

# UNIVERSITY SYSTEM FULLFILLMENT OF WORKFORCE NEEDS - BACKGROUND MEMORANDUM

## INTRODUCTION

Under a directive of the chairman of the Legislative Council, the Workforce Committee is charged with studying the means by which the University System fulfills North Dakota's workforce needs.

Additionally, under Section 20 of House Bill No. 1018 the committee is charged with studying the state's system for addressing workforce needs through a workforce system initiative, under Section 3 of Senate Bill No. 2149 the committee is charged with studying job development authorities, and under House Concurrent Resolution No. 3025 the committee is charged with studying possible methods of growing North Dakota's population and increasing the available workforce in the state. The details of these three studies are addressed in separate background memorandums.

## PREVIOUS STUDIES

### 2005-06 Studies

#### Economic Development Committee

During the 2005-06 interim, the Economic Development Committee studied the state's business climate through a business climate initiative, including receipt of agency reports regarding economic development legislation introduced by the Legislative Council during previous legislative sessions, participation in business climate focus groups across the state, and participation in a Business Congress. Although the committee recommended House Bill No. 1018, which was a comprehensive piece of legislation to address study recommendations, the bill failed to pass the Senate but several of the provisions were relocated to other pieces of legislation. As introduced, the bill would have:

- Amended Section 17 of 2005 Senate Bill No. 2032, the provision that provides for a two-interim business climate study. This provision would have retained the requirement of a minimum of six focus group discussions but removed the specific references to what groups need to specifically be addressed at each focus group and added young professionals to the already existing two groups that need to be addressed in the focus groups.
- Created a new section to North Dakota Century Code (NDCC) Chapter 2-05 relating to the Aeronautics Commission. This provision would have created a rural airport economic development fund and would have provided for a \$5 million appropriation. The money in the fund could have been used for matching fund grants to a public airport that is owned or operated by a public entity or airport operated by an airport authority. A recipient could use

funds for the following purposes: automated weather-reporting facilities; computers and terminals to obtain weather information relating to flight plans; equipment to enhance flight operational safety; obstruction removal to facilitate global positioning satellite all-weather instrument approach technology; construction, rehabilitation, or extension of runway areas; and development of airport infrastructure.

- Amended NDCC Section 54-17-07.3, which authorizes the Industrial Commission, acting as the Housing Finance Agency, to establish certain housing finance programs. Specifically, the scope of the mortgage loan financing program would have been expanded to include assistance in the development of low-income to moderate-income housing or to assist a developing community address unmet housing needs or alleviate a housing shortage and the scope of the housing grant program would have been expanded to include assisting a developing community address unmet housing needs or alleviate a housing shortage. Additionally, there was a provision for a Legislative Council study of housing needs during the 2007-08 interim.
- Expanded the definition of "agricultural commodity processing facility" for purposes of the agricultural business investment tax credit law, to provide an agricultural commodity processing facility may include a livestock feeding, handling, milking, or holding operation that uses a byproduct from an ethanol or biodiesel plant located in this state.
- Amended the laws relating to the beginning entrepreneur loan program by amending the definition of "beginning entrepreneur" by simplifying the net worth limitations and increasing from \$4 million to \$8 million the maximum amount the Bank of North Dakota may guarantee in loans under the beginning entrepreneur loan program.
- Amended the laws relating to the Biodiesel partnership in assisting community expansion (PACE) program and would have provided appropriations for the Biodiesel PACE program and the PACE (flex PACE) program. Specifically, the provisions would have amended the definition of "biodiesel production facility" for purposes of the Biodiesel PACE program; appropriated \$1.2 million of general fund money to the Bank of North Dakota for the Biodiesel PACE program; and appropriated \$8 million to the Bank of North Dakota for the PACE (flex PACE) program.

- Created a Department of Commerce-administered rural community tourism enhancement grant program, which would have provided matching funds to cities of under 8,000 for the purpose of helping rural communities access public or private grants for helping communities identify and enhance their unique characteristics in attracting visitors and improve the appearance of the rural communities. The maximum grant would have been \$10,000 per applicant, with a maximum total of \$100,000 per biennium.
- Created a Department of Commerce Division of Tourism visitor information center assistance program.
- Expanded the Department of Commerce image information program to require services be offered to the public sector.
- Created a business and tourism acceleration commission to administer grant programs for innovation, tourism, and international trade. The language was modeled on the Agricultural Products Utilization Commission law and would have directed the commission to provide necessary assistance for the research, development, technology, and marketing needs of businesses and entrepreneurs to aid in innovation for new or existing businesses, expansion of existing and development of new tourism-based businesses, and growth of international business through trade.
- Required the Commissioner of Commerce to create a biennial tax expenditure report and a state business incentive expenditure report.
- Increased the annual cap of the seed capital investment tax credit from \$2.5 million to \$5 million.
- Expanded the sales tax exemptions to include tourism equipment and wireless service provider equipment.
- Provided for a Legislative Council study of wireless service providers during the 2007-08 interim.
- Repealed the beginning entrepreneur income tax incentives.
- Created a tax credit for business expenses associated with recruitment for hard-to-fill employment positions.
- Created an internship employment tax credit.
- Created a Department of Commerce Division of Innovation and Technology.
- Created a new section to NDCC Chapter 15-20.1 directing the Department of Career and Technical Education to administer a program to provide matching fund grants to teachers and schools for the purpose of funding innovative science, technology, or innovation programs for students in kindergarten through grade 12. The maximum amount of a grant would have been \$7,500, the department would have been required to consult with the Department of Commerce Division of Innovation and Technology in making award decisions, and \$45,000 would have been appropriated to the Department of Career and Technical Education for the funding of the innovation grants.
- Amended NDCC Section 57-38-30.5, increasing the research and experimental expenditures tax credit from 8 percent of the first \$1.5 million in research expense and 4 percent of research expenses in excess of \$1.5 million to 25 percent of the first \$100,000 in research expenses and 20 percent of research expenses in excess of \$100,000; redefining "base period research expenses" to only include research conducted in North Dakota; and allowing taxpayers to "assign" unused tax credits.
- Modified the requirements of the Department of Commerce target industries report to the Legislative Council during the 2007-08 interim to include a study of cluster industries related to the state's target industries and to include an inventory of innovation assets relevant to the target and cluster industries, how target and cluster industries may be better aligned with state economic development activities, and how to stimulate development in target and cluster industries.
- Provided statutory requirements for required elements of the State Board of Higher Education annual performance and accountability report, including economic development information and student recruitment information.
- Created a new startup grant program for higher education programs through which grants would have been awarded on a competitive basis with a matching fund requirement. The State Board of Higher Education would have been required to consult with the Department of Commerce and Job Service North Dakota in making award determinations.
- Required the Department of Commerce Division of Economic Development and Finance International Business and Trade Office to work with the State Board of Higher Education to implement international business expertise with students of higher education.
- Provided for the State Board of Higher Education to study implementation of services of CCbenefits, Inc., and report to the Legislative Council during the 2007-08 interim.
- Modified the centers of excellence program to provide for making a distinction among three types of centers--commercialization, workforce, and infrastructure; to provide that the Department of Commerce provide the Centers of Excellence Commission with staff services, including assisting with preaward reviews and

- postaward monitoring; requiring the commission to provide for independent expert review of complete applications to establish viability and likelihood of desired economic impact; requiring the commission to conduct postaward monitoring of centers for 6 to 10 years; requiring an applicant to show due diligence in putting together the proposal and high likelihood of viability and success; and clarifying that funds are not to be distributed if private sector participants stop participating.
- Provided for a Job Service North Dakota study and report to the Legislative Council during the 2007-08 interim regarding chronic unemployment and soft skills training for the chronically unemployed and as an element of workforce training; the evaluation of costs and effectiveness of current unemployment, reemployment, and workforce training used by Job Service North Dakota; the progress and results of the chronic unemployment demonstration project; and consideration of appropriate funding for implementing recommendations.
  - Provided a \$600,000 appropriation to Job Service North Dakota for increasing the level of the web site spider program used to identify job listings available in North Dakota.
  - Expanded the duties of the Department of Commerce Division of Workforce Development adding the duties of developing and implementing the state's talent strategy and a statewide intelligence coordination strategy, which would include establishing details of the talent strategy, developing a consolidated biennial statewide strategic plan for the state's system for workforce development, workforce training, and talent attraction; continuously reviewing the state's workforce development system; developing a system of performance and accountability measures for the state's workforce development system; requiring that intelligence be disseminated to partners; requiring that followup information on North Dakota education and training (FINDET) data be a central source of intelligence; and requiring that the Division of Workforce Development administer the FINDET system.
  - Provided for a Department of Commerce study of workforce intelligence needs in the state and a report to the Legislative Council during the 2007-08 interim.
  - Required the Division of Workforce Development to administer a higher education internship program to increase use of higher education internships, including focusing on internships in target industries; providing services to employers, communities, and business organizations; collecting and analyzing data on use of internships; marketing internships to private and public sector employers; consulting with the State Board of Higher Education to develop strategies to decrease barriers to use of internships; and developing a program to provide incentives for state and local government employers to use internships.
  - Provided for the Department of Commerce, in consultation with the State Board of Higher Education, to study and report to the Legislative Council during the 2007-08 interim the status of higher education internship opportunities in the state and strategies to increase higher education internships in the state.
  - Provided for the Department of Commerce to provide career education and career promotion services.
  - Provided for the Department of Commerce, in consultation with the Department of Career and Technical Education, Job Service North Dakota, and the Superintendent of Public Instruction, to study and report to the Legislative Council during the 2007-08 interim regarding career education needs of public school students.
  - Provided for a Department of Commerce-administered talent attraction program to attract workers from out of state.
  - Provided for a Division of Workforce Development program for foreign worker recruitment to implement strategies to assist North Dakota businesses in recruitment of permanent legal immigrants to fill occupations that are in high demand and require high skill.
- Higher Education Committee**
- During the 2005-06 interim, the Higher Education Committee studied higher education funding and accountability, including a review of the progress made in implementing the Higher Education Roundtable recommendations relating to the University System meeting the state's expectations and needs, the funding methodology needed to meet those expectations and needs, and the appropriate accountability and reporting system for the University System. The Legislative Council selected and contracted with MGT of America, Inc., a consulting company based in Tallahassee, Florida, to conduct the higher education study. MGT of America, Inc., completed interviews, reviewed documentation, and gathered external benchmarking information. The MGT of America, Inc., final report included information regarding the state of higher education, the Higher Education Roundtable, accountability measures, peer institutions, and the University System long-term financing plan.
- In association with the Higher Education Committee's study of higher education, the committee through the use of a Higher Education Roundtable consisting of the 21 members of the Higher Education Committee and 44 representatives from the State Board of Higher Education, business and industry, higher education institutions, including tribal and

private colleges, and the executive branch, received information on Operation: Intern, "soft skills" areas of education and training, and centers of excellence and convened four discussion groups. The committee recommended three bills for consideration by the 2007 Legislative Assembly.

### **2003-04 Studies**

#### **Commerce Committee**

During the 2003-04 interim, the Commerce Committee studied the impact of pending federal legislation that would significantly change the respective federal-state responsibilities and funding for workforce development, workforce training, public labor exchange, and unemployment insurance programs.

#### **Economic Development Committee**

During the 2003-04 interim, the Economic Development Committee studied the state's business climate, including creation of an index of key objective measurements that address the state's competitiveness with other states; consideration of methods of creating business partnerships with North Dakota Indian tribes in order to increase primary sector business growth in the state; and active participation in the activities of the Primary Sector Business Congress.

#### **Higher Education Committee**

During the 2003-04 interim, the Higher Education Committee studied higher education to further refine the expectations of the University System in meeting the state's needs in the 21<sup>st</sup> century, the funding methodology needed to meet those expectations and needs, and the accountability system and reporting methodology for the University System. The committee through the use of a Higher Education Roundtable consisting of the 16 members of the Higher Education Committee and 45 representatives from the State Board of Higher Education, business and industry, higher education institutions, including tribal and private colleges, and the executive branch, reviewed the status of higher education in North Dakota, developed meaningful recommendations for enhancing the economy and other appropriate issues concerning higher education in North Dakota, reviewed the progress made, current status, and further actions needed to enhance the economic and social vitality of the state and make the state more attractive for new business and business expansion, reviewed the impact of the Higher Education Roundtable on higher education in the state, and developed recommendations for action by the Legislative Assembly, University System, executive branch, and private sector. The committee also reviewed the University System long-term financing plan and resource allocation model approved by the State Board of Higher Education and the University System third annual performance and accountability report.

### **2001-02 Studies**

#### **Commerce Committee**

During the 2001-02 interim, the Commerce Committee studied workforce training and development programs in North Dakota, including efforts to recruit and retain North Dakota's workforce, underemployment and skills shortages, current workforce training efforts, and the involvement of the New Economy Initiative goals and strategies; the Work Force 2000 and new jobs training programs and other workforce training and development programs administered by agencies of the state of North Dakota, and the feasibility and desirability of consolidating in a single agency the funding and administration of those programs.

#### **Higher Education Committee**

During the 2001-02 interim, the Higher Education Committee studied the State Board of Higher Education's implementation of the performance and accountability measures report. The committee, through the use of a Higher Education Roundtable consisting of the 22 members of the Higher Education Committee and 44 representatives from the State Board of Higher Education, business and industry, higher education institutions, including tribal and private colleges, and the executive branch, reviewed plans for and accomplishments relating to the recommendations of the 1999-2000 Higher Education Roundtable, reviewed the state's New Economy Initiative and its linkage to the Higher Education Roundtable cornerstones and recommendations, and developed high-priority action items concerning higher education in North Dakota. The committee also reviewed the University System long-term financing plan and resource allocation model approved by the State Board of Higher Education and the University System first annual performance and accountability report.

### **1999-2000 Study**

#### **Higher Education Committee**

During the 1999-2000 interim, the Higher Education Committee studied higher education funding, including the expectations of the University System in meeting the state's needs in the 21<sup>st</sup> century, the funding methodology needed to meet those expectations and needs, and the appropriate accountability and reporting system for the University System. The committee through the use of a Higher Education Roundtable consisting of the 21 members of the Higher Education Committee and 40 representatives from the State Board of Higher Education, business and industry, higher education institutions, including tribal and private colleges, and the executive branch, discussed shifts, trends, and realities that impact the state of North Dakota and the University System and developed expectations for the University System, recommendations concerning higher education in North Dakota, and accountability measures and success indicators that correspond with

the expectations for the University System. The six cornerstones identified were Economic Development Connection, Education Excellence, Flexible and Responsive System, Accessible System, Funding and Rewards, and Sustaining the Vision.

## **2007-08 STUDIES AND REPORTS**

### **Higher Education Committee**

#### **University System Study of Human Capital**

During the 2007-08 interim, the Higher Education Committee is charged under Section 23 of House Bill No. 1003 to study the means by which the University System can further contribute to developing and attracting the human capital to meet North Dakota's economic and workforce needs. The study is to focus on ways to increase postsecondary access, improve the quality of education, contain costs, and other means, including productivity, to maximize the usage of the University System in meeting the human capital needs of the state.

### **Workforce Committee**

#### **State's Workforce System**

Under Section 20 of House Bill No. 1018, the Workforce Committee is charged with studying the state's system for addressing workforce needs through a workforce system initiative that includes receipt of agency reports regarding implementation of workforce legislation enacted during the 2007 legislative session, active participation in focus groups across the state, and active participation in a workforce congress.

#### **Job Development Authorities**

Under Section 3 of Senate Bill No. 2149, the Workforce Committee is charged with studying job development authorities across the state to determine the economic impact created by the authorities, to examine funding mechanisms used by the authorities when expending resources for economic development purposes, and to determine whether the authorities serve a viable purpose.

#### **Population**

Under House Concurrent Resolution No. 3025, the Workforce Committee is charged with studying possible methods of growing North Dakota's population and increasing the available workforce in the state.

### **Budget Section**

#### **Centers of Excellence Annual Audits**

During the 2007-08 interim, the Budget Section is charged with receiving annual audits from centers of excellence that received funding under NDCC Chapter 15-69.

## **2007 LEGISLATION**

During the 2007 legislative session, several pieces of legislation were enacted impacting higher education

and workforce. Some pieces were directives for the University System and some pieces indirectly impacted higher education and workforce through directives to other agencies. Several legislative provisions were initially recommendations of the 2005-06 interim Economic Development Committee contained in House Bill No. 1027. Although the Economic Development Committee's bill failed to pass the Senate, several of the provisions of the bill were relocated to other pieces of legislation. The Department of Commerce appropriation--House Bill No. 1018--was the main vehicle for the committee's relocated recommendations.

Sections 30 through 33 of House Bill No. 1018 amended the centers of excellence law. Portions of this legislation were included in the 2005-06 interim Economic Development Committee's recommended legislation. As enacted, some of the amendments:

- Require the program to distinguish among center designations for awards designated to address commercialization and infrastructure and provide workforce may not be the primary need addressed by a center;
- Modify the center designation approval process;
- Strengthen preaward review and postaward monitoring of centers; and
- Clarify the fund distribution process.

Sections 36 and 37 of House Bill No. 1018 expand the duties of the Department of Commerce Division of Workforce Development. Portions of this legislation were included in the 2005-06 interim Economic Development Committee's recommended legislation. As enacted, provisions of the sections include a directive for the Division of Workforce Development to develop and administer a program to increase use of higher education internships and work experience opportunities for higher education students and the directive that the division develop and implement the state's talent strategy. The division is directed to consult with the State Board of Higher Education in developing and implementing this strategy.

Section 44 of House Bill No. 1018 provides for an internship employment tax credit for employers of higher education interns. This tax credit was included in the Economic Development Committee's recommended legislation.

## **BACKGROUND**

The University System consists of 11 higher education institutions under the control of the State Board of Higher Education. Of the 11 institutions, 2 are doctoral-granting institutions, 2 are master's-granting institutions, 2 are universities that offer baccalaureate degrees, and 5 are colleges that offer associate and technical degrees. Each institution is unique in its mission to serve the people of North Dakota. The University System reported a total degree credit headcount enrollment of 42,237 students and a total degree credit full-time equivalent

(FTE) enrollment of 35,373 students in the fall 2006 enrollment report.

The study of the University System fulfillment of workforce needs may include consideration of strategic planning as well as specified programs. University System strategic planning includes the long-term financing plan and resource allocation model, the annual performance and accountability report required under NDCC Section 15-10-14.2, and use of the CCbenefits forecasting program used by the state's community colleges. Specific programs relating to workforce may include the centers of excellence program and the workforce training quadrants.

### **Strategic Planning**

#### **Long-Term Financing Plan and Resource Allocation Model**

The 1999-2000 Higher Education Roundtable recommended the State Board of Higher Education and the chancellor develop a long-term financing plan and resource allocation model. As a result, the State Board of Higher Education contracted with the National Center for Higher Education Management Systems for assistance with the development of such a plan and model. The board reviewed the recommendations of the National Center for Higher Education Management Systems and adopted a long-term financing plan consisting of base operating funding, incentive funding, and capital asset funding components. The board approved changes to the long-term financing plan and resource allocation model in May 2006. The following is a description of the current long-term financing plan and resource allocation model:

The base operating funding component of the long-term financing plan provides funding to each higher education institution to support core campus functions, such as instruction, research, and public service. The funding for each institution is based on the institution's current state general fund appropriation with general fund appropriation increases to address parity and equity.

The incentive funding component of the long-term financing plan includes funding for the State Board of Higher Education to support state and system priorities consistent with the goals of the Higher Education Roundtable. The State Board of Higher Education goal for incentive funding is to have funding equivalent to 2 percent of the total University System state general fund appropriation.

The capital asset funding component of the long-term financing plan provides funding to each of the higher education institutions for maintenance and replacement of facilities and infrastructure. The State Board of Higher Education goal for capital asset funding is for each of the institutions to phase in full funding of the Office of Management and Budget buildings and infrastructure formula over a 10-year period (by the 2013-15 biennium)

and to address the current deferred maintenance backlog over approximately a 14-year period (by the 2015-17 biennium). The funding provided to each of the institutions would be left to the discretion of the institution with appropriate approvals by the State Board of Higher Education for projects greater than \$100,000. Institutions would be given the authority to allocate funds for repair and replacement priorities for both deferred maintenance and regular repair and replacement projects as determined by the institution. Institutions are allowed to carry unspent capital asset funding from one biennium to the next in order to complete the projects started in one biennium but not completed until the next and to accumulate funds to complete large projects that require multiyear funding. The capital asset funding component will be applied to new state buildings built on campuses; however, no new operating funds will be added to the base operating budget for operating costs if the operating base is already at the benchmark target.

#### **Performance and Accountability Report**

North Dakota Century Code Section 15-10-14.2 requires the University System to provide an annual performance and accountability report regarding performance and progress toward the goals outlined in the University System strategic plan and related accountability measures. Section 17 of House Bill No. 1003 (2007) provides that the performance and accountability report as required by Section 15-10-14.2 is to include an executive summary and identify progress on specific performance and accountability measures in the areas of education excellence, economic development, student access, student affordability, and financial operations. The following is a summary of the performance and accountability measures identified in Section 17 of House Bill No. 1003 (2007):

1. Education excellence, including:
  - a. Student performance on nationally recognized exams in their major fields compared to the national averages.
  - b. First-time licensure pass rates compared to other states.
  - c. Alumni-reported and student-reported satisfaction with preparation in selected major, acquisition of specific skills, and technology knowledge and abilities.
  - d. Employer-reported satisfaction with preparation of recently hired graduates.
  - e. Biennial report on employee satisfaction relating to the University System and local institutions.
  - f. Student graduation and retention rates.
2. Economic development, including:
  - a. Enrollment in entrepreneurship courses and the number of graduates of entrepreneurship programs.

- b. Percentage of University System graduates obtaining employment appropriate to their education in the state.
- c. Number of businesses and employees in the region receiving training.
3. Student access, including number and proportion of enrollments in courses offered by nontraditional methods.
4. Student affordability, including:
  - a. Tuition and fees on a per student basis compared to the regional average.
  - b. Tuition and fees as a percentage of median North Dakota household income.
  - c. Cost per student in terms of general fund appropriations and total University System funding.
  - d. Per capita general fund appropriations for higher education.
  - e. State general fund appropriation levels for University System institutions compared to peer institutions general fund appropriation levels.
5. Financial operations, including:
  - a. Cost per student and percentage distribution by major function.
  - b. Ratio measuring the funding derived from operating and contributed income compared to total University System funding.
  - c. Ratio measuring the amount of expendable net assets as compared to the amount of long-term debt.
  - d. Research expenditures in proportion to the amount of revenue generated by research activity and funding received for research activity.
  - e. Ratio measuring the amount of expendable fund balances divided by total expenditures and mandatory transfers.
  - f. Ratio measuring net total revenues divided by total current revenues.

The State Board of Higher Education has adopted 9 performance and accountability measures, in addition to the 21 measures required by the Legislative Assembly, to provide guidance in establishing effective policy for the 11 system institutions. The following is a summary of the performance and accountability measures adopted by the State Board of Higher Education:

1. Workforce training information, including levels of satisfaction with training events as reflected in information systematically gathered from employers and employees receiving training.
2. Noncompleters satisfaction - Levels of satisfaction and reasons for noncompletion as reflected in a survey of individuals who have not completed their program or degree.
3. Student goals - Levels and trends in the number of students achieving goals and the

institution meeting the defined needs and goals as expressed by students.

4. Levels of satisfaction with responsiveness as reflected through responses to evaluations of companies receiving training.
5. Student participation - Levels and trends in rates of participation of:
  - a. Recent high school graduates and nontraditional students.
  - b. Individuals pursuing graduate degrees.
6. Student enrollment information, including:
  - a. Total number and trends in full-time, part-time, degree-seeking, and non-degree-seeking students being served.
  - b. The number and trends of individuals, organizations, and agencies served through noncredit activities.
7. Higher education funding - A status report on higher education financing as compared to the long-term financing plan.
8. Ratio of incentive funding to total University System state general fund appropriations.
9. Ratio of University System state general fund appropriations to total state general fund appropriations.

The first performance and accountability report was published in December 2001 and the report has been published each subsequent year. The most recent report was published in December 2006 and may be viewed online at <http://www.ndus.edu/Upload/allfile.asp?id=465&tbi=MultiUse>.

#### **CCbenefits, Inc., Services**

In 2002 the North Dakota University System implemented the services of CCbenefits, Inc., through a collaboration with the Association of Community College Trustees. Under the services of CCbenefits, Inc., North Dakota community colleges perform studies and forecasts on the economic impact of the college and ways to enhance the college's ability to better serve stakeholders while addressing economic development.

During the 2005-06 interim, the Economic Development Committee received information regarding the use of CCbenefits for meeting workforce forecasting needs. The Economic Development Committee recommended legislation resulting in the 2007-08 interim Higher Education Committee being charged with receiving a report from the State Board of Higher Education on the status of implementation of the CCbenefits, Inc., services.

#### **Programs**

The North Dakota University System provides workforce training and development through the institutions' continuing education divisions, and under NDCC Chapter 52-08 the four community colleges are responsible for coordinating workforce training activities for their respective areas. In addition, the appropriation for the North Dakota University System includes funding for the College Technical Education

Council that was formed to improve the coordination and collaboration among the State Board for Vocational and Technical Education and the secondary and postsecondary institutions involved in vocational technical education and workforce training in North Dakota.

### **STUDY PLAN**

The study charge and legislative history do not provide significant background to guide this study. However, it is likely the Legislative Council did not intend to duplicate the interim Higher Education Committee's charge to study the means by which the University System can further contribute to attracting the human capital to meet the state's economic and workforce needs. Taking into consideration the Workforce Committee's other three studies all directly relate to workforce--especially the study of the state's workforce system--it is possible the intent of assigning this study to the committee was to ensure the

committee's activities took into account the University System in conducting the other workforce studies.

In planning the study approach, the committee may consider:

- How the University System could impact or work with the job development authorities;
- How actions of the University System could impact the state's population through retention or immigration and how the demographics of the population are impacted by the University System; and
- How the University System fits in the state's workforce system.

In putting together the committee's meeting agendas, focus groups, and meeting locations, the committee may consider how the University System could assist the committee in performing its study charges.