



**Workforce
Development**

Education... Job Training... Employer Services...
Work Experience... Job Search... Other
Support... Business Development... Local
Leadership... Economic Development... Welfare
Participants... Youth... Adults... Employees...
Employers...

"Workforce development refers to all of the p
grams that prepare people for work, includin
all educational segments and special program
and job training and employment programs,
whether operated by public, private, or non-
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to job training and employment programs only."

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Preeminence

Minnesota

2003

Portfolio

Report



January 2003

BUSINESS

COMMUNITY-
BASED

ORGANIZATIONS

EDUCATION

EXECUTIVE
BRANCH
LEADERS

LABOR

LOCAL ELECTED
OFFICIALS

STATE
LEGISLATORS



January 2003

To Governor Pawlenty and the 2003 State Legislature:

We begin 2003 with an optimistic outlook and a practical sense of what can be accomplished given the political environment and fiscal issues in front of us. The Governor's Workforce Development Council (GWDC) has made significant strides toward developing a vision for Minnesota's workforce system and strengthening local leadership through Local Workforce Councils and other stakeholders. Our optimism comes from a deep belief that smart, sustained work and strong leadership are recognized and rewarded over time. We also have demographics on our side. We know that even in the current economic downturn we are short of skilled workers in critical areas and that in just a few years, Minnesota employers will again be in a crunch to find employees and that the workforce system must be prepared to meet those needs.

Our practical perspectives – honed through more than 30 years each as business and labor leaders in Minnesota's economic and political landscape – suggest that the state's budget woes and a looming federal deficit will make this a difficult period in which to continue to make needed public investments in workforce development.

This "Portfolio Report", together with the accompanying materials, fulfills our statutory obligations¹ and goes further to detail the challenges we face, identifies resources available to meet those challenges, and suggests strategies that we can pursue during the next several years. We think the analogy of an investment portfolio is useful in conveying all the complexities and nuances of Minnesota's workforce system.

This report follows *Getting To Preeminence* in painting the "big picture" of Minnesota's workforce investments. With your continued support, the GWDC will take the next steps in building "**Preeminence Minnesota**", outlining specific steps and measures that will guide our workforce investments during the 2003-05 biennium.

We look forward to working with all stakeholders in the coming year to continue our shared work to make Minnesota the preeminent state in the nation where employers and skilled workers jointly prosper.

On behalf of the full Council,

Roger Hale, Chair
Former CEO, Tennant Company

Don Gerdesmeyer, Vice-Chair
MN Brotherhood of Teamsters

Acknowledgments

The themes and early drafts of this report were developed through the GWDC Executive Committee, with discussion and review by the full Council. The GWDC Executive Committee gave final approval to the document. The Council appreciates the expertise and effort of those who helped to write, edit, and produce this document including:

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Lee Helgen
Chuck Johnson
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Julie Remington
Deb Serum
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Libby Starling

and GWDC staff
Kathy Sweeney,
Luke Weisberg and
Koryn Zewers



Workforce Development

I. WHY A “PORTFOLIO REPORT TO STAKEHOLDERS”?

This report describes Minnesota’s public workforce “portfolio” – the collection of federal, state, and local investments and operations that make up Minnesota’s public workforce development system. Like an investment fund issuing an Annual Report to shareholders, this report outlines the composition of the “portfolio” and highlights the growth, value, and performance of the portfolio during 2001 and 2002.

These stakeholders include:

- ◇ Federal, state and local taxpayers – actual investors – and the policymakers at all levels of government who direct those investments;
- ◇ Businesses and jobseekers who use Minnesota’s workforce services and products;
- ◇ The network of WorkForce Centers, colleges and schools, service providers, and private organizations which function as vendors and service providers;
- ◇ Managers of, and advisors to, the portfolio – leaders from local and state agencies together with the Governor’s Workforce Development Council, Job Skills Partnership Board, and other established advisory boards.

What Is the Portfolio?

For the program year ending June 2002, we brought \$307 million into Minnesota in federal resources and committed another \$139 million in state resources in support of services to businesses and jobseekers throughout the state. These investments support job placement, skill training, business development, and other services that reach nearly 734,000 jobseekers and employers.² The state’s workforce investment portfolio touches hundreds of individuals, privately operated businesses and nonprofit organizations as well as local government agencies which serve as local partners and service providers.

Detailed information about specific programs in the portfolio can be found in *Minnesota’s Inventory of Publicly- Funded Workforce Development Programs* often commonly referred to as the “Gunther Report”. This document, recently updated by the MDES Policy, Planning and Measures Office for the GWDC, contains valuable information about the purpose, scope, funding, and outcomes for the programs that make up Minnesota’s workforce portfolio. (The full Inventory is available online at www.gwdc.org)

Number and Funding of Programs, by Broad Program Type (PY 2001) (Figure 1)

| Broad Program Type | Number of Programs | Federal Funding | State Funding | Total Funding | Number of Individuals Served |
|-----------------------------------|--------------------|----------------------|----------------------|----------------------|------------------------------|
| Education | 4 | \$5,892,885 | \$48,180,853 | \$54,073,738 | 102,672 |
| Employment | 22 | \$150,709,297 | \$41,287,187 | \$194,196,484 | 299,536 |
| Job Training | 27 | \$100,336,634 | \$46,896,310 | \$148,390,578 | 98,477 |
| Employer | 9 | \$2,820,348 | \$14,573,000 | \$40,125,446 | 21,802 |
| Wage Replacement | 3 | \$37,855,000 | \$0 | \$37,855,000 | 216,540 |
| Workforce Development Information | 5 | \$9,902,900 | \$0 | \$9,902,900 | 0 |
| Other Support | 1 | \$0 | \$0 | \$0 | 0 |
| Totals | 71 | \$307,517,064 | \$139,257,350 | \$472,864,146 | 733,964 |

Excerpted from MN Inventory of Publicly-Funded Workforce Development Programs

What Are the Portfolio's Objectives?

In 2001, the GWDC introduced *Getting To Preeminence* – a document that identified the challenges facing Minnesota in our quest to become the “preeminent” state in the nation in growing skilled workers and productive employers – and facilitating matches among them. *Getting To Preeminence* defined three challenges that can be viewed as the three goals of Minnesota’s workforce investment portfolio.

- 1) Meeting the broad need for more workers with more skills in Minnesota’s economy;
- 2) Helping Minnesotans advance in their careers and earn more; and,

3) Continuing to build a “system” that efficiently and effectively helps both employers and jobseekers.

The GWDC believes these challenges remain relevant for the 2003-05 biennium. The Council anticipates updating the “Preeminence Minnesota” strategies for the 2003-05 biennium.

II. 2002 ECONOMIC CONTEXT

Key elements of Minnesota’s economy in 2002 include:³

- ◇ An unemployment rate that reached 4.2% in 2002 (preliminary), the highest since 1993, still lower than the national average at 5.8%.
- ◇ Initial Claims for Unemployment Insurance (UI)

Benefits — a proxy for the number of layoffs — remained at last year’s high level through 2002.

◇ Minnesotans continue to enjoy relatively high average annual pay: At \$36,585, Minnesota’s average annual pay is the 10th highest nationally. However, at 3.3%, pay growth from 2000 to 2001 was the lowest annual increase since 1993. This placed Minnesota at number 19, tied with two other states.

◇ As of fourth quarter 2002, there are twice as many unemployed people as job vacancies statewide compared to one year earlier.⁴

◇ Since the beginning of the 2001 recession, the state lost close to 80% of the 46,000

manufacturing jobs added during the 1990s.

◇ Despite some positive signs, the economic recovery is quite fragile in Minnesota. Because jobs are still difficult to find, the UI Benefits exhaustion rate remains high: many people who have been laid off are failing to find a job by the time their unemployment runs out. In January 2003, federal policymakers passed an extension of UI benefits and are considering additional benefits to support jobseekers.

More information is available at: www.mnwfc.org/lmi and www.mnplan.state.mn.us/demography/PopNotes/Laborforce00/Labor_Force_Popnote.pdf

III. STRENGTHENING THE PORTFOLIO AND MEASURING PROGRESS

During 2002, several efforts strengthened Minnesota's leadership, service delivery, and accountability structures at the local and state levels. Since 2001, the GWDC has invested in consulting services for Local Workforce Councils to address organizational development, leadership, and local planning efforts, which have led to transformations in about half of the Councils. Other local initiatives include the regional scans by Stearns/Benton Counties and the Twin Cities metro

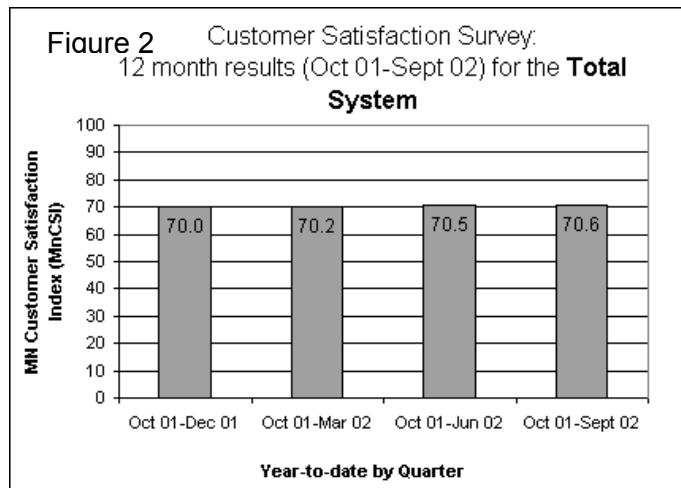
area. These two regions have gathered community-wide business, demographic, and labor market data, and presented it to local leaders. In both cases, it has catalyzed discussion about vision and direction among stakeholders and laid the ground work for more focused service delivery changes in the future. More information about the scans is available at www.gwdc.org

Connected to the regional scans, the Metro Workforce Board began a renewed effort to convene leaders from Local Workforce Councils in the seven-county metro area and have taken the first steps to work more closely with metro area MnSCU campus leaders. The regional scans, as mentioned above, will be a base of information for use by partners in developing their next collaborative steps.

In many other areas, local leaders have come together to strengthen their collective voice on matters of concern across counties and other political boundaries. Southeast Minnesota hosted

its third annual workforce development conference, focusing on the critical issues of literacy and culturalization. Southwest Minnesota hosted a summit on the future of that region. These are just some examples of local leadership moving ahead to promote strategic vision and common action for local workforce, economic development, and education among many stakeholders.

At the state level several other efforts are underway to strengthen the portfolio. In 2001, the Governor and Legislature created a high-level team to make recommendations about how to better integrate workforce and economic development efforts throughout the state. Following those recommendations (see Putting It All Together at www.mntransition.org), the Ventura Administration completed a framework for statewide regional convening that has been passed along to the Pawlenty Administration for consideration.



This past year marked the first year of the system's statewide WorkForce Center Customer Satisfaction Survey, developed by the MN Department

of Economic Security (MDES) Office of Policy, Planning, and Measures. During the past year, our WorkForce Centers statewide have held steady in customer satisfaction and have remained at a level commensurate with the average score for the general American Customer Satisfaction Index (ACSI) – meeting or exceeding scores of many major private businesses. (Figure 2)

The WorkForce Center Strategic Plan completed by the GWDC at the request of the 2001 Legislature is another statewide initiative to strengthen the WorkForce Center infrastructure. This plan includes the development of an ongoing credentialing process that builds on a foundation of basic customer service principles and gives Local Workforce Councils a guide for pursuing a continuous improvement process for the WorkForce Centers in their area. More information about the effort and the completed plan is available at www.gwdc.org.

Other statewide initiatives also began in 2002 to create system accountability based on outcomes. These efforts include: The MN Job Skills Partnership Board common measures for all state-funded

employment and training programs⁵ and the MDES Policy Planning, and Measures Office meaningful “system measures” that look across state and federally funded programs to assess the value and impact of Minnesota’s workforce portfolio. Both of these efforts are in the beginning stages and will eventually be linked to the WorkForce Center credentialing process.

IV. LOOKING AHEAD: CHALLENGES TO PREMINENCE

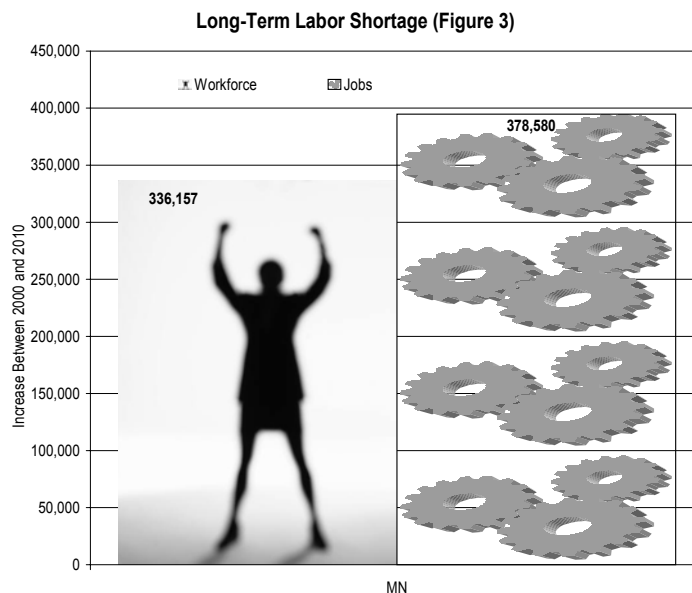
For the workforce investment portfolio to continue providing a valuable return on Minnesota’s investment, we must continue to address our three challenges: long-term labor and skill shortages; strengthening Minnesotans’ career and income progression; and building a more effective system from a collection of programs and services.

Quantifying Our Challenges: More People with More Skills

Current employment and demographic projections clearly point to a long-term labor shortage. Projections of working age adults are smaller than projections of jobs available. (Figure 3)

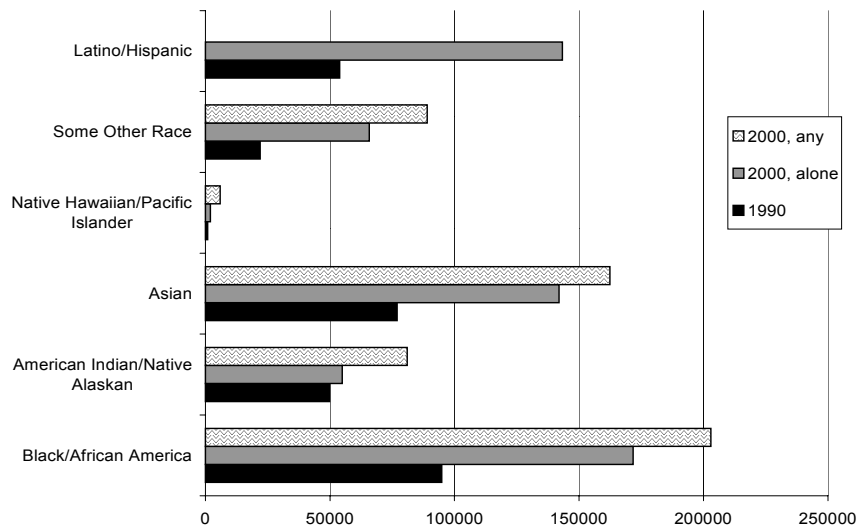
◇ Roughly 85% of Minnesota’s workforce in 2005 will be people who are working today and by 2010, roughly 40% of Minnesota’s workforce will be 45 years of age or older.⁶

◇ The total number of jobs in Minnesota is projected to reach almost 3.3 million by 2010, increasing by almost 400,000 jobs, between 2000 and 2010. This 13.1% gain in jobs compares to only a 12% projected gain in the workforce over the same period. Once the economy picks up, we can expect to see workforce shortages again.⁷

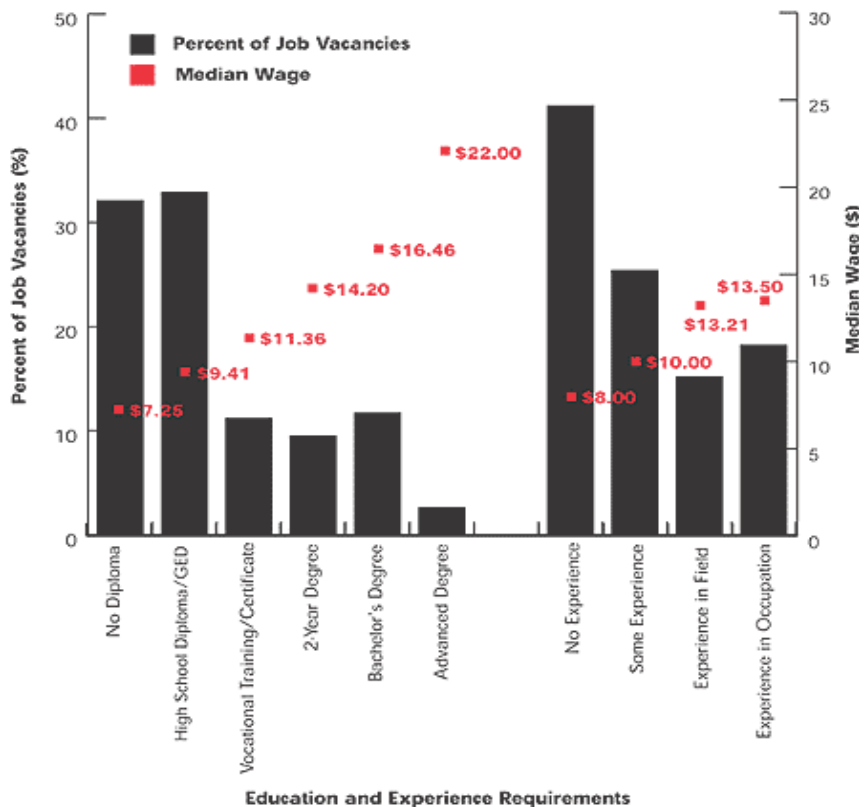


◇ Mirroring national trends, Minnesota's future workforce participants will be increasingly diverse. In 1990, 6.3% of the state's population identified themselves as non-white or Hispanic or both. In the 2000 census, 11.8% were nonwhite. Figure 4 shows the change between 1990-2000 in the number of non-white Minnesotans, by self-identified census category.⁸ This presents an excellent opportunity to continue and expand efforts to welcome and attract immigrants to Minnesota.

Increasing ethnic/racial diversity in MN (Figure 4)
Although 1990 and 2000 Census race data are not comparable, it is still evident that racial and linguistic diversity is increasing in Minnesota.



Job vacancies by experience and wages correlated to training and education (Figure 5)



Research is also clear that we face a skills shortage: skills of available and projected workforce relative to skills demand of current and projected jobs. A study of top skills correlated to high vacancy and/or high growth employment identified five skill clusters needed by Minnesotans to grow our statewide economy:⁹ fundamental skills; technical/scientific skills; managerial/administrative skills; human service skills; and, medical skills.

And, while some of these skills correlate to advanced education and training, some can be obtained at primary and secondary education levels. Although we face other challenges in growing Minnesotans' income over time, Figure 5 shows clearly that Minnesota's economy supports many jobs that require little or no experience

or advanced training. Research in the vocational education arena suggests that we could do more to help prepare and place many high school students who will not (at least in the short-term) pursue advanced education and training.¹⁰

Quantifying Our Challenges: Strengthening Minnesotans' Income and Career Progression

The vacancy table (Figure 5) indicates that more skills and education correlates with higher wages and the wage distributions in Figure 6 clearly show that there is room for more Minnesotans to increase their employment income. To meet our income and career progression challenge, further investment in skills training is necessary. Important factors include:

◇ Minnesota continues to rank in the top fifth of all states in per capita personal income¹¹ and our poverty rate in Minnesota was 6.6% in 1999-2000 relative to a national rate of 11.5% for the same period. Still, that means that about 325,000 state residents live below the federal poverty line. Figure 6 indicates that just under 30% of Minnesota's workforce earned less than \$10 per hour in 2001. In spite of strong national rankings, many working Minnesotans still do not earn enough to support their families.¹²

However, the solution to helping working Minnesotans may not be to simply suggest that Minnesota businesses pay more in wages because Minnesota is generally above the national average in earnings for many key occupational categories.

Given that, our focus should perhaps be to help Minnesotans gain additional education and skills that will, in turn, be rewarded in the marketplace.

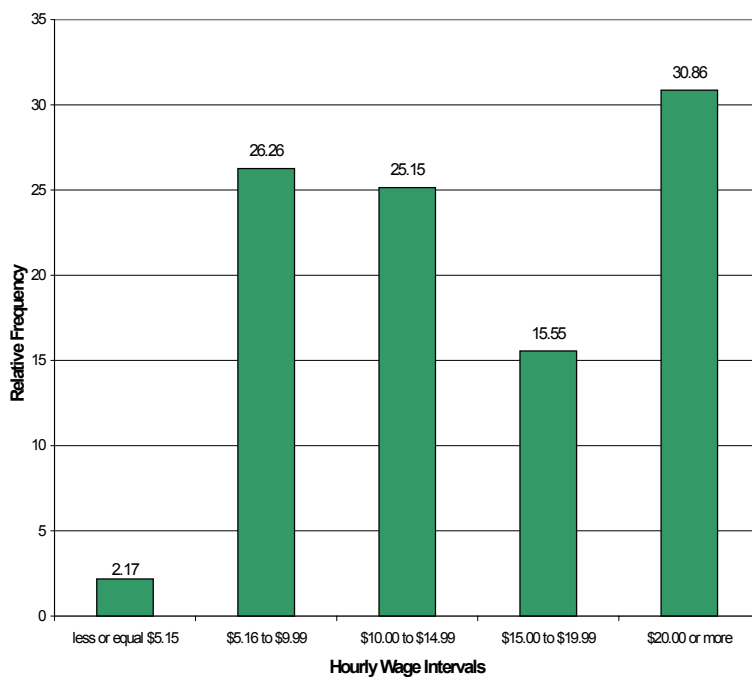
In national findings, skills training can increase earnings substantially¹³ and in an informal survey of 250 Minnesota service providers and policymakers, skill development was identified as the most effective way to invest scarce resources over the next 3-5 years to help low-wage workers improve their wages and career progression.¹⁴

Quantifying Our Challenges: Effective System Building

This remains a significant challenge and is, in many respects, the least quantifiable in absolute terms. The number, size, and spread of workforce related programs and services at all levels of government can be overwhelming and may suggest some sort of consolidation or streamlining of governance and service delivery structures. However, simply reducing the number of "things" will not, in and of itself make for a more effective workforce system.

This challenge may be best quantified by measures which do not adequately exist as yet but are currently being developed and/or examined. Moving towards a more efficient and effective system will be quantified over time in

Distribution of Hourly Wages Earned by Workers in Minnesota - 2001 (Figure 6)



common program measures (placement, wages, etc.) as well as *system measures* (return-on-investment, customer satisfaction). Capturing these measures as well as tracking broad economic indicators (employment activity, wages earned and business productivity) will help move us to quantifying our progress in the broad outcome areas identified in *Getting To Preeminence*.

V. MEETING THE CHALLENGES

To address our long-term labor and skill challenges in Minnesota, there are essentially three avenues to pursue: 1) create greater mobility in the labor market; 2) find additional people to enter

“Shortages of qualified workers exist in numerous industries around the country, ranging from information technology positions to nurses, skilled machinists, and teachers. With the impending wave of retirements of boomer-generation workers, such shortages will only grow more severe.”

Excerpted from “Keeping Competitive”, Center for Workforce Preparation, US Chamber of Commerce (2001)

the labor market; and, 3) encourage a workforce with the skills to succeed in Minnesota’s economy.

A More Mobile Workforce

Greater mobility in the labor market comes by making benefits such as health care and pension coverage portable, e.g., accessible from job to job; and, by helping individuals gain skills easily so they can move to new employment.

From a policy perspective, benefits portability cannot be successfully addressed only at the state level as it belongs to a larger set of national issues around labor and employment policy. However, in the coming years, we should investigate how state government can explore tax, labor, and tuition assistance policies that contribute to labor market mobility and greater individual choice for Minnesota jobseekers.

Continued state investment in, and support of, tools like iSEEK and the Training Fulfillment Center can ensure that Minnesotans making career transitions have access to employment and training information that will allow them to make informed individual choices. Minnesota also has an exemplary model through the AID-MINN project of how to help jobseekers, particularly dislocated workers with skills and experience, make career transitions when faced with a layoff. Expanded

use of these tools and approaches may be a policy path to explore in the coming years.

A Larger Workforce

A second strategy for meeting Minnesota’s long-term labor market needs is to find (still) more people: immigrants, people with disabilities, older workers, TANF participants, ex-offenders and others to enter the labor market.

◇ Minnesota has over 76% of the adult population participating in the workforce in 2001.

◇ Minnesota’s female labor force participation rate is at 70.9% that raises our overall rate to the number 1 position nationally.

◇ The state had the second highest percentage of older workers employed compared to the other states in 2001 and one of the highest workforce participation rates among persons with disabilities.

◇ In 2000, 11.8% of the state population was nonwhite (either alone or in combination with white) or Hispanic or both.

◇ In August 2002, one-third of those receiving Minnesota Family Investment Program (MFIP) assistance were working and another quarter were involved in education and training activities.

A Workforce With the Skills To Succeed in Minnesota's Economy

A final strategy for strengthening Minnesota's long-term labor market outlook is to focus skill development in critical skill gaps and develop a long-term economic development strategy that builds on Minnesota's economic strengths.

A first approach is to identify industries and occupations that are "critical" to Minnesota's economic growth – either because they represent fast-growing areas, a large segment of current employment, or because we face current shortfalls that, if unchecked, could seriously impede growth, such as manufacturing.¹⁵

Pursuing this approach, MnSCU, with the support of the Minnesota Health and Hospitals Association, Minnesota Nurses Association, the GWDC Sustaining and Enhancing the Workforce Committee, and others, has identified nursing as a key occupational shortage that risks crippling our statewide ability to serve citizens through health care institutions. MnSCU will be advancing program and budget initiatives in 2003 to address this critical labor shortage. The GWDC Sustaining and Enhancing the Workforce Committee will focus attention on the health care labor shortages as part of its work in the coming year.

The GWDC Emerging Worker Committee has begun exploration of a "sustainable communities" initiative that identifies critical occupations and skills needed, particularly in rural Minnesota, to sustain our communities. Unless we have in place the "butcher, barber, and baker" able to serve Minnesota's outstate communities, we risk losing their viability as centers of commerce.

A second approach is to develop a long-term economic strategy that identifies the state's key assets and builds on those assets through focused economic development and concurrent workforce training efforts to support that economic growth. This strategy has had some success in other states¹⁶ and merits consideration for Minnesota.

A third approach is to focus on strengthening productivity of Minnesota businesses, particularly when they make use of publicly-funded resources for business or workforce development. The GWDC Sustaining and Enhancing the Workforce Committee has developed a "toolbox strategy" that will look across programs and agencies at publicly-funded business support efforts and create a common yardstick to measure the productivity enhancements that accrue to businesses from these interventions.

Many of the strategies and approaches identified above not only meet our long-term labor and skill needs from the employers' perspective, but also work to meet our second challenge: supporting income and career growth for Minnesota workers.

As Figure 5 indicates (page 5) increasing education and skills training pays a significant dividend over time through increased income. To address the second challenge of income and career progression, we will continue to explore additional solutions including:

- ◇ Further exploration of specific programmatic approaches that focus on individual career advancement. Many of these efforts are being tested in Families Forward, an initiative of the McKnight Foundation to support incumbent worker training for low-income families. The GWDC serves as the intermediary for this effort and views it as an essential "research and development" arm to our policy leadership role.

- ◇ Continue to support the development of accessible and reliable information through iSeek Solutions' ISEEK web site, Careers publication, Minnesota Career Information System (MCIS) and other career exploration tools.

◇ Invest in a statewide “toolbox” that allows information to flow across agency and program lines to help individual workers and employers facilitate good matches and identify further skill development needs.

Finally, much of the work described earlier under “*Strengthening the Portfolio and Measuring Progress*” must continue to address our third challenge of system building. Specific work in this area will likely build on the WorkForce Center Strategic Plan and also on the structural ideas outlined in *Putting It All Together*. The GWDC will continue its specific work to support system infrastructure:

◇ Support Local Workforce Councils and other local stakeholders in their roles as strategic community leaders.

◇ Continue to pursue recommendations outlined in the Minnesota WorkForce Center Strategic Plan and

work with stakeholders to strengthen the infrastructure already in place in the WorkForce Center system.

◇ Support the development of system measures, building on work already underway by the MDES Office of Policy, Planning, and Measures; MN Job Skills Partnership Board; and existing federal measures for workforce programs.

◇ Continue to support convening among policymakers, program practitioners, and stakeholders from business, labor, and education to address common concerns.

In the short-term, we face immediate concerns regarding budget shortfalls at the state and federal level which present specific challenges. The GWDC will work with legislators to address these issues during the 2003 legislative session.

VI. STEPPING FORWARD

The GWDC is prepared to further detail the strategies identified above in continued pursuit of Preeminence Minnesota. However, the Council cannot step forward alone. Many other states have the active and inspired engagement of the Governor and state legislative leaders.

With strong state level vision and community level leadership, we can step forward to ensure a competitive and sustainable Minnesota economy. Critical to our success are two steps that can be taken now:

1. Invest in workforce preparation efforts critical to our short-term success, e.g., key health care workforce initiatives, training and support for workers during this recession;

2. Support a longer-term effort to measure progress across agencies and programs and ensure both program accountability as well as system value over time.

The GWDC will continue to provide leadership and direction to the state’s workforce system and looks forward to strong, effective partnerships with all stakeholders to ensure that the workforce development portfolio grows in value to Minnesota businesses, jobseekers, and taxpayers.

“The next generation of workforce development policies must engage the private sector and the entire public-private enterprise of training and education, starting in elementary and secondary school and continuing through college and working life. In this vision, workforce policies no longer address the ‘second chance’ system as they have in the past, but they are customized to the needs of individuals and employers and are linked closely to the economic priorities of states and communities. Ultimately, the success of workforce policy and programs must be measured by their contribution to the economy.”

Excerpted from, “A Governor’s Guide to Creating a 21st Century Workforce, National Governors Association, 2002

ENDNOTES

- ¹ MN Statutes, Chapter 268.665, Subdivision 3(b), (c), (d), (h), (k), and other relevant sections.
- ² Summary program information is generally drawn from the last complete program year (July 2001 through June 2002). Detailed program information is summarized here from the recently updated Inventory of Publicly-Funded Workforce Development Programs, prepared by the MDES Office of Policy, Planning & Measures for the Governor's Workforce Development Council. The complete inventory is available at www.gwdc.org.
- ³ Much of the text in this section was originally drafted by the Office of Research and Statistics, MN Department of Economic Security. It is used here by permission of the authors.
- ⁴ The *Minnesota Job Vacancy Survey*, second quarter 2002, reveals that, compared to one year earlier, the number of job vacancies dropped 41%.
- ⁵ More information is available at: www.dted.state.mn.us/mjisp-perf-f.asp
- ⁶ Hazel Reinhardt, Summit on Minnesota's Economy, September 20, 2000
- ⁷ Minnesota Job Outlook, 1998 - 2008, Office of Research and Statistics, MN Department of Economic Security (data updated)
- ⁸ These figures are not exactly comparable because of the introduction of the new multiple race option in the 2000 census. For a complete analysis, see "2000 Census Shows a More Racially and Ethnically Diverse Minnesota," Martha McMurry, Population Notes, State Demographic Center, MN Planning, May 2001. www.mnplan.state.mn.us/Report.html?id=1127
- ⁹ Minnesota's Most Marketable Skills: The Contribution of Occupational Skill Requirements to Wages and Employment Growth, February 2000, Office of Research and Statistics, MN Department of Economic Security
- ¹⁰ James Stone, Director of the National Research Center for Career and Technical Education documents that in a cohort of 100% of entering 9th graders, only 22% will be work bound with a college degree. Stone notes that we do little to ensure that the balance of the cohort (78%) are prepared for work and/or have access to other preparatory programs and services. It is important to note that providing access to such services does not discourage kids from continuing in school, but reflects the reality that many do not. For more information, see www.nccte.org.
- ¹¹ Minnesota ranked ninth among states in 2000 with per capita personal income at \$31,935 relative to the national average of \$26,469. "State Rankings 2002", Office of Research and Statistics, MN Department of Economic Security.
- ¹² Many advocates suggest that the poverty line is no longer a valuable measure of who is living in poverty. For additional national perspective, see "Drawing the Line on Poverty" by Deepak Bhargava and Joan Kuriansky, Washington Post National Weekly Edition, September 23-29, 2002. There has also been substantial work by Minnesota-based groups to define an "adequate" cost of living for Minnesota families. For more information, see www.jobsnowcoalition.org.
- ¹³ Several studies of specific job training programs/strategies are reviewed and analyzed in "Skills Training Works: Examining the Evidence", Whitney Smith, Jenny Wittner, Robin Spence, and Andy Van Kleunen, The Workforce Alliance, 2002. Many program results show that skills training does increase annual earnings for participants well beyond what similar jobseekers gain without training.
- ¹⁴ Results from an informal "straw poll" of attendees at the "Making Work Work" Conference held February 2002 in Saint Paul. For more information, see conference summary, "Making Work Work: The Future of Workforce Development and Low-Wage Workers" produced by Wilder Research Center.
- ¹⁵ Business forum: "Have manufacturing jobs in Minnesota peaked?", Dave Senf, Star Tribune, January 19, 2003
- ¹⁶ Specific examples worth exploring further include those in Indiana, Kentucky, and Michigan. It may also be possible to link economic clustering with the promotion of tax-free zones initiated by Governor Pawlenty.

The Governor's Workforce Development Council (GWDC) includes 32 representatives from business, labor, education, the nonprofit sector, and others with an interest in Minnesota's workforce system. Members participate in full Council meetings quarterly and committee meetings monthly or bi-monthly. The GWDC's mission is to provide the necessary guidance to the workforce development system to develop the skills of the entire workforce of the state, and to ensure that skill development meets the needs of the state's economy. The GWDC functions as the state Workforce Investment Board under the federal Workforce Investment Act of 1998 (WIA) and is further defined by Minnesota statute regarding its composition and role. The GWDC plays an important role in bringing citizen involvement, engagement, and oversight to the state's workforce development efforts and to providing strategic leadership for workforce development and local/regional leaders throughout the state.

GOVERNOR'S WORKFORCE DEVELOPMENT COUNCIL

As of January 2003

- ◇ Gordon Aanerud, Local Elected Official, Carlton County
- ◇ Peggy Ann Anderholm, Training & Development Director, Marvin Windows and Doors
- ◇ LaDonna Boyd, Economic Development Director, Dakota Electric Association
- ◇ Robert Bruininks, President, University of Minnesota
- ◇ Karen Clark, Minnesota House of Representatives
- ◇ Norb Conzemius, Former Executive, First Bank and Road Rescue
- ◇ Bruce Corrie, Professor, Concordia University
- ◇ Wayne DeBruin, Director of Industrial Relations, Crenlo, Inc.
- ◇ Don Gerdesmeier, Minnesota DRIVE Representative, International Brotherhood of Teamsters
- ◇ Kevin Goodno, Commissioner, MN Department of Human Services
- ◇ Bob Gunther, Minnesota House of Representatives
- ◇ Roger Hale, Former Chairman, Tennant Company
- ◇ Rod Haworth, International Representative, United Auto Workers
- ◇ Matt Kramer, Commissioner, MN Department of Trade and Economic Development
- ◇ Jennie Lightfoot, Principal, The Lightfoot Group
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- ◇ Larry Mareck, Director, Carpenters Local 930
- ◇ Harry Mares, Deputy Commissioner, MN Department of Economic Security
- ◇ James McCormick, Chancellor, Minnesota State Colleges & Universities
- ◇ John Molinaro, Vice-President, West Central Initiative
- ◇ David Nasby, Vice-President, General Mills Foundation
- ◇ William Negaard, Owner, Michelle's Catering
- ◇ Sandra Peterson, Vice-President, Education Minnesota
- ◇ Jaye Rykunyik, Secretary-Treasurer & Principal Officer, HERE 17
- ◇ Leah Schwachtgen, Agricultural Educator, Montevideo High School
- ◇ Joan Volkmuth, President, St. Cloud Technical College
- ◇ Ray Waldron, President, MN AFL-CIO
- ◇ Jan Wiessner, Commissioner, Ramsey County Board of Commissioners
- ◇ Cheri Pierson Yecke, Commissioner, MN Department of Children, Families & Learning

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