered to Modern Information Systems for microfilming and were filmed in the regular course of business. The photographic process meets standards of the American National Standards Institute (ANSI) for archival microfilm. NOTICE: If the filmed image above is less legible than this Notice, it is due to the quality of the document being filmed.

Operator's Signature

Date

10-16-03

Page 2

Senate Education Committee

Bill/Resolution Number SB2109

Hearing Date 01-13-03

budget 10% or so more than they will need. There should be a way to have the local committees

have accountability of the dollars budgeted and those raised that were not in the budget.

Senator Cook moved a Do Pass. Seconded by Senator Taylor.

Roll Call Vote: 4 Yes. 2 No.) Absent.. Motion Carried.

Carrier: Senator Gary Lee

The micrographic images on this film are accurate reproductions of records delivered to Modern Information Systems for microfilming and were filmed in the regular course of business. The photographic process meets standards of the American National Standards Institute (ANSI) for archival microfilm. NOTICE: If the filmed image above is less legible than this Notice, it is due to the quality of the document being filmed.

Gubereau d. Lee
Operator's Signature

10-16-03
Date

FISCAL NOTE
Requested by Legislative Council
01/03/2003

Bill/Resolution No.: SB 2109

1A. State fiscal effect: Identify the state fiscal effect and the fiscal effect on agency appropriations compared to funding levels and appropriations anticipated under current law.

	2001-2003 Biennium		2003-2005 Biennium		2005-2007 Biennium	
	General Fund	Other Funds	General Fund	Other Funds	General Fund	Other Funds
Revenues	\$0	\$0	\$0	\$0	\$0	\$0
Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
Appropriations	\$0	\$0	\$0	\$0	\$0	\$0

1B. County, city, and school district fiscal effect: Identify the fiscal effect on the appropriate political subdivision.

2001-2003 Biennium			2003-2005 Biennium			2005-2007 Biennium		
Counties	Cities	School Districts	Counties	Cities	School Districts	Counties	Cities	School Districts

2. Narrative: Identify the aspects of the measure which cause fiscal impact and include any comments relevant to your analysis.

No additional state appropriated funds are being requested. The amendment removes the requirement for campuses to certify that the budgeted level of local/regional funds have been raised before the state appropriated funds for workforce training are released to the respective campuses which are assigned primary responsibility for workforce training in North Dakota.

3. State fiscal effect detail: For information shown under state fiscal effect in 1A, please:

A. **Revenues:** Explain the revenue amounts. Provide detail, when appropriate, for each revenue type and fund affected and any amounts included in the executive budget.

B. **Expenditures:** Explain the expenditure amounts. Provide detail, when appropriate, for each agency, line item, and fund affected and the number of FTE positions affected.

C. **Appropriations:** Explain the appropriation amounts. Provide detail, when appropriate, of the effect on the biennial appropriation for each agency and fund affected and any amounts included in the executive budget. Indicate the relationship between the amounts shown for expenditures and appropriations.

Name:	Laura Glatt	Agency:	NDUS
Phone Number:	328-4116	Date Prepared:	01/04/2003

The micrographic images on this film are accurate reproductions of records delivered to Modern Information Systems for microfilming and were filmed in the regular course of business. The photographic process meets standards of the American National Standards Institute (ANSI) for archival microfilm. NOTICE: If the filmed image above is less legible than this Notice, it is due to the quality of the document being filmed.

Operator's Signature

Date

Date: 1/13/03
Roll Call Vote #: 1

2003 SENATE STANDING COMMITTEE ROLL CALL VOTES
BILL/RESOLUTION NO. SB 2109

Senate EDUCATION Committee

☐ Check here for Conference Committee

Legislative Council Amendment Number _____

Action Taken Do Pass

Motion Made By Sen. Cook Seconded By Sen. Taylor

Senators	Yes	No	Senators	Yes	No
LAYTON FREBORG, CHAIR.			LINDA CHRISTENSON		
GARY A. LEE, V. CHAIR.			RYAN M. TAYLOR		
DWIGHT COOK					
TIM FLAKOLL					

Total (Yes) 4 No 2

Absent 0

Floor Assignment Sen. G. Lee

If the vote is on an amendment, briefly indicate intent:

The micrographic images on this film are accurate reproductions of records delivered to Modern Information Systems for microfilming and were filmed in the regular course of business. The photographic process meets standards of the American National Standards Institute (ANSI) for archival microfilm. NOTICE: If the filmed image above is less legible than this Notice, it is due to the quality of the document being filmed.

Yubereca d. Lee
Operator's Signature

10-16-03
Date

REPORT OF STANDING COMMITTEE (410)
January 13, 2003 12:57 p.m.

Module No: SR-05-0476
Carrier: G. Lee
Insert LC: . Title: .

REPORT OF STANDING COMMITTEE

SB 2109: Education Committee (Sen. Freborg, Chairman) recommends **DO PASS**
(4 YEAS, 2 NAYS, 0 ABSENT AND NOT VOTING). SB 2109 was placed on the
Eleventh order on the calendar.

(2) DESK, (3) COMM

Page No. 1

SR-05-0476

The micrographic images on this film are accurate reproductions of records delivered to Modern Information Systems for microfilming and were filmed in the regular course of business. The photographic process meets standards of the American National Standards Institute (ANSI) for archival microfilm. NOTICE: If the filmed image above is less legible than this Notice, it is due to the quality of the document being filmed.

Gubereau d. Lee
Operator's Signature

10-16-03
Date

2003 HOUSE EDUCATION

SB 2109

The micrographic images on this film are accurate reproductions of records delivered to Modern Information Systems for microfilming and were filmed in the regular course of business. The photographic process meets standards of the American National Standards Institute (ANSI) for archival microfilm. NOTICE: If the filmed image above is less legible than this Notice, it is due to the quality of the document being filmed.

Yuberena J. Lee
Operator's Signature

10-16-03
Date

2003 HOUSE STANDING COMMITTEE MINUTES
BILL/RESOLUTION NO. SB 2109
House Education Committee

☐ Conference Committee

Hearing Date March 03, 2003

Tape Number	Side A	Side B	Meter #
1		x	450-3470
Committee Clerk Signature <i>Linda Huechmer</i>			

Chairman Kelsch opened the hearing on HB 2109

Dr. Donna Thigpen, President of Bismarck State College, See Attached Testimony

(470-1450) Rep. Hanson Do you have an update the list of task force members

Thigpen: This list is the original task force, I will get you the current list for each quadrant.

Rep. Sitte Are you using IVAN in the small communities?

Thigpen: We are using a variety of methods of delivery. We use IVAN, the Internet, we take the school to the business. It is every conceivable delivery system that you can think for because it is based on what is needed by the particular industry and how they wish to have it delivered.

Dale Anderson,, Executive Director GNDA, See Attached Testimony

Testifying in behalf of Gut Moos who is the Chairman of the task force for improving workforce development training.

Rep. Mueller What we are doing is eliminating the 50/50 match requirements before accessing the state funds?

Anderson: For each region has a budget, which includes a combination of elements that are

The micrographic images on this film are accurate reproductions of records delivered to Modern Information Systems for microfilming and were filmed in the regular course of business. The photographic process meets standards of the American National Standards Institute (ANSI) for archival microfilm. NOTICE: If the filmed image above is less legible than this Notice, it is due to the quality of the document being filmed.

Yubereca J. Lee
Operator's Signature

10-16-03
Date

training functions, state money. If the board decides that more private sector money is needed to carry out the program, they make the decision. Then it is submitted to the board to move that forward.

Rep. Mueller I don't think your not saying your going to raise those funds, but you are saying you don't have to raise those funds to access the state funds. **Anderson:** that is correct.

Rep. Mueller I guess my concern there is there are incentives in place to access the matching moneys or something along that path. I guess I'm not sure I want to support not having that incentive there to reach.

Sharon Etemund, President of Lake Region State College: This works as a disincentives. Because if you set the local fund raising low, 50% isn't hard to do, and so the temptation here once this requirement is in place is to set your level at zero or very low, so that you are not going to endanger your state funds. And so what we find is we like to have the freedom to challenge ourselves without the disincentive. And if local fund raising is always to give you or not, and to me having this requirement there then the local board is tempted to do local fund raising. I don't think it works the way it was intended to work and I would like to see that removed.

Rep. Williams Going back to Thigpen's testimony, what if this was set into place, for the start up phase and not to be an ongoing thing, being a burden on business.

Sharon: Business like to focus on something specific. When I look at my own budget for workforce training right now, they don't feel that they should be in there paying that ongoing operation, they are paying their training dollars. But we are going to put into place the virtual entrepreneur center. That is something that they have asked for so we are going to go out and ask them for funding to get it running. But at some point they don't feel that they should be doing

Yuberead J. Lee
Operator's Signature

10-16-03
Date

Page 3
House Education Committee
Bill/Resolution Number SB 2109
Hearing Date March 3, 2003

the ongoing dollars for it.

Rep. Haas Sharon how can we say this doesn't work the way it was intended, when it doesn't go into effect until July 1 of this year.

Sharon: we have been raising the funds. Our concern is that up to this point we didn't have to have that 50% raise in order to access the state funds. So we are not wanting to put our state funds at risk if you challenge yourself and put a high level of local fund raising in there and you don't get to 50% and you only raise 40%, the economy is tough the business are struggling, or what ever happens. Now what happens to your entire workforce unit when you can't access the state funds. So the idea is not to jeopardize your state funds if local fund raising, which is very uncertain, isn't happening.

Rep. Haas but the fact is that this absolute requirement has not been in effect yet.

Sharon: that is correct, delayed it wanting the local units to look at it and everyone said they don't want this disincentive hanging there for us.

Rep. Mueller Help me understand the difference of the startup and ongoing budget. Are you suggesting that the repeal of this law we wouldn't have to be concerned about start up costs.

Sharon: When you are getting people out on the road, computers, set up budgets, need assessments, travel dollars. Once we figured out what is needed to provide the service, the training is fee based and paid for by the business plus approx. 30% to pay for the costs. Which helps the whole system to keep working.

Thigpen: gave concrete example of how it works.

Rep. Mueller apparently the on going costs are what we are having problems with in the intent of the language. Where do you see those dollars coming from down the road, will the fees

The micrographic images on this film are accurate reproductions of records delivered to Modern Information Systems for microfilming and were filmed in the regular course of business. The photographic process meets standards of the American National Standards Institute (ANSI) for archival microfilm. NOTICE: If the filmed image above is less legible than this Notice, it is due to the quality of the document being filmed.

Yuberead L. Lee
Operator's Signature

10-16-03
Date

Page 4
House Education Committee
Bill/Resolution Number SB 2109
Hearing Date March 3, 2003

themselves that are charged, and the schedules be designed to generate enough resources.

Sharon; along with the state appropriation. We looked at every state program, there was a state appropriation to pay for that windshield time and the needs assessment time for the new businesses. And then once training was designed it is fee based. The new businesses can access grant money or other state funds for those costs.

Rep. Mueller Do you see the state increase its workforce training funding for these ongoing expenses.

Sharon: I think we will watch and see what happens to the cost of living, Our desire is not to increase that part of it, but we can't project on into the future. I can't say that we won't be back for funding. Instead we will be looking for other kinds of training funds to make the program even more effective.

Joe McCannan, President at Williston State College

Share with you a resolution with you that the advisory board in our Northwest quadrant gave the administration about a year and half ago. They told us that they wanted us to phase back our reliance on contributions and they felt that the businesses and industry in our area wanted to use dollars that they had for contributions for civic activities and specific projects rather than on going operational costs. And they directed us to shift our source of funding towards user fees rather than to rely on contributions.

opposition none

closed hearing (3470)

The micrographic images on this film are accurate reproductions of records delivered to Modern Information Systems for microfilming and were filmed in the regular course of business. The photographic process meets standards of the American National Standards Institute (ANSI) for archival microfilm. NOTICE: If the filmed image above is less legible than this Notice, it is due to the quality of the document being filmed.

Yvonne A. Lee
Operator's Signature

10-16-03
Date

2003 HOUSE STANDING COMMITTEE MINUTES
BILL/RESOLUTION NO. SB 2109
House Education Committee

☐ Conference Committee

Hearing Date March 05, 2003

Tape Number	Side A	Side B	Meter #
2	x		2635-2800
Committee Clerk Signature <i>Linda Fuchtnier</i>			

Vice Chair Johnson moves a DO PASS, Rep. Meier second the motion:

discussion:

Roll Vote: 11-0-3, Rep. Meier will carry the bill to the floor.

The micrographic images on this film are accurate reproductions of records delivered to Modern Information Systems for microfilming and were filmed in the regular course of business. The photographic process meets standards of the American National Standards Institute (ANSI) for archival microfilm. NOTICE: If the filmed image above is less legible than this Notice, it is due to the quality of the document being filmed.

Yvonne J. Lee
Operator's Signature

10-16-03
Date

Date: 3/5/03
Roll Call Vote #: 1

2003 HOUSE STANDING COMMITTEE ROLL CALL VOTES
BILL/RESOLUTION NO. A109

House HOUSE EDUCATION Committee

☐ Check here for Conference Committee

Legislative Council Amendment Number _____

Action Taken Do Pass

Motion Made By Johnson Seconded By Meier

Representatives	Yes	No	Representatives	Yes	No
Chairman Kelsch	✓				
Rep. Johnson	✓				
Rep. Nelson	✓				
Rep. Haas	AB				
Rep. Hawken	✓				
Rep. Herbel	✓				
Rep. Meier	✓				
Rep. Norland	✓				
Rep. Sitte	✓				
Rep. Hanson	✓				
Rep. Hunsakor	✓				
Rep. Mueller	✓				
Rep. Solberg	AB				
Rep. Williams	AB				

Total (Yes) 11 No 0

Absent 3

Floor Assignment Meier

If the vote is on an amendment, briefly indicate intent:

The micrographic images on this film are accurate reproductions of records delivered to Modern Information Systems for microfilming and were filmed in the regular course of business. The photographic process meets standards of the American National Standards Institute (ANSI) for archival microfilm. NOTICE: If the filmed image above is less legible than this Notice, it is due to the quality of the document being filmed.

Yvonne A. Lee
Operator's Signature

10-16-03
Date

REPORT OF STANDING COMMITTEE (410)
March 5, 2003 4:08 p.m.

Module No: HR-39-4038
Carrier: Meier
Insert LC: . Title: .

REPORT OF STANDING COMMITTEE

SB 2109: Education Committee (Rep. R. Kelsch, Chairman) recommends **DO PASS**
(11 YEAS, 0 NAYS, 3 ABSENT AND NOT VOTING). SB 2109 was placed on the
Fourteenth order on the calendar.

The micrographic images on this film are accurate reproductions of records delivered to Modern Information Systems for microfilming and were filmed in the regular course of business. The photographic process meets standards of the American National Standards Institute (ANSI) for archival microfilm. NOTICE: If the filmed image above is less legible than this Notice, it is due to the quality of the document being filmed.

Yubereca d. Lee
Operator's Signature

10-16-03
Date

2003 TESTIMONY

SB 2109

The micrographic images on this film are accurate reproductions of records delivered to Modern Information Systems for microfilming and were filmed in the regular course of business. The photographic process meets standards of the American National Standards Institute (ANSI) for archival microfilm. NOTICE: If the filmed image above is less legible than this Notice, it is due to the quality of the document being filmed.

Yvonne A. Lee
Operator's Signature

10-16-03
Date

**TESTIMONY ON SB-2109
SENATE EDUCATION COMMITTEE**

**By
Donna S. Thigpen, President
Bismarck State College
Wednesday, January 8, 2003**

Good morning, Chairman Freborg and members of the Senate Education Committee. For the record, I am Donna Thigpen, President of Bismarck State College. BSC is one of the colleges that has been assigned primary responsibility for workforce training in North Dakota. BSC is responsible for seeing that workforce training is provided in the southwest region or quadrant of the state.

With me today are the presidents who have been assigned responsibility for the other three quadrants. They are: Dr. Sharon Etemad, President of Lake Region State College, for the northeast quadrant; Dr. Sharon Hart, President of North Dakota State College of Science, for the southeast quadrant; and Dr. Joe McCann, President of Williston State College, for the northwest quadrant.

The workforce training system in North Dakota was developed by a 31-member task force coordinated by the Greater North Dakota Association. I had the privilege of serving on the task force along with the others listed on the attachment to my testimony. The recommendations from the task force were enacted into law by the 1999 legislature.

Purpose of this Bill (SB-2109):

An amendment regarding workforce training was included in SB-2020, the appropriations bill for the State Board for Vocational Technical Education, during the 2001 legislative session. The amendment will require at least 50% of the regional funds included in the respective workforce training business plans to be received or pledged to be received for the four campuses which are assigned primary responsibility for workforce training before the state funds appropriated for workforce training will be released.

When this amendment was initially added to SB-2020, it included a requirement that 75% of the funding would need to be raised before the state funding portion would be released to the campuses. The provisions of the amendment, including certifying that local funds had been raised, were scheduled to go into effect on July 1, 2002.

The Steering Committee for the Task Force for Improving Workforce Development and Training, in cooperation with the Greater North Dakota Association, was successful in getting the fund raising requirement reduced to 50% and delaying the implementation date to July 1, 2003.

The reasoning of the Steering Committee and the Greater North Dakota Association in requesting these changes was the workforce training system was meeting the expectations of the Task Force and was also meeting or exceeding all of the accountability measures established by the Task Force for the new training system.

The one-year delay in implementation was requested to allow the private sector workforce training boards in each of the four regions an opportunity to evaluate the effectiveness of the workforce training system in their respective regions and to offer recommendations for changes, if necessary. That review and evaluation has now taken place. Dale Anderson, GNDA President, will be presenting the recommendations of the local workforce training boards.

I will focus my comments on the two recommendations of the local workforce training boards which specifically relate to SB-2109. Those recommendations are:

1. *"Decisions regarding additional local funding support, in addition to the funding provided by the three-part funding package, be left to the discretion of the local workforce training advisory boards."* The three-part funding package referred to includes: (a) revenue from training fees, (b) state funding support, and (c) support provided by the institutions assigned primary responsibility for workforce training.
2. *"Continue creating an environment of 'flexibility with accountability' based upon the accountability measures for workforce training which were adopted by the 2001 Legislative Assembly; i.e., avoid imposing additional administrative and reporting requirements which decrease responsiveness and effectiveness of the workforce training system."*

Iowa Workforce Training Model:

It is important to note that the workforce training system in North Dakota, including the funding model, is patterned after the national award-winning workforce training system at Kirkwood Community College in Cedar Rapids, Iowa. Kirkwood Community College was selected by the National Alliance of Business as the Community College of the year for the year 2000. The workforce training division of the college was specifically singled out as a primary reason for the recognition. Kirkwood was also selected as the Community College of the Year by the American Association of Community Colleges from among the more than 1,200 community colleges in the nation in 2001. It is apparent the task force in North Dakota could not have selected a more successful model after which to pattern the workforce training system.

The only two differences in the workforce training system in Iowa, compared to North Dakota are: (1) Iowa has 15 workforce training regions throughout the state while North Dakota has four, and (2) public support for workforce training in Iowa is derived from a local mill levy and from the administrative fee derived from the Iowa New Jobs Training Program, whereas, in North Dakota public support is provided through state general fund appropriations. Both states receive public support, just in a different form.

The key point is, the colleges which are assigned primary responsibility for workforce training in Iowa are not required and do not raise local funds from business and industry for "operating expenses" for their workforce training system. I have attached a copy of a letter from the president of Kirkwood Community College in which the president states: "The college has not and does not solicit private or local funds to support the on-going operating expenses of our workforce training division."

Possible Source of Confusion:

It is easy to understand why there may have been some confusion which led to the amendment requiring local fund-raising to be added to SB-2020 during the 2001 legislative session. The Task Force for Improving Workforce Development and Training, as indicated in the final Task Force report of November 23, 1998, assumed local funds would likely be needed to initiate the workforce training system. For example, Recommendation #2 on Page 17 of the report reads: "Local, public and private financial support is desirable."

That assumption (the raising of local/regional funds) was incorporated into the workforce training business plans developed by each of the workforce training quadrants. That assumption was also apparent in information prepared and distributed during the 1999 and the 2001 legislative sessions. Since then, the local workforce training advisory boards have determined the assumption regarding local funds to be correct for the "start-up phase" but not for the "on-going operating phase" of the workforce training system. That is the issue we hope to clear up with the bill you have before you today.

Position of Local Workforce Training Boards:

The private sector workforce training boards were created through HB-1443 during the 1999 legislative session as part of the new workforce training system. As I indicated, all four workforce training boards have concluded that local businesses and development organizations were willing to provide local/regional funds for operating purposes during the start-up phase of the new workforce training system. However, these boards have determined local businesses and development organizations are not willing to continue to provide funding for on-going operating expenses. Rather, it is the expectation of businesses and development organizations that the workforce training system in each of the regions can and should be able to operate on the three sources of funding described earlier without relying on local fund-raising on an on-going basis. Thus, the regional funds portion of the budget for each of the quadrants is likely to be phased out as the quadrants become able to generate sufficient revenue from training fees. In fact, that expectation has already been met in the southwest quadrant.

National Trend -- Partnerships:

The trend within business and industry today is to develop partnerships with colleges and universities for training. Within these partnerships, businesses and industries typically provide equipment, training facilities and even trainers to conduct the training. This has certainly been the case at BSC.

It has been my experience and the experience of my colleagues at other colleges and universities, within North Dakota and across the nation, that businesses and development organizations are willing to provide funding for special projects such as capital campaigns (construction, remodeling, equipment, etc.) and for scholarships. They are not willing to provide funding for on-going operating expenses.

Accountability Measures:

The statewide Task Force for Improving Workforce Development and Training in North Dakota developed five accountability measures which are being used to determine the performance of the individual workforce training quadrants. The Roundtable, in turn, adopted the same proposed accountability measures. The 2001 legislature adopted the same accountability measures and added one more relating to responsiveness to training requests.

A review of activities over the last three years suggests that consensus has been reached regarding the number and specific accountability measures to be used to monitor the progress and success of the workforce training system. There is ample evidence provided in the Accountability Measures Report of the University System that the accountability measures for workforce training are being met and exceeded by the colleges.

There is already sufficient oversight of the workforce training system. Oversight is provided by: (1) the local workforce training boards, (2) the Steering Committee for the Task Force for Improving Workforce Development and Training, (3) State Board for Vocational Technical Education, (4) State Board of Higher Education, (5) Workforce Development Division of the Department of Commerce, (6) state auditors at each of the campuses, and (7) the legislature during the appropriation committee hearings.

In the final analysis, the local fund-raising requirement, including the additional reporting and certification required in the statute, will increase bureaucracy without adding value or accountability to the workforce training system.

Solution:

Repeal North Dakota century code Section 52-08-12. Workforce training funds -- Distribution. This statute is scheduled to take effect July 1, 2003.

That concludes my testimony. Thank you again for the opportunity to provide testimony before this committee. I will attempt to answer any questions you might have.

D:\WFTR-02\DT Testimony re Local fund-raising req. 1-8-03.doc

Kirkwood

COMMUNITY COLLEGE

Office of the President
6301 Kirkwood Boulevard SW
P.O. Box 2068
Cedar Rapids, Iowa 52406
319-398-5411

January 6, 2003

Dr. Donna Thigpen, President
Bismarck State College
PO Box 5587
1500 Edwards Ave
Bismarck ND 58506-5587

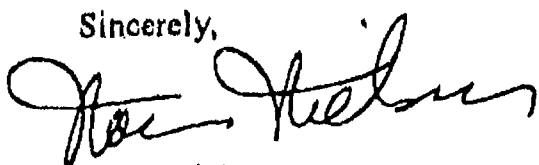
Dear Donna:

In response to your question regarding funding for the workforce training division at Kirkwood Community College, the college has not and does not solicit private or local funds to support the on-going operating expenses of our workforce training division.

Funding for Kirkwood Training Services, our college's workforce training division, is provided from a combination of revenue sources. These include training fees, the administrative fee derived from Iowa New Jobs Training Program agreements, and from other in-kind support provided by the institution that is supported by state general aid and a property tax levied in the seven county region served by Kirkwood Community College.

Please let me know if I can be of further assistance. I enjoyed the opportunity to meet with you and your colleagues last month. Best wishes from Kirkwood Community College.

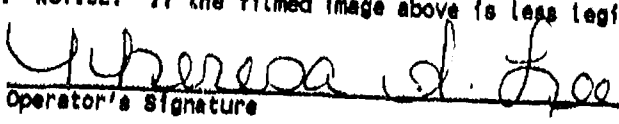
Sincerely,



Norm Nielsen
President



The micrographic images on this film are accurate reproductions of records delivered to Modern Information Systems for microfilming and were filmed in the regular course of business. The photographic process meets standards of the American National Standards Institute (ANSI) for archival microfilm. NOTICE: If the filmed image above is less legible than this Notice, it is due to the quality of the document being filmed.


Operator's Signature

10-16-03
Date

ECONOMIC DEVELOPMENT ASSOCIATION OF NORTH DAKOTA



PO BOX 2639 • 2000 SCHAFER STREET • BISMARCK, NORTH DAKOTA 58502

January 8, 2003

Senate Education Committee

Testimony on Workforce Training System

Jim Melland, President, Economic Development Association of North Dakota (EDND)

Dear Committee members:

EDND is the professional association of economic developers in North Dakota. Our membership is 100 strong, representing some 40 distinct organizations and businesses. Our purpose is to provide education and training for professional developers and to ensure that the necessary competitive resources are available for driving primary sector economic growth.

Among the leading criteria demanded by expanding and newly locating primary sector businesses is the need for a well-trained workforce. The North Dakota labor force has characteristics that surpass those found in many other areas of our country. North Dakota citizens in the labor force set the pace for our nation in work ethic. This fact in itself leads to high levels of productivity for business.

The other crucial factor that influences productivity is education. Here again, North Dakotan's have a very high percentage of the labor force with high school education and beyond. The place where we have fallen short is in specific skills training. To be sure, ND high schools, vocational schools, 2 and 4 year colleges, and the universities offer premier education in a variety of fields. Still, business today demands very specific training – sometimes very unique training for a single business. The Workforce Training System was established to address this issue and is doing so with growing success.

The staff, based in the four quadrants across the state, has been able to accomplish several important objectives. First, they have established specialized training services that are being offered on a regular basis. These courses offer training into careers that have a continuing need for new employees and/or need to deliver new training on a continuing basis to existing employees. Secondly, they have built relationships and identified expertise among public and private training providers. The resources can be engaged to provide a host of training programs and even tailor courses to meet specific business needs.

Additionally, they have established relationships with clients throughout their territories. These client relationships help the Workforce Training Quadrant staff identify training needs and, in turn, offer solutions that businesses use to enhance productivity. Until these services were

The micrographic images on this film are accurate reproductions of records delivered to Modern Information Systems for microfilming and were filmed in the regular course of business. The photographic process meets standards of the American National Standards Institute (ANSI) for archival microfilm. NOTICE: If the filmed image above is less legible than this Notice, it is due to the quality of the document being filmed.

Y. Theresa J. Lee
Operator's Signature

10-16-03
Date

P9 2 EDND

available many small and medium sized businesses had little access or knowledge of training resources.

In some regions, resource centers have been established to offer a place for training as well as tools to meet client demands. For example, a computer training center was established in the Northeast Quadrant for business training needs. In other Quadrants, host institutions have established sites for corporate training.

Local developers have taken the opportunity to become more familiar with the services and benefits available through the Workforce Training System. There are different needs among developers, based on the nature of the businesses in their community or region. The Workforce System has demonstrated flexibility in meeting needs from service and retail clients to manufacturing and industrial companies.

The EDND supports the proposed funding and plan for the Workforce Training System as developed by the local workforce training boards and presented by the Steering Committee for the Task Force for Improving Workforce Development and Training. As local developers we count on the system as a key resource and partner in achieving a stronger labor force, thereby impacting economic growth. Thank you for your consideration.

The micrographic images on this film are accurate reproductions of records delivered to Modern Information Systems for microfilming and were filmed in the regular course of business. The photographic process meets standards of the American National Standards Institute (ANSI) for archival microfilm. NOTICE: If the filmed image above is less legible than this Notice, it is due to the quality of the document being filmed.

Operator's Signature

Yherosa J. Lee

Date

10-16-03



Task Force for Improving Workforce
Development and Training

**STATEMENT BY GUY MOOS, CHAIRMAN, THE TASK FORCE FOR
IMPROVING WORKFORCE DEVELOPMENT AND TRAINING, REGARDING
SB 2109, NORTH DAKOTA SENATE EDUCATION COMMITTEE,
JANUARY 8, 2003.**

Chairman Freborg and members of the Senate Education Committee, I am Dale Anderson, President of the Greater North Dakota Association, presenting the following testimony on behalf of Guy Moos, Chairman of the Task Force for Improving Workforce Development and Training and President, Baker Boy, Dickinson. Thank you for this opportunity to provide input regarding SB 2109.

Since 1979, Baker Boy has grown from 3 employees to 270 employees. Our market area has expanded, as well. We currently market over 600 different bakery products from Illinois to the State of Washington. During the past 23 years, our plant has grown from 3,000 square feet to 86,000 square feet.

North Dakota, Dickinson, and the surrounding area have been a great place to start and grow our business. The community has been very supportive and our workforce is very hard working, eager to learn and productive.

Like most food processors and other manufacturers, most of our staff is hired locally. Most of these folks come to us with a High School education. Training, both on the job and formal training which is available through North Dakota's world class workforce training system is very important to our success and growth.

In cooperation with...

College Technical Education Council • Customized Training Network • Department of Economic Development & Finance • Department of Human Services
Greater North Dakota Association • Job Service North Dakota • North Dakota State Board for Vocational Technical Education • North Dakota University System
North Dakota Workforce Development Council • Office of the Governor • State Legislative Leadership • Vision 2000 Leadership

GNDA • Box 2639 • 2000 Schafer Street • Bismarck, ND 58501 • Phone: (701) 222-0929 • 1-800-382-1405 • FAX: (701) 222-1611

The micrographic images on this film are accurate reproductions of records delivered to Modern Information Systems for microfilming and were filmed in the regular course of business. The photographic process meets standards of the American National Standards Institute (ANSI) for archival microfilm. NOTICE: If the filmed image above is less legible than this Notice, it is due to the quality of the document being filmed.

Operator's Signature

Guy Moos

Date

10-16-03

Since the creation of this new workforce training system by the 1999 North Dakota Legislature, I have had the opportunity to serve on the Southwest Region Workforce Training Board and am a past President of that board. I continue to serve on this very important Board. This Board provides the type of connection business needs with each region. We are in essence locally driven.

On behalf of private sector employers throughout the state, we express our appreciation to the 2001 Legislative Assembly for passing SB 2020 and appropriating \$1,350,000 of general fund money to the workforce training program you passed into law during the 1999 Legislative Assembly. The workforce training plan you created implements recommendations of the Task Force for Improving Workforce Development and Training. It provided a major change in how workforce training is provided. It is built around a goal to provide business and industry in North Dakota with the most competitive workforce in the nation. The plan defines four primary success characteristics found among successful programs around the country. They are defined service regions, primary responsibility, financial support and collaborative relationships.

SB 2020 also contained an amendment that will require at least 50 percent of the regional funds included in the respective workforce training business plans to be received or pledged to be received for the four campuses which are assigned primary responsibility for workforce training before the state funds appropriated for workforce training will be released, effective July 1, 2003. The Task Force believes this amendment is not needed for the following reasons: (1) the four primary success characteristics of successful programs are in place and continue to get stronger, (2) each of the four quadrants are delivering quality training programs to meet the needs of business in their regions, (3) we must continue to build an environment of

flexibility and accountability, and (4) decisions regarding local funding support can be most effectively made by the private sector local workforce training boards.

The Task Force for Improving Workforce Development and Training is a diverse group representing the governor's office, legislative leadership, business, education and government.

review
The Steering Committee of the Task Force met on August 26, 2002. They received reports from the four college's assigned primary responsibility for workforce training. The Steering Committee was impressed with the results that had been accomplished since passage of this new workforce training program. The Task Force recommends that the following be adopted:

- The workforce training system be continued as currently structured and administered and as recommended by the Roundtable on Higher Education,
- The "three-part funding package" recommended by the Task Force for Improving Workforce Development and Training be continued: (1) revenue from training fees, (2) state funding support, and (3) support provided by the institutions assigned primary responsibility for workforce training,
- State funding for the 2003-05 biennium remain at the current level plus an adjustment for inflation,
- Decisions regarding additional local funding support, in addition to the funding provided by the "three-part funding package" described above, be left to the discretion of the local workforce training advisory boards,
- Funding for the workforce training delivery system continue to be included in the budget of the State Board for Vocational and Technical Education where other funds to the University System

pg 4 Moos

for vocational technical education and training are channeled and because the missions of the University System and the State Board for Vocational Technical Education both focus on education,

- The workforce training quadrants continue to place a high priority on cooperation and on coordinating activities with economic development organizations at the local and state levels,
- Continue creating an environment of 'flexibility with accountability' based upon the accountability measures for workforce training which were adopted by the 2001 Legislative Session; i.e., avoid imposing additional administrative and reporting requirements which decrease responsiveness and effectiveness of the workforce training system, and
- The workforce training directors continue to place a high priority on making training available to the primary sector (value-added) businesses and industries in their respective regions.

repeal
↓

The North Dakota business community, through the Task Force for Improving Workforce Development and Training recommend support for SB 2109, to repeal 52-08-12 of the North Dakota Century Code requiring that at least 50 percent of the regional funds for each quadrant must be received or pledged before the state funds will be released.

Thank you Senator Freborg and members of the Senate Education Committee for this opportunity to discuss the business community's position on SB 2109 and urge a do pass recommendation from this committee to the North Dakota Senate. I welcome your questions.

The micrographic images on this film are accurate reproductions of records delivered to Modern Information Systems for microfilming and were filmed in the regular course of business. The photographic process meets standards of the American National Standards Institute (ANSI) for archival microfilm. NOTICE: If the filmed image above is less legible than this Notice, it is due to the quality of the document being filmed.

Yvonne J. Lee
Operator's Signature

10-16-03
Date



**STATEMENT BY DALE O. ANDERSON, PRESIDENT, GNDA, REGARDING
SB 2109, SENATE EDUCATION COMMITTEE, JANUARY 8, 2003.**

Chairman Freborg and members of the Senate Education Committee. I am Dale O. Anderson, President, GNDA, North Dakota State Chamber of Commerce. Thank you for this opportunity to provide testimony in support of SB 2109.

The Greater North Dakota Association is the voice for business and principal advocate for positive change for North Dakota. The organization's membership is an economic and geographic cross section of North Dakota's private sector, including statewide associations and local chambers of commerce, development organizations and convention and visitors associations and public sector members. GNDA is governed by a Board of Directors elected by our membership.

On behalf of private sector employers, we express our appreciation to the 2001 Legislative Assembly for passing SB 2020 and appropriating \$1,350,000 of general fund money for workforce training. The new workforce training plan you created implements recommendations of the Task Force for Improving Workforce Development and Training. It provided a major change in how workforce training is provided. The new plan is built around a goal to provide business and industry in North Dakota with the most competitive workforce in the nation. The new plan defines four primary success characteristics found among successful programs around the country. They are: (1) defined service regions, (2) primary responsibility, (3) financial support and (4) collaborative relationships.

The Task Force for Improving Workforce Development and Training is a diverse group representing the governor's office, legislative leadership, business, education and government. It is chaired by Guy Moos, President, Baker Boy, Dickinson.

Box 2639 • 2000 Schafer St. • Bismarck, ND 58502 • (701) 222-0929 • Fax: (701) 222-1611 • 1-800-382-1405 • gnda@gnda.com • web site: www.gnda.com

North Dakota's State Chamber of Commerce

The micrographic images on this film are accurate reproductions of records delivered to Modern Information Systems for microfilming and were filmed in the regular course of business. The photographic process meets standards of the American National Standards Institute (ANSI) for archival microfilm. NOTICE: If the filmed image above is less legible than this Notice, it is due to the quality of the document being filmed.

Yubereca d. Lee
Operator's Signature

10-16-03
Date

p92 GNDA

The Steering Committee of the Task Force met on August 26, 2002. They received reports from the four colleges assigned primary responsibility for workforce training. The Committee was impressed with the progress that had been made. The Task Force recommends that the following be adopted:

- **The workforce training system be continued as currently structured and administered and as recommended by the Roundtable on Higher Education (Page 18, Recommendation #9),**
- **The "three-part funding package" recommended by the Task Force for Improving Workforce Development and Training be continued: (1) revenue from training fees, (2) state funding support, and (3) support provided by the institutions assigned primary responsibility for workforce training,**
- **State funding for the 2003-05 biennium remain at the current level plus an adjustment for inflation,**
- **Decisions regarding additional local funding support, in addition to the funding provided by the "three-part funding package" described above, be left to the discretion of the local workforce training advisory boards,**
- **Funding for the workforce training delivery system continue to be included in the budget of the State Board for Vocational Technical Education where other funds to the University System for vocational technical education and training are channeled and because the missions of the University System and the State Board for Vocational Technical Education both focus on education,**
- **The workforce training quadrants continue to place a high priority on cooperation and on coordination of activities with economic development organizations at the local and state levels,**
- **Continue creating an environment of "flexibility with accountability" based upon the accountability measures for workforce training which were adopted by the 2001 Legislative Session; i.e., avoid imposing additional administrative and**

The micrographic images on this film are accurate reproductions of records delivered to Modern Information Systems for microfilming and were filmed in the regular course of business. The photographic process meets standards of the American National Standards Institute (ANSI) for archival microfilm. NOTICE: If the filmed image above is less legible than this Notice, it is due to the quality of the document being filmed.

Yherosa J. Lee
Operator's Signature

10-16-03
Date

p9 3 GNDA

reporting requirements which decrease responsiveness and effectiveness of the workforce training system, and

- The workforce training directors continue to place a high priority on making training available to the primary sector (value-added) businesses and industries in their respective regions,

The North Dakota business community, through the Task Force for Improving Workforce Development and Training, and GNDA recommend support for the recommendations outlined above.

Thank you Senator Freborg and members of the Senate Education Committee for this opportunity to discuss the business community's position regarding the regional workforce training program. We recommend a do pass for SB 2109, to repeal 52-08-12 of the North Dakota Century Code requiring that at least 50 percent of the regional fund for each quadrant must be received or pledged before the state funds will be released. I welcome your questions.

The micrographic images on this film are accurate reproductions of records delivered to Modern Information Systems for microfilming and were filmed in the regular course of business. The photographic process meets standards of the American National Standards Institute (ANSI) for archival microfilm. NOTICE: If the filmed image above is less legible than this Notice, it is due to the quality of the document being filmed.

Yubereca d. Lee
Operator's Signature

10-16-03
Date

**TESTIMONY ON SB-2109
EDUCATION COMMITTEE**

By

**Donna S. Thigpen, President
Bismarck State College**

Monday March 3, 2003

Good morning, Chairman Kelsch and members of the House Education Committee. For the record, I am Donna Thigpen, President of Bismarck State College. BSC is one of the colleges that has been assigned primary responsibility for workforce training in North Dakota. BSC is responsible for seeing that workforce training is provided in the southwest region or quadrant of the state.

With me today are the presidents who have been assigned responsibility for the other three quadrants. They are: Dr. Sharon Etemad, President of Lake Region State College, for the northwest quadrant; Dr. John Richman Academic VP of North Dakota State College of Science, for the southeast quadrant; and Dr. Joe McCann, President of Williston State College, for the northwest quadrant; Dr Ken Grosz of MiSu-Bottineau would be here but as we speak, he is testifying in the Senate Appropriations Committee. I am speaking on behalf of all the Community College CEO's.

The workforce training system in North Dakota was developed by a 31-member task force coordinated by the Greater North Dakota Association. I had the privilege of serving on the task force along with the others listed on the attachment to my testimony. The recommendations from the task force were enacted into law by the 1999 legislature.

Purpose of this Bill (SB-2109):

An amendment regarding workforce training was included in SB-2020, the appropriations bill for the State Board for Vocational Technical Education, during the 2001 legislative session. The amendment will require at least 50% of the regional funds included in the respective workforce training business plans to be received or pledged to be received for the four campuses which are assigned primary responsibility for workforce training before the state funds appropriated for workforce training will be released.

When this amendment was initially added to SB-2020, it included a requirement that 75% of the funding would need to be raised before the state funding portion would be released to the campuses. The provisions of the amendment, including certifying that local funds had been raised, were scheduled to go into effect on July 1, 2002.

The Steering Committee for the Task Force for Improving Workforce Development and Training, in cooperation with the Greater North Dakota Association, was successful in getting the fund raising requirement reduced to 50% and delaying the implementation date to July 1, 2003.

The reasoning of the Steering Committee and the Greater North Dakota Association in requesting these changes was the workforce training system was meeting the expectations of the Task Force and was also meeting or exceeding all of the accountability measures established by the Task Force for the new training system.

The one-year delay in implementation was requested to allow the private sector workforce training boards in each of the four regions an opportunity to evaluate the effectiveness of the workforce training system in their respective regions and to offer recommendations for changes, if necessary. That review and evaluation has now taken place. Dale Anderson, GNDA President, will be presenting the recommendations of the local workforce training boards.

I will focus the remainder of my comments on the two recommendations of the local workforce training boards which specifically relate to SB-2109. Those recommendations are:

1. *"Decisions regarding additional local funding support, in addition to the funding provided by the three-part funding package, be left to the discretion of the local workforce training advisory boards."* The three-part funding package referred to includes: (a) revenue from training fees, (b) state funding support, and (c) support provided by the institutions assigned primary responsibility for workforce training.
2. *"Continue creating an environment of 'flexibility with accountability' based upon the accountability measures for workforce training which were adopted by the 2001 Legislative Assembly; i.e., avoid imposing additional administrative and reporting requirements which decrease responsiveness and effectiveness of the workforce training system."*

Iowa Workforce Training Model:

It is important to note that the workforce training system in North Dakota, including the funding model, is patterned after the national award-winning workforce training system at Kirkwood Community College in Cedar Rapids, Iowa. Kirkwood Community College was selected by the National Alliance of Business as the Community College of the year for the year 2000. The workforce training division of the college was specifically singled out as a primary reason for the recognition. Kirkwood was also selected as the Community College of the Year by the American Association of Community Colleges from among the more than 1,200 community colleges in the nation in 2001. It is apparent the task force in North Dakota could not have selected a more successful model after which to pattern the workforce training system.

The only two differences in the workforce training system in Iowa, compared to North Dakota are: (1) Iowa has 15 workforce training regions throughout the state while North Dakota has four, and (2) public support for workforce training in Iowa is derived from a local mill levy and from the administrative fee derived from the Iowa New Jobs Training Program, whereas, in North Dakota public support is provided through state general fund appropriations. Both states receive public support, just in a different form.

The key point is, the colleges which are assigned primary responsibility for workforce training in Iowa are not required and do not raise local funds from business and industry for "operating expenses" for their workforce training system. I have attached a copy of a letter from the president of Kirkwood Community College in which the president states: "The college has not and does not solicit private or local funds to support the on-going operating expenses of our workforce training division."

Possible Source of Confusion:

It is easy to understand why there may have been some confusion which led to the amendment requiring local fund-raising to be added to SB-2020 during the 2001 legislative session. The Task Force for Improving Workforce Development and Training, as indicated in the final Task Force report of November 23, 1998, assumed local funds would likely be needed to initiate the workforce training system. For example, Recommendation #2 on Page 17 of the report reads: "Local, public and private financial support is desirable."

That assumption (the raising of local/regional funds) was incorporated into the workforce training business plans developed by each of the workforce training quadrants. That assumption was also apparent in information prepared and distributed during the 1999 and the 2001 legislative sessions. Since then, the local workforce training advisory boards have determined the assumption regarding local funds to be correct for the "start-up phase" but not for the "on-going operating phase" of the workforce training system. That is the issue we hope to clear up with the bill you have before you today.

Position of Local Workforce Training Boards:

The private sector workforce training boards were created through HB-1443 during the 1999 legislative session as part of the new workforce training system. As I indicated, all four workforce training boards have concluded that local businesses and development organizations were willing to provide local/regional funds for operating purposes during the start-up phase of the new workforce training system. However, these boards have determined local businesses and development organizations are not willing to continue to provide funding for on-going operating expenses. Rather, it is the expectation of businesses and development organizations that the workforce training system in each of the regions can and should be able to operate on the three sources of funding described earlier without relying on local fund-raising on an on-going basis. Thus, the regional funds portion of the budget for each of the quadrants is likely to be phased out as the quadrants become able to generate sufficient revenue from training fees. In fact, that expectation has already been met in the southwest quadrant.

National Trend – Partnerships:

The trend within business and industry today is to develop partnerships with colleges and universities for training. Within these partnerships, businesses and industries typically provide equipment, training facilities and even trainers to conduct the training. This has certainly been the case at BSC.

Let me emphasize that I have forty years of experience in Community College Education, over thirty years as an administrator. I have worked in two other states that have exemplary work force training programs, North Carolina and South Carolina. Private fund raising is not a part of the model in either of those states. Just as in Iowa, these colleges receive state and county funds to support work force training.

I worked for fifteen years as the chief fund raiser for a community college in N.C. and during that time I served as a consultant to over 50 other colleges to help them raise money. So I know from long experience you can raise money for special projects, buildings, scholarships, and even endowed chairs for outstanding professor- you can not raise funds to pay for routine ongoing opportunities of a college- not even the electrical companies will contribute to the utility bill. So, it has been my experience and the experience of my colleagues at other colleges and universities within North Dakota and throughout the nation that while businesses and development organizations are willing to provide funding for special projects such as capital campaigns (construction, remodeling, equipment, etc.) and scholarships, they will not provide funding for on-going operating expenses.

Accountability Measures:

The statewide Task Force for Improving Workforce Development and Training in North Dakota developed five accountability measures upon which the performance of the individual workforce training quadrants are being held accountable. The Roundtable, in turn, adopted the same proposed accountability measures. The 2001 legislature adopted the same five accountability measures and added one more relating to responsiveness to training requests.

A review of activities over the last three years suggests that consensus has been reached regarding the number and specific accountability measures to be used to monitor the progress and success of the workforce training system. There is ample evidence that accountability measures have been met or exceeded by the colleges.

There is already sufficient oversight of the workforce training system. Oversight is provided by: (1) the local workforce training boards, (2) the Steering Committee for the Task Force for Improving Workforce Development and Training, (3) State Board for Vocational Technical Education, (4) State Board of Higher Education, (5) Workforce Development Division of the Department of Commerce, (6) state auditors at each of the campuses, and (7) the legislature during the appropriation committee hearings.

Yubereca J. Lee

10-16-03

In the final analysis, the local fund-raising requirement, including the additional reporting and certification required in the statute, will increase bureaucracy without adding value or accountability to the workforce training system.

Solution:

Repeal North Dakota century code Section 52-08-12. Workforce training funds – Distribution. This statute is scheduled to take effect July 1, 2003.

That concludes my testimony. Thank you again for the opportunity to provide testimony before this committee. I will attempt to answer any questions you might have.

D:\WFTR-02\DT Testimony re Local fund-raising req. 1-8-03.doc

The micrographic images on this film are accurate reproductions of records delivered to Modern Information Systems for microfilming and were filmed in the regular course of business. The photographic process meets standards of the American National Standards Institute (ANSI) for archival microfilm. NOTICE: If the filmed image above is less legible than this Notice, it is due to the quality of the document being filmed.

Yvonne J. Lee
Operator's Signature

10-16-03
Date

Attachment

52-08-12. (Effective July 1, 2003) Workforce training funds – Distribution. Within the limits of legislative appropriations, workforce training funds must be distributed by the state board for vocational and technical education as follows:

1. During the first fiscal year of each biennium, the state board for vocational and technical education shall distribute up to one-half of the total amount appropriated for the biennium. The funds must be divided among the institutions of higher education assigned primary responsibility for workforce training pursuant to business plans approved by the state board of higher education and filed annually with the state board for vocational and technical education and the division of workforce development of the department of commerce.
2. To be eligible to receive state funding for the second fiscal year of each biennium, each institution of higher education assigned primary responsibility for workforce training must provide certification to the workforce development division of the department of commerce that at least fifty percent of the regional funds included in the approved business plan for the biennium have been received, or are pledged to be received, prior to the end of the biennium. These funds may not be distributed to an institution of higher education assigned primary responsibility for workforce training until the workforce development division notifies the state board for vocational and technical education that the institutions has met the requirements of this subsection.



Task Force for Improving Workforce
Development and Training

**STATEMENT BY GUY MOOS, CHAIRMAN, THE TASK FORCE FOR
IMPROVING WORKFORCE DEVELOPMENT AND TRAINING, REGARDING
SB 2109, NORTH DAKOTA HOUSE EDUCATION COMMITTEE, March 3,
2003.**

Good morning Chairman Kelsch and members of the House Education Committee, I am Dale Anderson, President of the Greater North Dakota Association, presenting the following testimony on behalf of Guy Moos, Chairman of the Task Force for Improving Workforce Development and Training and President, Baker Boy, Dickinson. Thank you for this opportunity to provide input regarding SB 2109.

Since 1979, Baker Boy has grown from 3 employees to 270 employees. Our market area has expanded, as well. We currently market over 600 different bakery products from Illinois to the State of Washington. During the past 23 years, our plant has grown from 3,000 square feet to 86,000 square feet.

North Dakota, Dickinson, and the surrounding area have been a great place to start and grow our business. The community has been very supportive and our workforce is very hard working, eager to learn and productive.

Like most food processors and other manufacturers, most of our staff is hired locally. Most of these folks come to us with a High School education. Training, both on the job and formal training which is available through North Dakota's world class workforce training system is very important to our success and growth.

In cooperation with...

College Technical Education Council • Customized Training Network • Department of Economic Development & Finance • Department of Human Services
Greater North Dakota Association • Job Service North Dakota • North Dakota State Board for Vocational Technical Education • North Dakota University System
North Dakota Workforce Development Council • Office of the Governor • State Legislative Leadership • Vision 2000 Leadership

GNDA • Box 2639 • 2000 Schafer Street • Bismarck, ND 58501 • Phone: (701) 222-0929 • 1-800-382-1405 • FAX: (701) 222-1611

The micrographic images on this film are accurate reproductions of records delivered to Modern Information Systems for microfilming and were filmed in the regular course of business. The photographic process meets standards of the American National Standards Institute (ANSI) for archival microfilm. NOTICE: If the filmed image above is less legible than this Notice, it is due to the quality of the document being filmed.

Guy Moos
Operator's Signature

10-16-03
Date

Since the creation of this new workforce training system by the 1999 North Dakota Legislature, I have had the opportunity to serve on the Southwest Region Workforce Training Board and am a past President of that board. I continue to serve on this very important Board. This Board provides the type of connection business needs with each region. We are in essence locally driven.

On behalf of private sector employers throughout the state, we express our appreciation to the 2001 Legislative Assembly for passing SB 2020 and appropriating \$1,350,000 of general fund money to the workforce training program you passed into law during the 1999 Legislative Assembly. The workforce training plan you created implements recommendations of the Task Force for Improving Workforce Development and Training. It provided a major change in how workforce training is provided. It is built around a goal to provide business and industry in North Dakota with the most competitive workforce in the nation. The plan defines four primary success characteristics found among successful programs around the country. They are defined service regions, primary responsibility, financial support and collaborative relationships.

SB 2020 also contained an amendment that will require at least 50 percent of the regional funds included in the respective workforce training business plans to be received or pledged to be received for the four campuses which are assigned primary responsibility for workforce training before the state funds appropriated for workforce training will be released, effective July 1, 2003. The Task Force believes this amendment is not needed for the following reasons: (1) the four primary success characteristics of successful programs are in place and continue to get stronger, (2) each of the four quadrants are delivering quality training programs to meet the needs of business in their regions, (3) we must continue to build an environment of

The micrographic images on this film are accurate reproductions of records delivered to Modern Information Systems for microfilming and were filmed in the regular course of business. The photographic process meets standards of the American National Standards Institute (ANSI) for archival microfilm. NOTICE: If the filmed image above is less legible than this Notice, it is due to the quality of the document being filmed.

Yubereca J. Lee
Operator's Signature

10-16-03
Date

flexibility and accountability, and (4) decisions regarding local funding support can be most effectively made by the private sector local workforce training boards.

The Task Force for Improving Workforce Development and Training is a diverse group representing the governor's office, legislative leadership, business, education and government.

The Steering Committee of the Task Force met on August 26, 2002. They received reports from the four college's assigned primary responsibility for workforce training. The Steering Committee was impressed with the results that had been accomplished since passage of this new workforce training program. The Task Force recommends that the following be adopted:

- 1. The workforce training system be continued as currently structured and administered and as recommended by the Roundtable on Higher Education,**
- 2. The "three-part funding package" recommended by the Task Force for Improving Workforce Development and Training be continued: (1) revenue from training fees, (2) state funding support, and (3) support provided by the institutions assigned primary responsibility for workforce training,**
- 3. State funding for the 2003-05 biennium remain at the current level plus an adjustment for inflation,**
- 4. Decisions regarding additional local funding support, in addition to the funding provided by the "three-part funding package" described above, be left to the discretion of the local workforce training advisory boards,**
- 5. Funding for the workforce training delivery system continue to be included in the budget of the State Board for Vocational and Technical Education where other funds to the University System**

The micrographic images on this film are accurate reproductions of records delivered to Modern Information Systems for microfilming and were filmed in the regular course of business. The photographic process meets standards of the American National Standards Institute (ANSI) for archival microfilm. NOTICE: If the filmed image above is less legible than this Notice, it is due to the quality of the document being filmed.

Yuberead J. Lee
Operator's Signature

10-16-03
Date

for vocational technical education and training are channeled and because the missions of the University System and the State Board for Vocational Technical Education both focus on education,

6. The workforce training quadrants continue to place a high priority on cooperation and on coordinating activities with economic development organizations at the local and state levels,
7. Continue creating an environment of "flexibility with accountability" based upon the accountability measures for workforce training which were adopted by the 2001 Legislative Session; i.e., avoid imposing additional administrative and reporting requirements which decrease responsiveness and effectiveness of the workforce training system, and
8. The workforce training directors continue to place a high priority on making training available to the primary sector (value-added) businesses and industries in their respective regions.

In summary, the Task Force for Improving Workforce Development and Training recommends support for SB 2109, to repeal 52-08-12 of the North Dakota Century Code requiring that at least 50 percent of the regional funds for each quadrant must be received or pledged before the state funds will be released because decisions regarding local private funding support should be made by the four local private sector workforce training boards.

Thank you Chairman Kelsch and members of the House Education Committee for this opportunity to discuss the business community's position on SB 2109 and urge a do pass recommendation from this committee to the North Dakota House of Representatives. I welcome your questions.

NORTH DAKOTA

UNIVERSITY SYSTEM

The Vital Link to a Brighter Future

TO: Representative RaeAnn Kelsch
Chair, House Education Committee

FROM: Eddie Dunn, vice chancellor for strategic planning and
executive director of the College Technical Education Council

DATE: March 4, 2003

RE: SB-2109

Dr. Donna Thigpen, president of Bismarck State College, forwarded your request for additional information regarding SB2109 to me for response. Nearly all of the information requested by the House Education Committee is included in the attached report titled, *Year-End Report on Implementation of Workforce Training System for FY-2002*.

The first section of the report provides a brief explanation about why the new workforce training system was created and the purpose of the system. It also includes a description of the major components of the training system followed by a list of actions and progress to date.

The training results for FY-2002 are listed on Page 2, Section V. This section also includes actions taken in compliance with the various provisions of the legislation (Chapter 52-08), the legislation which created the new workforce training system in 1999.

The members of the private sector workforce training boards for each of the four training regions are listed on Pages 5 and 6. The Task Force members who designed the workforce training system are listed on Page 8. An explanation of the task force membership follows.

When the Task Force for Improving Workforce Development and Training completed its work and had given final approval of the *Plan for Developing a World-Class Workforce Training System in North Dakota*, a steering committee was formed to act on behalf of the task force. This steering committee was charged with the responsibility of working with the legislature in drafting enabling legislation to implement the workforce training plan. The task force met on January 26, 1999, to review the draft legislation. The task force approved the draft legislation and charged the steering committee, led by GNDA, with testifying and providing support of the plan during the 1999 legislative session. A list of the steering committee members is attached.

State Capitol - 600 E. Boulevard Ave., Dept. 215, Bismarck, ND 58505-0230
Phone: 701.328.2980 • Fax: 701.328.2981
E-mail: NDUS.office@ndus.nodak.edu • Web: www.ndus.nodak.edu

The North Dakota University System is governed by the State Board of Higher Education and includes:
Bismarck State College • Dickinson State University • Lake Region State College • Mayville State University •
Minot State University • Minot State University-Bottineau Campus • North Dakota State College of Science •
North Dakota State University • University of North Dakota • Valley City State University • Williston State College.

The micrographic images on this film are accurate reproductions of records delivered to Modern Information Systems for microfilming and were filmed in the regular course of business. The photographic process meets standards of the American National Standards Institute (ANSI) for archival microfilm. NOTICE: If the filmed image above is less legible than this Notice, it is due to the quality of the document being filmed.

Operator's Signature

Date

Representative RaeAnn Kelsch
March 4, 2003
Page Two

The steering committee has continued to function on behalf of the task force in terms of legislative support and in providing ongoing oversight, i.e., reviewing the individual business plans and annual progress reports from each of the workforce training regions to assure the plans and achievements are consistent with the goal and intent of the task force. The steering committee relies heavily on input from the local workforce training boards to determine how well the system is working and to make recommendations for change. Recommendations from the local workforce training boards were included in the testimony presented on March 3, 2003, by Dale Anderson, president of GNDA, on behalf of Mr. Guy Moos, chairman of the steering committee.

All legislative positions taken by the steering committee during the 1999, 2001 and 2003 legislative sessions have been consistent with the plan developed by the task force and the legislation to implement the plan. As a result, and based upon input from the local workforce training boards, the steering committee has not deemed it necessary to hold meetings of the full task force. However, now that the system is nearing full operation status a meeting of the task force (and an updating of membership) to explore how to make the system even more effective in impacting the economy of North Dakota would be appropriate and is being planned.

The House Education Committee also asked for information regarding the types of training being provided by the workforce training system. A list of the types of training being provided by each of the colleges and made available throughout all four regions is attached.

If you have additional questions, do not hesitate contacting Dale Anderson, me or any of the college presidents who have been assigned primary responsibility for workforce training in North Dakota.

Attachments:

- Year-End Report on Implementation of Workforce Training System for FY-2002*
- Task Force for Improving Workforce Development and Training and Steering Committee members
- Types of training being provided by each of the colleges

D:\WFTR-02\House Educ Comm. 3-4-03.doc

The micrographic images on this film are accurate reproductions of records delivered to Modern Information Systems for microfilming and were filmed in the regular course of business. The photographic process meets standards of the American National Standards Institute (ANSI) for archival microfilm. NOTICE: If the filmed image above is less legible than this Notice, it is due to the quality of the document being filmed.

Guy Moos
Operator's Signature

10-16-03
Date

YEAR-END REPORT

Implementation of Workforce Training System for FY-2002 Relative to North Dakota Statutes and Accountability Measures September 23, 2002

- I. **Situation – Changes urgently needed.** A task force of 31 state leaders (See Attachment A) representing business, education and government spent six months during 1998 examining North Dakota's workforce training system. Based on the examination and research results, the group concluded North Dakota's workforce training system was fragmented, underdeveloped, duplicative and incapable of meeting the current and rapidly changing workforce training needs of business in the state. The group also concluded major changes were urgently needed for business and industry in all regions of the state, as well as individual communities, to remain viable and competitive. A workforce training plan was developed by the Workforce Training Task Force and enacted into law by the 1999 Legislature.
- II. **Origin and Purpose.** The purpose of the Task Force plan and the resulting legislation was to develop a responsive and effective system for the delivery of workforce training in North Dakota. At the core of the system is an infrastructure comprised of workforce training professionals (workforce training directors and managers) who contact business and industry, develop trusting and effective working relationships, conduct needs assessments, and arrange training in the respective regions. The training directors and managers also work closely with other public and private higher education institutions, local development organizations, private sector trainers, vocational centers, high schools with training programs, tribal colleges, and other state and local agencies involved in workforce training in the community, region, and state.
- III. **Goal of Workforce Development and Training Task Force:**
To provide business and industry in North Dakota with the most competitive workforce in the nation.
- IV. **Key Components of Workforce Training System:**
 1. **Designated Service Regions--** Four workforce training regions (quadrants) were established and are defined by the boundaries of the State Planning Regions.
 2. **Primary Responsibility--** The following two-year colleges were assigned primary responsibility for workforce training in each of the four regions:

- NW Region (State Planning Regions 1 & 2) - Williston State College
 - SW Region (State Planning Regions 7 & 8) - Bismarck State College
 - NE Region (State Planning Regions 3 & 4) - Lake Region State College
 - SE Region (State Planning Regions 5 & 6) - N. D. State College of Science
3. **Special Unit--** a workforce training division within each of these four colleges has been created specifically designed to serve the needs of business and industry. The training divisions have primary responsibility for assuring employers in all areas of North Dakota have access to high quality training that meets or exceeds their needs and expectations.
 4. **Local Advisory boards**
The workforce training divisions are locally-driven through private sector local advisory boards for each designated region.
 5. **Financial Support**
The funding mechanism for the workforce training system consists of: (1) fees from training, (2) state funds, and (3) institution in-kind support.
 6. **Collaborative Relationships**
Partnerships with various local and state agencies involved in workforce training, with public and private education institution(s) and with private sector training providers is an essential component of the workforce training system.

V. Results for FY-2002:

A total of 1,326 businesses/employers contracted for training through the workforce training system in FY-02 compared to 1,214 in FY-01 for an increase of 9% (See Attachment B-1). A total of 10,299 employees received training in FY-02, which is slightly less than the number (10,669) who received training during FY-01. The reason the number of participants declined, while the total number of businesses receiving training increased, is a larger proportion of the training was provided to smaller communities and smaller businesses in FY-02 as the delivery system was extended to the more rural areas of the state.

Direct training revenue paid by businesses that contracted for training through the workforce training system increased from \$1,462,042 in FY-01 to \$1,880,864 in FY-02 (28.6% increase). Approximately 30% of the businesses that contracted for training requested repeat or additional training.

The level of satisfaction with training events by businesses that contracted for training was 98.5%. The level of satisfaction of employees who received training received 97.5%. (See Attachments B-2).

Continued increases in training revenues are anticipated for all four workforce training regions in the future. Access to workforce training will also be increased, both geographically and by portion of businesses in the state. Details of the potential growth are

included in the respective business plans which were prepared in consultation with the private sector workforce training boards in the four workforce training regions of the state.

VI. Accomplishments in Relation to Specific State Statutes Resulting from HB-1443:

Chapter 52-08

52-08-08. Institution to serve workforce needs. Subject to state board of higher education policies, the president of an institution of higher education that is assigned primary responsibility for workforce training shall establish a division or other unit within the institution to serve the workforce needs of business and industry and to serve as a broker in arranging the delivery of training.

Status: Completed-

- *The workforce training divisions have been established at each of the four colleges.*
- *Staffing for Phase-I (1999-2001 biennium) has been completed in all four regions. Staffing for Phase-II (2001-2003 biennium) has also been completed in all four regions.*

52-08-09. Workforce training board - Formation. Subject to state board of higher education policies, the president of an institution of higher education that is assigned primary responsibility for workforce training shall appoint a workforce training board consisting of representatives from businesses, labor, and industries located within the institution's delivery area. The workforce training board must consist of at least seven but no more than fifteen members and must include at least one representative from either an Indian-owned business, the tribal government, or the tribal colleges within the designated region.

Status: Completed-

- *Workforce training boards have been formed by all four colleges in accordance with state statute.*
- *The members for each board and the designated chairman are listed later in this report.*

52-08-10. Preparation of business plan and revolving loan funds. Subject to state board of higher education policies, the president of an institution of higher education who is assigned primary responsibility for workforce training shall prepare an annual business plan that must include provisions for use of the training capacity of the tribal colleges within the designated region, in consultation with the workforce training board. The workforce training board shall approve the business plan and make recommendations for funding of the business plan to the state board of higher education. The state board of higher education may establish for each institution of higher education assigned primary responsibility for workforce training a revolving loan fund for workforce training program startups using the borrowing authority provided in section 15-10-16.1.

Status: Completed-

- The organizational structure, defined service regions, criteria for allocating workforce training funds, and the proposed funding model were reviewed, revised and eventually approved by the Steering Committee for the Task Force on Workforce Training and, ultimately, by the full Task Force.
- Business plans for workforce training, as called for by the Steering Committee and included in HB-1443, are prepared annually by all four colleges.
- The initial business plans included the projected revenues and expenses for both the start-up phase (the 1999-2001 biennium) and for full implementation beginning with the 2001-2003 biennium. (See Attachment C for a summary of the projected revenues and expenses for the initial start-up phase and full implementation).
- The colleges prepare annual business plans in consultation with the respective local workforce training boards. The business plans are reviewed by the College Technical Education Council (CTEC) for consistency with the recommendations of the Task Force on Workforce Training and the legislative provisions of HB-1443. CTEC is comprised of the CEOs of the two-year institutions, the State Director of the State Board for Vocational Technical Education, the Chancellor of the NDUS, and the Executive Director of CTEC. Modifications, if necessary, are forwarded to the respective regions.
- The SBHE reviews and approves the respective business plans.
- **Revolving loan fund: Completed.** The SBHE, as provided for under Section 52-08-10, authorized the establishment of an account for each institution of higher education assigned primary responsibility for workforce training for creating a revolving loan fund for workforce training program startups.

52-08-11. Performance measurements for workforce training. Subject to state board of higher education policies, the president of an institution of higher education who is assigned primary responsibility for workforce training shall develop, in consultation with the workforce training board, performance measurements for workforce training. The measurements must include requirements for being time sensitive and results oriented and must determine how well the training needs of business and industry are being met.

Status: Completed -

- CTEC, in conjunction with the directors of the workforce training divisions at each of the four assigned colleges (through the workforce training boards), and with the SBVTE, developed proposed performance measures for workforce training.
- A two-day site visit to Mason City and Cedar Rapids, Iowa was arranged for the campus CEOs and the workforce training directors and managers, in October 1999, to become familiar with existing effective operational practices, including mechanisms for documenting performance.
- Job Service North Dakota was invited and attended a CTEC meeting and also the Chancellor's Cabinet meeting to explore potential cooperative efforts including performance measures for workforce training.

Yherena J. Lee
Operator's Signature

10-16-03
Date

- *Performance measures for the University System, including workforce training, were identified by the Legislative Council Interim Committee on Higher Education through the Roundtable on Higher Education. Those performance measures have been merged with the proposed performance measures adopted by the four workforce training boards. Those performance measures are:*
 - a. *The number and percent of businesses in the region receiving training,*
 - b. *The number and percent of businesses requesting repeat or additional training,*
 - c. *Levels of satisfaction with training events based on results provided by employers and employees receiving training,*
 - d. *Level of satisfaction of companies with responsiveness of training provided,*
 - e. *Number of referrals for training and results of those referrals (both referrals made to other sources and referrals received), and*
 - f. *Revenue generated from training fees.*
- *In addition to addressing these performance measures, the workforce training regions each adopted a position statement emphasizing and placing a priority on serving primary sector businesses. (See Attachment D for details).*

III. Lists of Advisory Board Members. Each of the four regions has a workforce training advisory board, comprised primarily of business people. The primary responsibilities of the boards include making recommendations about training priorities, assisting in identifying skill shortages and training needs, and providing fund-raising support, if necessary. The boards also review and approve the region's annual workforce training business plan. (See Attachment D for a more detailed description of the role of the workforce training boards).

Bismarck State College

Southwest Region Workforce Training Board

- Clayton Hoffmann, Mercer Economic Development, Hazen, Chairman
- Terry Brosseau, retired, Medcenter One, Bismarck
- Robert Colton, Carpenters Local 1091, Bismarck
- Cal Kolling, TMI Systems Design, Dickinson
- Mike LaLonde, Basin Electric Power Co-op, Bismarck
- Dave MacIver, Bismarck-Mandan Chamber of Commerce, Bismarck
- Marcella Marcellais, Laducer and Associates, Mandan
- Guy Moos, Baker Boy, Dickinson
- Bryan Personne, Consolidated Telcom, Dickinson
- Bill Shalhoob, Schlotsky's Deli, Bismarck
- Russ Staiger, Bismarck-Mandan Development Assn., Bismarck
- Becky Thiem, Zuger, Kirmis & Smith, Bismarck
- Darcy Volk, Unisys Corporation, Bismarck
- John Weeda, Great River Energy, Underwood

Y. Herrera
Operator's Signature

10-16-03
Date

Lake Region State College**Northeast Region Workforce Training Board**

- Dennis Hansel, United Telephone, Langdon, Chairman
- Paul Brewenski, GFG Food service, Grand Forks
- Jim Dahlen, FORWARD Devils Lake Development Corp., Devils Lake
- Dave Dircks, North Dakota Telephone Company, Devils Lake
- Carol Goodman, Cavalier County Job Development Authority, Langdon
- Dan Gordon, Marvin Windows & Doors, Grafton
- Mark Krauseneck, Grand Forks Region Economic Development Corp., Grand Forks
- Sandra Larocque, Turtle Mountain Community College, Belcourt
- Lee Lindquist, Altru Health System, Grand Forks
- JoAnn Rodenbiker, Northern Plains Electric Co-op, Cando
- Ken Towers, Towers Foods, Grand Forks
- Bill Tuttle, Northern Valley Labor Council, Drayton

North Dakota State College of Science**Southeast Region Workforce Training Board**

- Jim Roers, Roers Development, Fargo, Chairman
- Thomas Shorma, WCCO Belting, Wahpeton, Vice Chairman
- Dave Ekman, Corporate Technologies, Fargo
- Shawn Erickson, Case New Holland, Fargo
- Wade Hannon, ND AFL-CIO, Fargo
- Keith Hovland, John Deere Seeding Group, Valley City
- Lee Kaldor, ComMark, Inc., Mayville
- Dorry Larson, Dakota Nation Gaming Enterprise, Hankinson
- Kim Lunde, Glenmac, Jamestown
- Bob Pitz, US Bank Corp Service Center, Fargo
- Don Pratt, Butler Machinery, Fargo
- Marilee Tischer, Imation, Wahpeton
- Mark Wolter, Magnum Logistics, Fargo

Williston State College**Northwest Region Workforce Training Board**

- Rita Wilhelmi, Midstate Telephone Co., Stanley, Chairman
- Andy Anderson, Halliburton Services, Williston
- Janice Arnson, Rosenbluth International, Williston
- Dick Bergstad, IBEW Union, Minot
- Donovan Bertsch, Theel Inc., Bottineau
- Wayne Biberdorf, Amerada Hess, Williston
- Jon Husted, Sykes Enterprises Inc, Minot
- Sherry Kondos, SRT, Minot
- Staria Liedle, NW Communications Coop, Ray
- Dorene Malling, MLT, Minot
- Terry Wilber, Northrop Grumman Corp., New Town
- Elizabeth Yellow-Bird-Demaray, Fort Berthold Community College, New Town

IV. For more information contact:

• **Northwest Region: Minot and Williston:**

In Williston, Deanette Piesik, Director of Workforce Training and Cont. Ed., Williston State College, 701-774-4246, or e-mail dpiesik@mail.wsc.nodak.edu

In Minot & Bottineau, Kalli Swanson, Workforce Training Specialist, 701-857-8247 or 1-800-322-2614 or e-mail swansonk@misu.nodak.edu

• **Southwest Region: Bismarck and Dickinson:**

In Bismarck, Jeanne Masseth, Workforce Training Manager, Bismarck State College, 701-328-9844 or e-mail jeanne.masseth@bsc.nodak.edu; Sara Vollmer, Workforce Training Manager, email Sara.Vollmer@bsc.nodak.edu; Lori Heinsohn, Director of Corp. & Contin. Educ., Bismarck State College, email Lori.Heinsohn@bsc.nodak.edu;

In Dickinson, Cheryl Templeton, Workforce Training Manager, 701-483-2139, or e-mail Cheryl.Templeton@bsc.nodak.edu

In the Outlying Region, Carrie Wagner, Workforce Training Manager, email Carrie.Wagner@bsc.nodak.edu

• **Northeast Region: Grand Forks and Devils Lake:**

In Devils Lake, Holly Mawby, Workforce Training Manager, Lake Region State College, 701-662-1593, or e-mail mawbyh@lrsc.nodak.edu

In Grand Forks, Galen Cariveau, Workforce Training Manager, University of North Dakota, 701-777-2313, or e-mail galen_cariveau@mail.und.nodak.edu

• **Southeast Region: Fargo and Wahpeton:**

In Wahpeton, Dale Knutson, Workforce Training Marketing Director, North Dakota State College of Science, 701-671-2106, e-mail Dale.Knutson@ndscs.nodak.edu

In Fargo, Dawn Neumann, Marketing Representative, Skills and Technology Training Center, 701-231-6923, or e-mail dneumann@trainfargo.com; Mel Olson, Director, Skills and Technology Training Ctr., Fargo, 701-231-6929 or molson@trainfargo.com

In Jamestown, Connie Ova, Training and Projects Coordinator, Jamestown, 701-252-6861

TASK FORCE ON WORKFORCE DEVELOPMENT AND TRAINING

Customized Training Network, Network Support Team:

Verlyn Flick* Director, Outreach & Customized Training, NDSCS
 Don Roloff* Supervisor of Trade, Industry, Tech. Ed., & Custom Training, SBVTE
 Eddie Dunn* Executive Director, College Technical Education Council, NDUS

State Agencies Involved in Workforce Training:

Larry Isaak Chancellor, North Dakota University System
 Mel Olson* State Director, State Board for Vocational Technical Education
 Jennifer Gladden* Executive Director, Job Service North Dakota
 Kevin Cramer State Director, Dept. Economic Development & Finance
 Randy Schwartz* Deputy Director, State Department of Economic Development & Finance
 Carol Olson State Director, Department of Human Services

Workforce Development Council:

Fraine Zeitler* Director, North Dakota Workforce Development Council
 Dennis Johnson President, TMI & Chairman, ND Workforce Development Council
 Jodi Uecker-Rust Group Vice President, Great Plains Software Inc., & Member, NDWFDC

Private Sector:

Dale Anderson* President, Greater ND Assn., State Chamber of Commerce
 Roger Reiersen President, Flint Communications & Chairman of the Board, GNDA
 Dave MacIver President, Bism-Mandan Area Chamber & BSC Bus. Advisory Council
 Russ Staiger* President, Bismarck-Mandan Development Association
 John Campbell* President, Fargo-Moorhead Chamber of Commerce

(Also represented in other categories: Dennis Johnson, Jodi Uecker-Rust, Bill Marcil, Gary Nelson, John Dorso, Tim Mathern, Merle Boucher, Tony Grindberg, Mike Gustafson, Jack Hoeven and Craig Caspers)

Governor's Office:

Bill Goetz* Chief of Staff, Governor's Office

Legislative Leadership:

Gary Nelson Senate Majority Leader, ND Legislature
 Tim Mathern* Senate Minority Leader, ND Legislature
 John Dorso* House Majority Leader, ND Legislature
 Merle Boucher House Minority Leader

Vision-2000:

Bill Marcil Forum Publisher & Past Chairman, Vision-2000 Committee
 (Also represented in other categories: Dennis Johnson, & Dale Anderson)

Board of Higher Education:

Jack Hoeven Chairman-elect, North Dakota Board of Higher Education
 Craig Caspers* Member, North Dakota Board of Higher Education
 Mike Hillman* Vice Chancellor, Academic Affairs, ND University System
 Laura Glatt Vice Chancellor, Administrative Affairs, NDUS

Campus Presidents:

Donna Thigpen* President, Bismarck State College, Two-Year College
 Ellen Chaffee President, Valley City State Univ. & Mayville State Univ., Four-Year College

Skills Training & Technology Center:

Tony Grindberg* Senator, & Loaned Executive, Skills Training & Tech. Ctr.
 Mike Gustafson Director, Cass County Rural Electric Cooperative

(Also represented in other categories: Larry Isaak, Mel Olson, & Jennifer Gladden)

*Participated in the site visit to Cedar Rapids, Iowa, and Kirkwood Community College May 13, 1998.

WORKFORCE TRAINING RESULTS

	Training provided			Satisfaction Levels		
	FY-2000	FY-2001	FY-2002	FY-2000	FY-2001	FY-2002
# Businesses	518	1,214	1,326	95.5%	95.5%	98.6%
# Employees	7,463	10,669	10,299	94%	95.7%	97.6%
Direct Training Revenue	\$965,992	\$1,462,042	\$1,880,864			

Source: Workforce Training Quadrants, Year-End Reports, September 2002.

**PERFORMANCE ON ACCOUNTABILITY MEASURES
FOR WORKFORCE TRAINING - FY-2002 (9-20-02)**

Accountability Measure		Total
Number and percent of businesses in the region receiving training	#	1,326
	%	3.8%
Number of employees receiving training	#	10,299
Number and percent of businesses requesting repeat or additional training	#	550
	%	39.5%
Levels of satisfaction with training events based on results provided by employers and employees receiving training	Businesses	98.6%
	Participants	97.6%
Level of satisfaction of companies with responsiveness of training provided	Businesses	98.1%
Number of referrals for training and results of those referrals (both referrals made to other sources and referrals received)	Referred	20
	Received	6
Revenue generated from training fees	\$	\$1,880,864

Source: Workforce Training Quadrants, Year-End Reports, September 2002.

**Summary of Budgets for
Start-up Phase and Full Implementation**

	Pre-WFTR FY99	FY00	Actual	FY01	FY02	FY03
Training Rev:						
BSC	\$156,100	\$190,000	\$299,872	\$338,800	\$350,000	\$360,000
NDSCS	\$341,700	\$366,000	\$482,213	\$437,950	\$485,000	\$535,000
LRSC	\$70,630	\$100,000	\$99,106	\$140,000	\$165,000	\$200,000
WSC	\$82,000	\$101,000	\$84,800	\$150,000	\$200,000	\$230,000
TOTALS	\$650,430	\$757,000	\$965,991	\$1,066,750	\$1,200,000	\$1,325,000
Region Funds:						
BSC	\$0	\$145,000	\$145,800	\$145,000	\$125,000	\$125,000
NDSCS	\$0	\$340,000	\$350,000	\$150,000	\$150,000	\$150,000
LRSC	\$0	\$57,000	\$55,500	\$111,350	\$113,438	\$94,135
WSC	\$0	\$40,000	\$35,000	\$60,000	\$70,000	\$75,000
TOTALS	\$0	\$582,000	\$586,300	\$466,350	\$458,438	\$444,135
Instt. Funds:						
BSC	\$70,000	\$34,900	\$34,900	\$35,900	\$37,000	\$38,100
NDSCS	\$197,500	\$68,515	\$68,515	\$70,570	\$72,687	\$74,868
LRSC	\$51,740	\$44,000	\$44,000	\$60,198	\$65,834	\$66,489
WSC	\$38,871	\$32,400	\$32,400	\$33,300	\$34,300	\$35,400
TOTALS	\$358,111	\$179,815	\$179,815	\$199,968	\$209,821	\$214,857
State Funds:						
BSC	\$0	\$109,813	\$109,813	\$109,813	\$175,500	\$175,500
NDSCS	\$0	\$171,062	\$163,253	\$171,062	\$243,000	\$243,000
LRSC	\$0	\$87,938	\$87,938	\$87,938	\$135,000	\$135,000
WSC	\$0	\$62,775	\$62,775	\$74,600	\$121,500	\$121,500
TOTALS	\$0	\$431,588	\$423,779	\$443,413	\$675,000	\$675,000
BIENIUM TOTAL				\$875,000		\$1,350,000
All Rev. & Funds:						
BSC	\$226,100	\$479,713	\$590,385	\$629,513	\$687,500	\$698,600
NDSCS	\$539,200	\$945,577	\$1,063,981	\$829,582	\$950,687	\$1,002,868
LRSC	\$122,370	\$288,938	\$286,544	\$399,486	\$479,272	\$495,624
WSC	\$120,871	\$236,175	\$214,975	\$317,900	\$425,800	\$461,900
TOTALS	\$1,008,541	\$1,950,403	\$2,155,885	\$2,176,481	\$2,543,259	\$2,658,992
State Funds %:						
BSC	0%	22.9%	18.6%	17.4%	25.5%	25.1%
NDSCS	0%	18.1%	15.3%	20.6%	25.6%	24.2%
LRSC	0%	30.4%	30.7%	22.0%	28.2%	27.2%
WSC	0%	26.6%	29.2%	23.5%	28.5%	26.3%
TOTALS	0%	22.1%	19.7%	20.4%	26.5%	25.4%

The micrographic images on this film are accurate reproductions of records delivered to Modern Information Systems for microfilming and were filmed in the regular course of business. The photographic process meets standards of the American National Standards Institute (ANSI) for archival microfilm. NOTICE: If the filmed image above is less legible than this Notice, it is due to the quality of the document being filmed.

Yuberead id. fce
Operator's Signature

10-16-03
Date

**North Dakota Workforce Training System
Position Statement Regarding Training
for Primary Sector Businesses
April 21, 2000**

In recognition of the importance that primary sector businesses¹ play in determining the economic vitality (i.e., the economic carrying capacity) of a community, region, and state, priority will be placed on providing workforce training opportunities to this sector of the economy within each of the Workforce Training Regions. Placing a priority on the primary sector shall be defined to mean:

1. A special effort will be made to assure all primary sector businesses in each region are contacted to determine their workforce training needs. Contact may be by a workforce training manager or by one of the workforce training partnering organizations in the region;
2. Where workforce training needs are identified, arrangements will be made to provide training in accordance with the specific needs and preferences of the business;
3. Requests for workforce training for primary sector businesses, by local development organizations, or by local providers involved in workforce training in the respective region, will receive priority attention for follow-up and action. Specifically, this item shall be interpreted to mean no primary sector businesses shall be denied training due to lack of priority in relation to non-primary sector business training being provided; and
4. Further guidance, including additional emphasis on selected primary sector businesses in relation to non-primary sector businesses, shall be in the prerogative of the local Workforce Training Boards.

¹The North Dakota Century Code defines primary sector business as "an individual, corporation, limited liability company, partnership, or association that through the employment of knowledge or labor adds value to a product that results in the creation of new wealth. This term includes tourism, but does not include production agriculture." Additional definitions in the Century Code provide for the majority of sales to come from out-of-state markets.

**SBHE Defines Role for Workforce Training Boards
(NDUS Board Meeting, June 17, 1999)**

Several revisions and amendments to SBHE policy were approved at the June Board meeting to pave the way for implementation of the new workforce training legislation.

HB 1443 provided the legislation and funding mechanism to create four workforce training regions in the state and assigned primary responsibility for workforce training to Williston State College (WSC), Lake Region State College (LRSC), North Dakota State College of Science (NDSCS) and Bismarck State College (BSC).

The provisions establish the workforce training boards and enumerate their duties and responsibilities. The local workforce training boards are subject to SBHE policy.

The presidents of WSC, LRSC, NDSCS and BSC will establish a division or other unit within the college to serve the workforce needs of business and industry, to serve as a broker in arranging the delivery of training and to develop partnerships with business and industry and other training providers.

The presidents will also appoint a workforce training board that consists of representatives from business, labor and industries located within the institution's workforce training service region. Each board consists of between seven and 15 members.

The primary responsibility of the advisory boards is to:

- Make recommendations concerning priorities of the workforce training units;
- Assist in identifying skill shortages and workforce training needs;
- Provide input for preparation of an annual business plan;
- Make recommendations for funding the business plan;
- Provide connection between institutions and business, labor, and industry associations and organizations;
- Assist with establishing strong and effective partnerships with other NDUS institutions and all other related colleges, organizations and agencies;
- Provide fund-raising support, if necessary, to meet local workforce training funding needs;
- Assist the College Technical Education Council with the development of performance measurements for workforce training;
- Serve as an advocate for workforce training; and
- Assist with preparation or review of annual workforce training reports.

The amendments adopted by the SBHE also change the WSC and LRSC institution names in SBHE policy.

G:\ANNA\Eddie\eddie's workforce report.doc

training

delivered

Southwest Region

Computer Training	113	Technical Training	76
Word	14	Electronics	1
Excel	21	Asbestos	15
Access	12	Welding	15
Internet	10	Simulator	3
Computer Concepts	6	Machine Technology	13
Bookkeeping	1	Heating/Refrigeration	2
Windows	2	Carpentry	18
Desktop Publishing	2	Misc.	9
PowerPoint	15		
Outlook	2	Employee Development	219
AutoCAD	2	Healthcare	59
Cisco	2	Financial Education	6
Misc.	21	Supervisory/Managerial	29
MOUS Testing	3	Attitude/Motivation	46
		Customer Service	24
Organizational Development	2	Online	20
Misc.	1	Workplace Communication	31
Mentorship	1	Sexual Harassment	1
		Misc.	3
		Apprenticeships	6
		Total Events	416

"Thank you for the knowledge I have gained through your wonderful presentation."

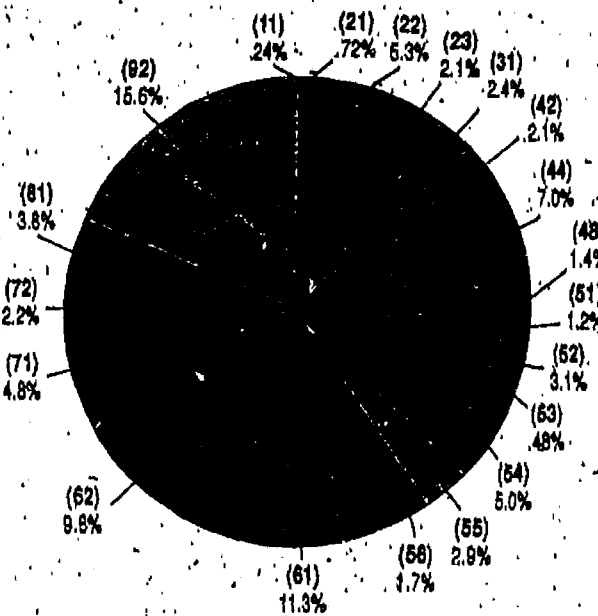
- Twila J. Rough Surface

clients

trained

Companies Served by North American Industry Classification System Code

NAICS	Description	# of Companies
11	Agriculture, Forestry, Fishing & Hunting	1
21	Mining	3
22	Utilities	22
23	Construction	9
31	Manufacturing	10
42	Wholesale Trade	9
44	Retail Trade	29
48	Transportation	6
51	Finance and Insurance	5
52	Information	13
53	Real Estate and Rental	2
54	Professional, Scientific & Technical	21
55	Management of Co. & Enterprises	12
56	Administration Support	7
61	Educational Services	47
62	Healthcare & Social Assistance	44
71	Arts, Entertainment, Gaming & Recreation	20
72	Accommodation & Food Services	9
81	Services & Repair	16
92	Gov't, Public Administration (Fire, Police)	65



01 annual report 02

The micrographic images on this film are accurate reproductions of records delivered to Modern Information Systems for microfilming and were filmed in the regular course of business. The photographic process meets standards of the American National Standards Institute (ANSI) for archival microfilm. NOTICE: If the filmed image above is less legible than this Notice, it is due to the quality of the document being filmed.

Yubereca J. Lee

Operator's Signature

10-16-03

Date

SOUTHEAST NORTH DAKOTA WORKFORCE TRAINING QUADRANT

MAJOR ACTIVITIES (JULY 1, 2001-JUNE 30, 2002)

- Workforce Training (WFT) Board
 - Three new members added to the Board (Dave Ekman/Corporate Technologies, Fargo; Dr. Dorry Larson/Dakota Nation Gaming Interprise/Hankinson; Don Pratt/Butler Machinery, Fargo)
 - Jim Roers/Roers Development, Fargo elected as new Board Chairperson and Tom Shorma/WCCO Belting, Wahpeton elected as Board Vice Chairperson
 - Quarterly meeting schedule developed with three meetings to be held in Fargo at the STTC and the summer meeting to be held at another location in the region (meeting dates are second Tuesdays in August, November, February, and May)
 - Four major objectives for 2002-2003 approved by the board
- New Personnel/Personnel Changes
 - Paulette Gustafson hired as Health Training Representative (STTC and NDSCS)
 - Dawn Neumann promoted from Training Coordinator to Marketing Representative at STTC (to fill vacancy created by resignation of Linde Ehresmann)
 - Rita Haman hired as Training Coordinator at STTC (to fill vacancy created by Dawn Neumann's promotion)
 - Deb Herman hired as Administrative Assistant at STTC
 - Chris Felckert and Susan McDonald hired as Trainers and Marketing Representatives at STTC (result of alliance with Corporate Technologies and also to fill vacancy created by resignation of Lisa Brewster)
 - Tom Hafliger hired as Welding Instructor at STTC (to fill vacancy created by resignation of Steve Scott)
- Continued meetings with civic groups, human resources organizations, economic development officials, etc. to inform them of workforce training services
- Workforce training newsletter mailed to several thousand individuals and companies in the region
- Web sites at the STTC and College Outreach underwent major updating and redesign
- Alliance developed and implemented between Corporate Technologies and the STTC for computer related training
- Allied Health Training Center completed and dedicated at the STTC (the Center was made possible through a major grant from the Dakota Medical Foundation in the amount of \$371,000)
- Haas Technical Center completed and dedicated at NDSCS (Haas Automation and Productivity, Inc. provided major support for state-of-the-art CNC machining equipment to be used for both on-campus student instruction as well as workforce training for business and industry)
- Continued discussions with the Jamestown Economic Development Corporation regarding the possibility of establishing a shared position between the Jamestown EDC and NDSCS which could provide workforce training representation in the western part of the region

TYPES OF TRAINING PROVIDED

- Technical
 - Manufacturing (ISO, welding, blueprint reading, machining, etc.)
 - John Deere Dealership Service & Parts
 - Electrical, Electronics, PLC's
 - AutoCAD
 - Automotive/Truck
 - Refrigeration
- Information Technology (IT)
 - Basic, Intermediate & Advanced Software
- Networking
- Certification
- Service/Teamwork/Management
 - Customer/quality service
 - Personal dynamics/working with others
 - Time management
 - Management/Supervision
 - Developing positive attitudes

TESTIMONIAL: WE HAVE DEVELOPED A TRAINING PARTNERSHIP WITH THE NDSCS OUTREACH AND CUSTOMIZED TRAINING DIVISION WHICH ALLOWS US TO PROVIDE COST EFFECTIVE TRAINING TO OUR EMPLOYEES IN A VERY TIMELY MANNER. THE OUTREACH STAFF IS EXTREMELY FRIENDLY AND PROFESSIONAL TO WORK WITH. WE ARE FORTUNATE TO HAVE SUCH EXCEPTIONAL SERVICES AVAILABLE AT OUR FINGERTIPS.

LYNN DESAUTEL,
PRIMEWOOD INC, A DIVISION OF WOODCRAFT INDUSTRY

The micrographic images on this film are accurate reproductions of records delivered to Modern Information Systems for microfilming and were filmed in the regular course of business. The photographic process meets standards of the American National Standards Institute (ANSI) for archival microfilm. NOTICE: If the filmed image above is less legible than this Notice, it is due to the quality of the document being filmed.

Operator's Signature

Date

IV. Market Analysis

List of Products and Services

The Workforce Training Center has developed six classifications for training programs: Computer Skills Training, Employees Skills Enhancement Training, Management Skills Enhancement Training, Farm Training, Technical Training, and General. All trainings are developed and customized to meet the business/industry needs.

- ❖ **Computer Skill Training** addresses computer skills and software applications. They include the following: Microsoft Office, C++/Java, Internet/E-mail, QuickBooks, Web Creation, Windows, WordPerfect, Scanners, Voice Recognition, and others. Training levels are offered from beginning to intermediate to advanced. Assistance in determining skill levels is provided by the WFT Specialist.
- ❖ **Employee Skills Enhancement Training** addresses interpersonal skills and personal growth issues. This topic includes the following: communication skills, customer relations/service, interpersonal skills, Covey training, positive attitude, salesmanship, and others.
- ❖ **Management Skills Enhancement Training** addresses professional skills required for managers to effectively lead and mentor employees. They include the following: career management, conflict management, grantwriting, Covey training, holistic management, leadership mastery, meeting management, problem solving techniques, strategic planning, supervisory management, team building, total quality management, and others.
- ❖ **Farm Training** addresses agricultural needs required for area farmers and ranchers. They include the following: holistic management, whole ranch planning, various workshops, and others.
- ❖ **Technical Training** addresses a variety of courses for a specific business/industry. This topic includes the following: Certified Nursing Assistant Training Program, oilfield/industrial safety courses, and others.
- ❖ **General Training** addresses a variety of topics, including: financial planning and investing, workshops on tourism, drug prevention, etc.

Northeast Workforce Training Partnership Business Plan FY03

Computer Training

- ♦ Basic Computer
- ♦ CISCO Certification
- ♦ Ecommerce
- ♦ E-mail
- ♦ Internet
- ♦ Keyboarding
- ♦ MS Access
- ♦ MS Excel
- ♦ MS Office 2000
- ♦ MS Office User Specialist
- ♦ MS Outlook
- ♦ MS Word
- ♦ MS Works
- ♦ Novell
- ♦ PowerPoint
- ♦ Quickbooks
- ♦ Quicken
- ♦ Windows

Technical Training

- ♦ Air Brake Adjustment
- ♦ Alcohol Server Training
- ♦ Automotive
- ♦ Aviation Manufacturing Techniques
- ♦ Diesel Mechanics
- ♦ Floor Covering Installation
- ♦ Forklift Safety
- ♦ Hazardous Materials
- ♦ Industrial Blue Print Reading
- ♦ Industrial Safety
- ♦ Nursing
- ♦ Welding

Soft Skills Training

- | | | |
|--|---------------------------------|--------------------------------------|
| ♦ Coaching Difficult Employees | ♦ Enhancing Capacity to Improve | ♦ Recruitment & Retention Strategies |
| ♦ Coaching Employees for Increased Productivity | ♦ Feedback Systems | ♦ Sexual Harassment Awareness |
| ♦ Conflict Resolution | ♦ FISH! | ♦ Team Building |
| ♦ Constructive Feedback | ♦ Generational Diversity | ♦ Telephone Etiquette |
| ♦ Customer Service | ♦ Home Based Business | ♦ Time Management |
| ♦ Design of a Training Matrix | ♦ Human Resource Tools | ♦ Trends in Strategic Planning |
| ♦ Designing and Implementing a New Service Culture | ♦ Interview Process | ♦ Work Redesign Processes |
| ♦ Effective Leadership | ♦ Leadership | ♦ Worker Attitudes |
| ♦ Employment Law | ♦ Marketing | ♦ Workplace Communication |
| | ♦ Mentoring | ♦ Workplace Cultures |
| | ♦ Organizational Ethics | ♦ Workplace Violence |
| | ♦ Performance Appraisals | |
| | ♦ Problem Solving | |

**TASK FORCE FOR IMPROVING
WORKFORCE DEVELOPMENT AND TRAINING**
March 4, 2003

Task Force Members:

- Anderson, Dale - Pres., GNDA, Bismarck
- Boucher, Merle - ND House, Rolette
- Campbell, John - Pres., Chamber, Fargo-Moorhead
- Caspers, Craig - Member, Board of Higher Ed, Wahpeton
- Chaffee, Ellen - Pres., Valley City State University, Valley City
- Cramer, Kevin - Dir., Dept. of Economic Dev. & Finance, Bismarck
- Dorso, John - ND House, Fargo
- Dunn, Eddie - Dir., College Technical Ed Council, Fargo
- Fick, Verlyn - ND State College of Science, Wahpeton
- Gladden, Jennifer - Dir., Job Service North Dakota, Bismarck
- Glatt, Laura - Vice Chancellor, ND University System, Bismarck
- Goetz, Bill - Chief of Staff, Governor's Office, Bismarck
- Grindberg, Tony - ND Senate & Economic Dev. Corp., Fargo
- Gustafson, Mike - Dir., Cass County Rural Elec Coop., Kindred
- Hillman, Mike - Vice Chancellor, ND University System, Bismarck
- Hoeven, Jack - Pres., Board of Higher Education, Minot
- Isaak, Larry - Chancellor, ND University System, Bismarck
- Johnson, Dennis - Chair, ND Workforce Dev Council, Dickinson
- MacIver, Dave - Pres., Bismarck Mandan Chamber, Bismarck
- Marcil, Bill - Forum Publishing Co. and Chair of Vision-2000 Committee, Fargo
- Mathern, Tim - ND Senate, Fargo
- Nelson, Gary - ND Senate, Casselton
- Olson, Carol - Dir., Dept. of Human Services, Bismarck
- Olson, Mel - Dir., Board for Voc and Tech Education, Bismarck
- Ovel, Steven - Kirkwood Community College, Cedar Rapids, IA
- Reiersen, Roger - Pres., Flint Comm. & immediate Past Chair, GNDA, Fargo
- Roloff, Don - Supervisor of Training, Board for Voc & Tech Ed, Bismarck
- Schwartz, Randy - Deputy Dir., Dept. of Econ. Dev. & Finance, Bismarck
- Staiger, Russ - Pres., Bismarck-Mandan Dev. Association, Bismarck
- Syria, M.E. - Pres., Consultants, Inc., Minot
- Thigpen, Donna - Pres., Bismarck State College, Bismarck
- Uecker-Rust, Jodi - Group VP, Great Plains Software, Fargo
- Zeitler, Fraine - Dir., ND Workforce Development Council, Bismarck

Steering Committee Members:

- Roger Reiersen (replaced by Guy Moos in July, 2002), Chair
- Craig Caspers, SBHE member & Chair of Defined Regions Task Team
- Jodi Uecker-Rust, Chair of Administrative Structure Task Team (replaced by Don Morton, Great Plains Software Inc., in 2001)
- Russ Staiger, Chair of Funding Sources Task Team

(Continued)

The micrographic images on this film are accurate reproductions of records delivered to Modern Information Systems for microfilming and were filmed in the regular course of business. The photographic process meets standards of the American National Standards Institute (ANSI) for archival microfilm. NOTICE: If the filmed image above is less legible than this Notice, it is due to the quality of the document being filmed.

Operator's Signature

Yubereca J. Lee

10-16-03
Date

- Dave MacIver, Chair of Relationship and Collaboration Task Team
- Dale Anderson, GNDA President
- Mel Olson (replaced by Wayne Kutzer in 2001), State Director, SBVTE
- Buzz Syria, GNDA, Minot (replaced by Roger Reiersen, Chair of New Economy Initiative, in 2002)
- Donna Thigpen, President, BSC
- Eddie Dunn, Executive Director, CTEC

D:\WFTR Quadrant System\WFT Task Force Members 3-1-04.doc

The micrographic images on this film are accurate reproductions of records delivered to Modern Information Systems for microfilming and were filmed in the regular course of business. The photographic process meets standards of the American National Standards Institute (ANSI) for archival microfilm. NOTICE: If the filmed image above is less legible than this Notice, it is due to the quality of the document being filmed.

Operator's Signature

Yubereca d. Lee

Date

10-16-03