

The *BIG* Vision

We envision Minnesota as the best place to grow a business because of high-skilled workers, integrated, high-speed information networks, a rational regulatory environment, and a supportive tax climate; the best place to retire because of affordable, accessible health care and living options; the best place to raise a family because of livable communities and excellent public education; the best place to immigrate because of economic and community opportunities; the best place to farm because of our commitment to a healthy, competitive and diverse agricultural community; the best place to vacation and conference due to our hospitality and tourism industries; and the best place to live because of our ethical, responsive public, non-profit, and private sector leaders and involved citizens of all ages.



Strategic Directions of the Ventura Administration

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Improving the Competitive Position of Rural Minnesota
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HEALTHY. VITAL. COMMUNITIES



Strategic Directions of the Ventura Administration



HEALTHY, VITAL COMMUNITIES

"Life is good no matter where you live in Minnesota"

Vision

"Working together, we will not fail" is the hallmark expression of the Ventura Administration. It directly speaks to the power of people working together, be they in groups, neighborhoods or bigger community settings. One of Minnesota's strengths, and challenges, comes from the diversity of "communities" that exist across the state. The next census will show that almost half of the state's population will be concentrated in the greater metropolitan area, stretching from St. Cloud to the urban centers of southern Minnesota. Vital regions are emerging around Duluth, Bemidji, Moorhead, Alexandria, Willmar, Worthington, and others. Governor Ventura is a believer in communities -- strong and vigorous -- and well served by local, trusted elected officials.

Initiatives

The Best K-12 Public Education in the Nation

"I want to erase the word voucher from the vocabulary," were Governor Ventura's words in his first State of the State address. By these words, he focused the responsibility for delivering results squarely on every parent, every teacher, every administrator, and every school board member in Minnesota to do what is right for every child. The K-12 initiatives will involve agencies as diverse as Public Safety, Metropolitan Council, Corrections, and Housing Finance in new discussions of how to improve student achievement.

Three tough questions were posed by the new Governor: 1) How do we get the bang for our buck on education spending (developing a formula that is based on results, not micro-management at the classroom level); 2) What is the state's role with clearly spelling out standards and then putting accountability at each level, starting with parents and including local districts (governance and accountability); and, 3) How can we promote the use of what we already know we should do, but too often don't do (using best practices across disciplines to better align K-12 and human services, health, housing, transit, and other state investments)?

The goal is simply this: to ensure the best public education for every child in Minnesota, and an optimal representative governance structure that delivers results.

High Student Achievement for ALL Students

The team will examine, and make recommendations for, practices that support results-oriented learning which focuses on student achievement and aligns core systems.

Lead: Dr. Mary Ann Nelson
Lead Department: CFL
Support: Health; Public Safety; Corrections; HFA;
Met Council; Higher Education

Governance that Assures Resources are Being Well Spent

The team will review current state and local governance arrangements for the provision of elementary and secondary education and related services and facilities that serve children and families. The team will make recommendations for reforms that will clarify state and local responsibilities, improve accountability and enhance opportunities for innovations that will improve results for learners.

Lead Departments: MN Planning; CFL
Support: Finance

Education Funding that Supports Achievement and Accountability

The team will examine how the school finance system can better support achievement, accountability and equity.

Lead Departments: CFL; Finance; MN Planning
Support: Revenue; Human Services; Public Safety;
Health; HFA; Met Council
Consultant: Augenblick & Myers

Improving the Competitive Position of Rural Minnesota

Agriculture is a critical segment of Minnesota's economy. Our farm and rural families are an important part of Minnesota's identity and culture. Today farmers face many economic, social and environmental challenges. State agencies should work with farmers and the rural communities to help them share in the economic growth that is experienced in the rest of the state. State agencies should also help farmers by reducing unnecessary obstacles that limit their ability to be competitive in the world marketplace, while at the same time, helping to safeguard the environment and our food supply. Likewise, we need to help make our rural communities centers of economic activity to provide employment opportunities to keep young people in their communities and to provide off-farm employment for families that need to supplement their farm income.

Lead Department: Agriculture
Support: Farm Cabinet

Light Rail Transit

For too long, limited solutions have existed for solving transportation problems. Implementation of light rail transit, commuter rail, and dedicated high-speed bus routes will be elements of diversifying the options that exist to address transportation problems. Light Rail Transit is the first step in developing a true multimodal transportation system.

Lead Departments: MnDOT; Met Council
Support: Finance

Growing Smart in Minnesota

Recognizing that growth will occur, communities should be shaped by choice, not by chance. That Minnesota will grow is given; how we will grow is not. "Smart growth" principles force tough choices about how we will grow and how the state's resources will be used. It's a mindset about incentives, not mandates. Minnesota's resources should be focused on helping first those communities that are committed to sustaining existing development and enhancing our environmental resources through the development of greenways and the use of other tools to protect and conserve our open spaces. Smart growth is creating an environment in which farming and urban development can co-exist. Smart growth is fostering more reliance on transit and creating housing options that allow families to stay and invest in a community.

Lead Departments: Met Council; MN Planning (Urban GEIS;
Municipal Board; I-94)
Support: MnDOT; DNR; Commerce; DTED; Finance;
Administration; HFA; Agriculture; MPCA

Partnerships for Affordable Housing

Local economies won't be healthy or vital without available, affordable housing for every citizen – and especially to new workers. Plant expansion and job growth can grind to a halt if new employees cannot find housing near their work. Existing businesses may not reinvest in their current location if neighborhood instability or deteriorating housing undermines the appeal of the community for workers and customers. Housing that is durable and well-maintained is an important part of a community's tax base and infrastructure. Where the private sector alone cannot produce housing for everyone, the public sector must act in partnership with communities, developers, employers, lenders, churches, schools, and residents to develop housing that is an asset to the community and a necessary support for a vital local economy.

Lead Department: Housing Finance Agency (HFA)
Support: Met Council; DTED; MN Planning; Finance; CFL;
IRRRB; Revenue; Human Services

Multimodal Transportation to Get People and Goods Around Statewide

In 1976, the Minnesota Department of Highways changed its name to the Minnesota Department of Transportation. To realize the full benefits of this change, the state must be committed to supporting long-term comprehensive solutions that address the economic need to move goods and agricultural products through the state and the social implications of congestion on citizens and communities. In the new economy, which includes just-in-time inventories and Internet shopping, Minnesota's future economic competitiveness is dependent on how successful we are at moving people and products around with the least hassle possible.

Lead Departments: MnDOT; Met Council
Support: Finance; Revenue; Public Safety; IRRRB

Telecommunications as Economic Development

The future economic vitality of the State hinges on the adaptation and use of tools that allow economic development, built on community networks and telework centers, and that encourage and promote electronic commerce. Legal and regulatory access issues will be examined so that barriers to electronic transactions are removed, and parties to the transactions enjoy the same legal status they do in conventional transactions. These solutions will be constructed to allow interoperability across legal jurisdictions, including across State lines, while protecting the rights and responsibilities of all parties. Access to intrastate, national and international markets, will be made achievable and economically feasible through a visionary communications structure that permits access to expanded opportunities in voice, data, and video information transmitted instantaneously over high-speed networks, telephone lines, and wireless communications traffic to all parts of the State, and the world. High technology start-ups and entrepreneurial ventures will be encouraged and supported by appropriate government actions, and development of a formal network of banking, legal, accounting, and investment mentoring services. Every resident, business and government office of the state shall have access to the network. A transition from the current non-competitive regulatory environment to a consumer-oriented marketplace, with protections, is the best hope to make Minnesota a more attractive market for telecommunications infrastructure investment, and business in general.

Lead Departments: Administration; Commerce; DTED; MN Planning
Support: CFL

Living Human Rights & Respect

"Love is Bigger than Government"

The next census will reveal a newly diverse population characterized by widely diverse races, heritage, cultures, beliefs, and lifestyles. Diversity is not something that will happen sometime off in the future. It is the best word to capture the total picture of life right now in urban, suburban, and yes, rural communities across Minnesota. The Governor refers to the Constitution when he reminds that every citizen is afforded certain inalienable rights. He touches his own beliefs when he observes that "Love is bigger than government." In other words, government is required to ensure that every person has an equal access to education, and is not denied housing or a job or services because of who they are or what they believe. At the same time, the Governor cautions the best government protections are insufficient to protect against the pain and inhumanity caused by individual acts of prejudice.

The entire cabinet of the Ventura Administration shares the commitment to serve every citizen equally. The Minnesota Councils of Color, established by state statute years ago, are valued advisors in the many aspects of achieving that goal. Meanwhile, the Department of Human Rights, together with many community-based partners, is entrusted to create safe places where Minnesotans, who may not speak the same languages, can have candid, honest conversations. When we can see each other as people logically comfortable with others who love and accept us, and not merely as groups that must be forced together by law, life will be good no matter where we live.

Lead Department: Human Rights
Support: All Departments; Minnesota Councils of Color

Reliable Energy & Consumer Choices

The Ventura Administration recognizes the shift from the present regulatory structure to a competitive structure for providing energy services to Minnesota consumers. The competitive structure will, at a minimum:

- 1) Provide for access to service, reliability of service and competitive pricing;*
- 2) Encourage development and utilization of renewable energy sources;*
- 3) Provide energy consumers with market choices in all types of electric generation (i.e. natural gas, wind, hydro, nuclear, etc.);*
- 4) Recognize the need for environmentally, economically, and socially responsible generation and transmission development in the region; and*
- 5) Encourage development of responsible generation and transmission infrastructure within Minnesota by allowing attractive returns on investment for developers and providers of all energy services.*

Lead Department: Commerce
Support: PUC; MPCA; Agriculture

Building an Information Highway that Leaves No Community Excluded

Implementation of a statewide high speed voice, data and video network will give our local communities, and in particular local institutions of criminal justice, health and learning, access to resources and information currently out of their geographic reach. There must be a state enterprise-wide integrated network capable of providing easy access to information as well as system integrity for stability and security throughout the state. Connecting Minnesota and other similar initiatives will enable several programs to achieve this integrity and improve service delivery by providing a high bandwidth network throughout the State. All Minnesota communities will be connected to the portals and resources of the digital world through a reliable, cost-effective, and secure communications infrastructure. Electronic technology standards and guidelines adopted by all agencies and departments will increase their ability to work together, share information and leverage resources, while providing essential access to all citizens as well as local units of government. Electronic technologies utilized in government service will provide greater levels of access, ease and convenience for citizens using government services, as well as contributing to communities across the state. Our objective is to provide access to government services and commercial activity by means of electronic connectivity which is high speed, integrated and global.

Lead Departments: Administration; IRRRB (do I.T.!)
Support: DTED; Commerce; MN Planning; Public Safety;
Labor & Industry; Corrections; CFL;
Higher Education; Secretary of State;
Attorney General; Judiciary

SELF-SUFFICIENT PEOPLE



SELF-SUFFICIENT PEOPLE

"You're gonna make it on your own"

Vision

Choices provided equitably to all people, combined with each individual's courage to try them, describes the fit between strategic government investments and the goal of self-sufficiency under the Ventura Administration. It's not a new concept. In fact, it builds on the strong traditional Minnesota ethic of hard work, discipline, and individual contributions to the public good.

The willingness to keep learning throughout life and actually apply that knowledge to everyday decisions ensures every person opportunities to achieve his or her own definition of self-sufficiency. It may be to obtain a good job, become a good parent, contribute to the community, or live healthy and independent into older years. It may be to learn English, assist farm families through innovative marketing, or build a new business. Every person has different needs during his or her lifetime for help in achieving self-sufficiency. While there is a key role for government in our lives, government should really do only that which individuals cannot do for themselves to survive and thrive. Government *should* appropriately provide a safety net ... not a hammock.

Initiatives

Transitioning from Welfare to Self-Sufficiency

Everyone gets down on his or her luck at one time or another. Minnesota is committed to helping those who are really down, particularly families with children. That help, however, should be temporary, should not substitute for the parents' own responsibility to support and care for their children, and, above all, should encourage people to become as self-sufficient as possible. Minnesota's welfare reform, the Minnesota Family Investment Program, has been successful in helping many people find and keep jobs. Many of these jobs, however, are either less than full time or pay low wages that require continuing dependence on public support. Our commitment

to self-sufficiency for all Minnesotans calls for creative effort to identify strategies to help low-income families become truly independent through their own efforts, but with appropriate public support. Our success in moving people toward self-sufficiency depends not just on living support, job training and education, but also on stable and affordable housing, safe child care, accessible health care, and transportation. We need to ensure that all players needed to help people move out of poverty are working together to accomplish that goal, [among others, that counties and various state departments have clearly defined and mutually supportive roles and responsibilities].

Lead Department: Human Services
Support: Workforce Development Council;
Housing Finance Agency (HFA);
Transportation (MnDOT); Health;
Children, Families & Learning (CFL)

A Health System for the Next 50 Years

We have a great need and a great opportunity, to redesign some things about our health system. Individual citizens must play a much larger role in their own health. People should have a greater array of choices and a larger say in how health services are delivered. And we all must take more responsibility for the choices we make about health risk behaviors. The choices we make matter profoundly when it comes to health care. Lifestyle choices directly determine a large percentage – maybe even the majority – of all health care spending. A health system built for the future needs to promote and reward healthy choices. We must also become more mindful of how we use health care services. The “entitlement” mindset for many people today is to demand and use health care services without regard to cost because they feel it is their “due.” All of us need to understand the economic stake we have in the overall consumption of health services. If we all shared more of the economic responsibility, we’d probably also demand better value for our investment.

Although Minnesota’s health system is generally admired, it can and should be strengthened for the future. There are still too many uninsured Minnesotans, including approximately 70,000 children. The uninsured either go without care and compromise their health, or they get care in the most uneconomical ways – ultimately paid for by insured citizens and taxpayers. Not only is this system uneconomical, but it is increasingly fragile, with the safety net at risk of collapse as health care institutions are financially squeezed.

The conflicting expectations of various stakeholders are pulling health care in opposite directions and creating an overly complicated system. We need a broad-based community dialogue in order to develop a common view of what we want out of our health system, and more consensus about how to get it. The health system must invest more heavily in and reward prevention, not just treatment. We must help refocus the system on producing better health status for all Minnesotans, not just on producing more and costlier services that fewer and fewer people can afford.

Given the stresses on the health system today, and the coming demographic challenges of a more

diverse, rapidly aging population, we need a vision of a new health system built not for the last 50 years, but for the next 50 years.

Lead Department: Health (Health Policy Committee)
Support: Human Services; MN Planning (2030 Study);
Finance; Commerce

Insisting that Parents PARENT

It may take a village to raise a child, but not even an entire village can make up the difference if parents do not joyfully accept their first and largest responsibility. The Ventura-Schunk Administration advocates policies and programs that clearly define state government's limited role in raising our children: by returning the emphasis in the school day to classroom education; fulfilling our constitutional role of funding the best public education system we can provide; encouraging parents to be more involved in their schools and communities; continuing to cut tax burdens to give parents more time, energy and personal resources for their children; and helping parents better access the information and services that are available in their communities and state.

Leads: Governor & Lieutenant Governor
Support: CFL; Human Services; Health; Public Safety;
Corrections; Judiciary

Independent Living

Limitations due to age, physical or mental condition will prevent some members of our communities from achieving complete self-sufficiency. Our goal, however, should be a life as independent and self-sufficient as possible. Elderly people, for example, should have the opportunity to live in their homes as long as possible and, when that is no longer feasible, to receive the care they need – both from their families and from professional care-givers – in a setting that is as supportive as possible. We need to ensure that our policies and programs reflect this perspective and serve our elderly well, but without excessive burden on our society. This will be a growing challenge as population over age 65 doubles in the next 30 years while the number of people of working age shrinks. People with disabilities, in turn, suffer a high level of unemployment -- a serious problem to them and a loss of their skills to an economy that is struggling to find sufficient workers. We need improved strategies to bring disabled people into the workplace in larger numbers, ensuring the possibility for them to become as self-sufficient as possible.

Lead Department: Human Services (2030 Study)
Support: Health; MN Planning; Met Council; Veterans
Affairs; HFA; Revenue; Human Rights

Assuring Lifelong Learning for Work and Life

Minnesota's accessible, vast network of opportunities for continuing informal and formal higher education is the envy of the nation. The state that led the way for community education and early childhood education attached to the K-12 education system also built technical colleges, state colleges, a stellar land-grant university system, and supported some of the nation's finest private

colleges. In the year 2000, a vast majority of Minnesotans will have unlimited access to learning options via the Internet. Employers struggling to find and retain qualified workers in a time of full employment value and invest in job training more than ever before. Changing demographics are provoking new demands for learning among people for whom English is not a first language, for senior citizens, and for mid-career professionals seeking new challenge in work and life. The next questions relate to maintaining the infrastructure, making tough decisions to place programs where they are actually needed to serve populations, and surfing the wave of change that technologies like CD-ROM, interactive videodisk, and the internet provide.

Lead:	Governor's Office
Support:	University of Minnesota; Minnesota State Colleges & Universities (MnSCU); Workforce Development Council; Labor & Industry; CFL; Administration

Tobacco Settlement Endowments: Improving Health Status for All Minnesotans

Good health is both a prerequisite to self-sufficiency and a result of personal responsibility for healthy lifestyle choices. Governor Ventura saw the tobacco lawsuit settlement as a rare chance to make a long-term investment in better health for all Minnesotans today and far into the future. The medical education and research trust funds will be used to keep Minnesota at the forefront in training new health professionals, and in research into prevention and treatment of disease – including diseases caused by tobacco use. The tobacco prevention and public health endowments will be used to make significant reductions in tobacco use and other risk behaviors by youth. Strategies aimed at changing youth mindsets and community norms will be developed by youth. As a result, Minnesota's young people will be better equipped to make smart choices that will increase both their health status and their prospects for self-sufficiency and future success. Fundamentally, the Youth Tobacco Prevention Initiative is about equipping a whole generation of kids to take responsibility for their own health and to make better choices, now and into the future. Healthy kids learn better, and well-educated healthy adults have far better prospects for employment and economic success. And, healthy individuals are at the heart of healthy communities.

Lead Department:	Health
Support:	CFL; Employee Relations; Human Services

SERVICE, NOT
SYSTEMS



Strategic Directions of the Ventura Administration

SERVICE, NOT SYSTEMS

Reforms to Rebuild Trust in Government

Vision

A government too complex, too mysterious, is also too inaccessible. It unnecessarily excludes the people who form it. Using the best practices and principles of the “already-tried,” incorporating vigorous citizen input, and mixing in a whole lot of commonsense, the Ventura administration envisions a simpler state government and an involved citizenry. It won’t necessarily mean lopping off an arm or leg, but will surely include being put on a diet to be lean.

We’ll bring reform to state departments and agencies, reigning in excessive rulemaking, clarifying overlapping roles, bringing greater cooperation between departments to benefit all Minnesotans. One big reform will be our push for a unicameral legislature. We’ll introduce a variety of government systems and services reforms, including a simplified tax system and more one-stop government shopping via technology improvements. And we’ll support any effort, including the Chief Justice’s in regard to the judiciary, to demystify government to make it a friend, not a foe.

In addition, existing laws pertaining to campaigns and elections need to be reviewed and amended to allow for full participation by credible third parties.

Initiatives

Rein in Rulemaking & Excessive Regulation

In a new era when the Governor has obtained authority for vetoes over executive branch rule-making, it is crucial to establish a new philosophy and process for writing, review, and final decisions. There is a need for periodic review of existing rules to identify those that are obsolete, and evaluate the continuing need for additional rules. A continuing goal is to involve stakeholders and citizens at the beginning of rulemaking to gain the broadest possible perspective on need, reasonableness, clarity and enforceability. Above all, it is the administration’s desire to

limit the size of state government, increase accountability, and serve citizens responsibly and responsively.

Lead: Governor's Office
Support: All Departments

Single House Legislature

"Let's trust the voters to decide how they will be governed in the next millennium."

Many state leaders agree that a single house system of government would better serve Minnesotans. A single house would be more open, accountable and responsive. In a more streamlined legislative process, citizens would be able to understand and follow legislation. It would place the responsibility for representation squarely on the shoulders of a single elected legislature rather than on two houses that can hide behind one another to avoid taking responsibility for tough votes. A single house would bring power to the people instead of concentrating power in the hands of a few powerful conference committee members. Every amendment and every bill would be given the respect of a recorded vote. While some powerful leaders may oppose a single house, ultimately we should trust the people to decide this issue.

Lead Department: MN Planning
Support: Governor's Office

A Tax System that Makes Sense

*Over 150 years, Minnesota's state and local tax system has grown into a jungle of levies, credits, refunds, exemptions, and aid transfers that are sometimes outmoded, frequently contradictory, and that virtually no taxpayer (or even expert) understands well. We need to listen to citizens as well as tax experts to learn what's working and what isn't, and how to build a tax system that is **simpler and easier to deal with** from the taxpayer's point of view. A better tax system will be more **understandable and predictable** for taxpayers, so they know how much tax they're paying and why, what government is doing with those dollars, and how to have meaningful influence on the budget and tax processes. A better tax system will be more **fair**, balancing citizens' ability to pay and the cost and benefits of the government services they consume, and building confidence that the tax laws are being applied evenhandedly to all. A fair tax system will eliminate unfunded mandates by assigning tax responsibility to the same level of government that defines what levels of service will be provided. A better tax system will be **modern**, reflecting the economy, technology, and society of the 21st century so we can raise sufficient revenue to meet future needs, be competitive with other states and countries and incorporate new technology and ways of doing business. And finally, a better tax system will just **make sense** for Minnesota, with tax laws that align with our broader goals and don't undermine citizens and communities from doing the right things.*

Lead Department: Revenue
Support: Finance; All Departments

Active, Engaged Citizens

"Citizen participation is critical to our representative democracy."

The success of our representative democracy depends on an active, engaged citizenry.

Unfortunately, voter turnout has dropped dramatically nationwide as people have grown distrustful of politicians and our political institutions. While our elected officials are certainly responsible for creating an open and fair system, it is up to citizens to stay involved in their government. Voting is the most basic measure of citizen involvement. Increasing voter turnout will help to improve citizen participation and rebuild trust between elected officials and citizens.

Goal: At least 70% voter turnout in every election!

Lead:	Governor's Office
Support:	Secretary of State; MN Planning

State Departments: Best Bang for the Buck

The State must reaffirm its commitment to quality service for its citizens, with success measured by actual outcomes rather than process, and to a cost-conscious State government. Duplication of State services will be minimized wherever feasible or practical, and adequate communication between governmental units will be assured. Bureaucracy must be minimized. The use of technology will be employed to permit agencies to deliver more efficient and cost-effective services, and to eliminate redundant systems. Agencies with similar missions, or similar customer bases, will be located in common or clustered facilities to facilitate communication and cooperation. Information and technology needs will be integrated into a comprehensive plan for service provision throughout the State. Our focus is on improving the quality and ability to share information, and the effective use of technology in this endeavor. Increasing the efficiency of government, continuously increasing the quality of services, and obtaining the best value for every taxpayer dollar spent is a hallmark of the Ventura-Schunk Administration.

Lead Departments:	Administration; Employee Relations (DOER); Finance; MN Planning
Support:	Other Departments

Reforming "Politics As Usual"

"Public offices shouldn't go to the highest bidder."

Today's political campaigns are too often about power and money. Campaign spending is spiraling out of control as candidates squander outrageous amounts of money to sell their packaged, politically-correct "ideas" to voters. Sadly, it's getting to the point where citizens who are interested in seeking public office are often not able to compete with seasoned politicians and their pocketbooks. It's no wonder that people are getting turned off to "politics as usual." Our political process should be driven by the public good, not power-hungry politicians and big-moneyed special interests. If we hope to re-engage citizens in our political process, we must limit the influence of special interests in campaigns, level the playing field between challengers and incumbents, and focus on issues that matter to Minnesotans.

Lead:	Governor's Office
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Electronic Government Services Initiative

Electronic commerce over the Internet is a centerpiece of the global information revolution. Because citizens are going online at an ever-increasing rate, electronic commerce is at once global, national and local in both scope and impact. Sound policy is essential for both the Internet and online commerce to reach their full potential. This requires a partnership among all the individuals and groups that have an interest in the creation of technology policy within the State, and does not lend itself to the traditional "top-down" model that provides solutions dictated by government to industry. The legal framework supporting commercial transactions on the Internet should be governed by consistent principles across state, national and international boundaries that lead to predictable results regardless of the jurisdiction in which a particular buyer or seller resides. With respect to electronic government services, a unified, common registry for all citizens, which includes licensing across state government agencies in a one-stop forum, must be implemented. Such a registry should be accessible for cross-reference among agency and other governmental files. Government purchasing, inventory, and sales, from goods to real estate, must be transacted and advertised on a central file server. Electronic tax filing, and payroll communications, also will be conducted online. Such initiatives will increase government efficiency, provide for a comprehensive and coordinated information management system, and create avenues for citizen communication and participation with their government. Such initiatives also will be utilized to increase service levels, and speed up transactions across state government, while permitting both government and business to maintain a level playing field in commercial transactions.

Lead Department:	Administration
Support:	Other Departments

MINNESOTA: WORLD COMPETITOR



MINNESOTA: WORLD COMPETITOR

A Leader Among States and Nations

Vision

We are in a period of enormous and escalating economic and social change. As competition grows fiercer, and as the consequences of our decisions grow evermore wide-ranging, Minnesota must continue to expand its presence in the world marketplace and enhance its competitive position. Globalization in communication, trade, culture, and in the very texture of our daily lives has become an accelerating force. Readiness for globalization is crucial to healthy communities, self-sufficiency, and governmental reform. We must be ready. We must respond. WE must lead.

The Governor's vision is a state that can compete with the best in the world marketplace. We need a well-educated and flexible workforce that is sought out as the most efficient, effective, and productive – able to handle the highest level tasks. We need a strong and diverse base of efficient and entrepreneurial businesses, up-to-the-minute in technological expertise, and able to respond rapidly to the changing demands of the world marketplace. We need a modern information infrastructure that links the far corners of the state. We need a government that is lean, efficient, responsive, and supportive of our globalization readiness efforts. And we need an aggressive program of business development that ensures we maintain our preeminent position into the future.

Initiatives

Trade: Tapping the World's Interest in Minnesota

Products, services, and ideas don't sell themselves, and the global marketplace is increasingly a noisy, busy, hurry-up kind of place. If we want to stand out in the fray, we must make vigorous efforts to showcase what Minnesota has to offer.

With more than \$15 billion in foreign sales of our manufactured goods, services, and agricultural products, Minnesota is already an international player. At this time, however, the eyes of the world are upon Minnesota in a way they have never seen before. A singular opportunity exists to

convert the world's interest in the State of Minnesota and this Governor into increased trading and business opportunities for Minnesota companies.

Our mission is to create a "World Plan" that provides a country-by-country strategic analysis to ensure that state resources are effectively focused on those countries that have the greatest potential for improving Minnesota trade.

Lead Departments: Trade & Economic Development (DTED)/
Minnesota Trade Office

Support: Agriculture; Iron Range Resources &
Rehabilitation Board (IRRRB)

Agriculture: Competitive Anywhere in the World

We are in a global economy whether we like it or not. As such, we can either bemoan those factors (i.e., prices) over which we have no control – or we can work together to make our farm families the most competitive we can by lowering the cost of production or adding value to the raw products before they leave the state. With this in mind we need to give attention to taxation policy, overly burdensome environmental regulations and land-use laws, access to capital, financing and organizational structuring options, and adequate transportation infrastructure. We also must support research and technology transfer, as well as encourage continuing educational opportunities. We need to work to "level the playing field" in both international trade and national farm policies so that our farmers and agri-businesses can compete in a fair, competitive arena. In addition, we need to improve and increase marketing opportunities, both domestic and foreign, not only for our major commodities, but also for unique and specialty crops and products. Farm families that utilize risk management techniques will have increased their potential to succeed – we must help them develop these skills.

Minnesota is in the worldwide spotlight. We need to take advantage of this opportunity. Our farms and agri-businesses are some of the most productive anywhere. Our goal is to help them create new opportunities and showcase them throughout the world.

Lead Department: Agriculture

Support: Farm Cabinet; University of Minnesota;
Agricultural Utilization Research Institute (AURI)

Developing the Workforce for Tomorrow

Eight years of economic growth has done us a world of good. Minnesota's overall unemployment rate is lower than ever. But now we face a workforce shortage, which makes us less competitive in a global marketplace. It's vital to our ongoing economic health that we have a well-trained, flexible, and healthy workforce that allows us to be quickly responsive to the opportunities that globalization presents. That means training and retraining constantly during a person's working life. It means looking after displaced workers to get them back into the game with salable skills. It means providing adequate medical care and benefits to injured workers, so that they can return to suitable work as soon as possible. It means finding new workers. When someone says, "We

need good people who can do X, Y, and Z. Do you have them for us?" We want to be able to say, "You bet we do!"

Lead Departments: Economic Security; DTED
Support: MnSCU; MN Planning; University of Minnesota;
Labor & Industry; Human Services; Administration;
Children, Families & Learning (CFL)

The Best Climate to Grow Business

For Minnesota to be competitive in today's global environment, our business development initiatives will be focused on high growth industries and high quality jobs. Minnesota's business will continue to prosper with a supportive business environment.

The best business we have is the business we have today. So we need to do everything we can to make sure healthy businesses stay in Minnesota – and expand in Minnesota. And we need to encourage and facilitate linkages between community leadership, resources and businesses to ensure expansion occurs statewide.

In today's increasingly mobile and evolving business world, we must help to generate new entrepreneurs and enterprises. To give new businesses every chance to grow into major employers, we will develop programs that speak directly to their needs for capital, for technology, and for entrepreneurial skills and expertise.

Lead Department: DTED
Support: IRRRB; Local Agencies; Minnesota Business
Partnership; Minnesota Chamber of Commerce

Commercialization of New Technologies

Technology advancement and applications can lead to increased productivity and competitiveness of today's businesses and to the start-up of businesses that become tomorrow's economic giants – and giant employers.

As part of our global readiness strategy, we need to help maximize access to technology and the commercialization of new technologies. We also need to encourage the successful transfer of research and technology from our State's major research university and other research institutions in the private sector.

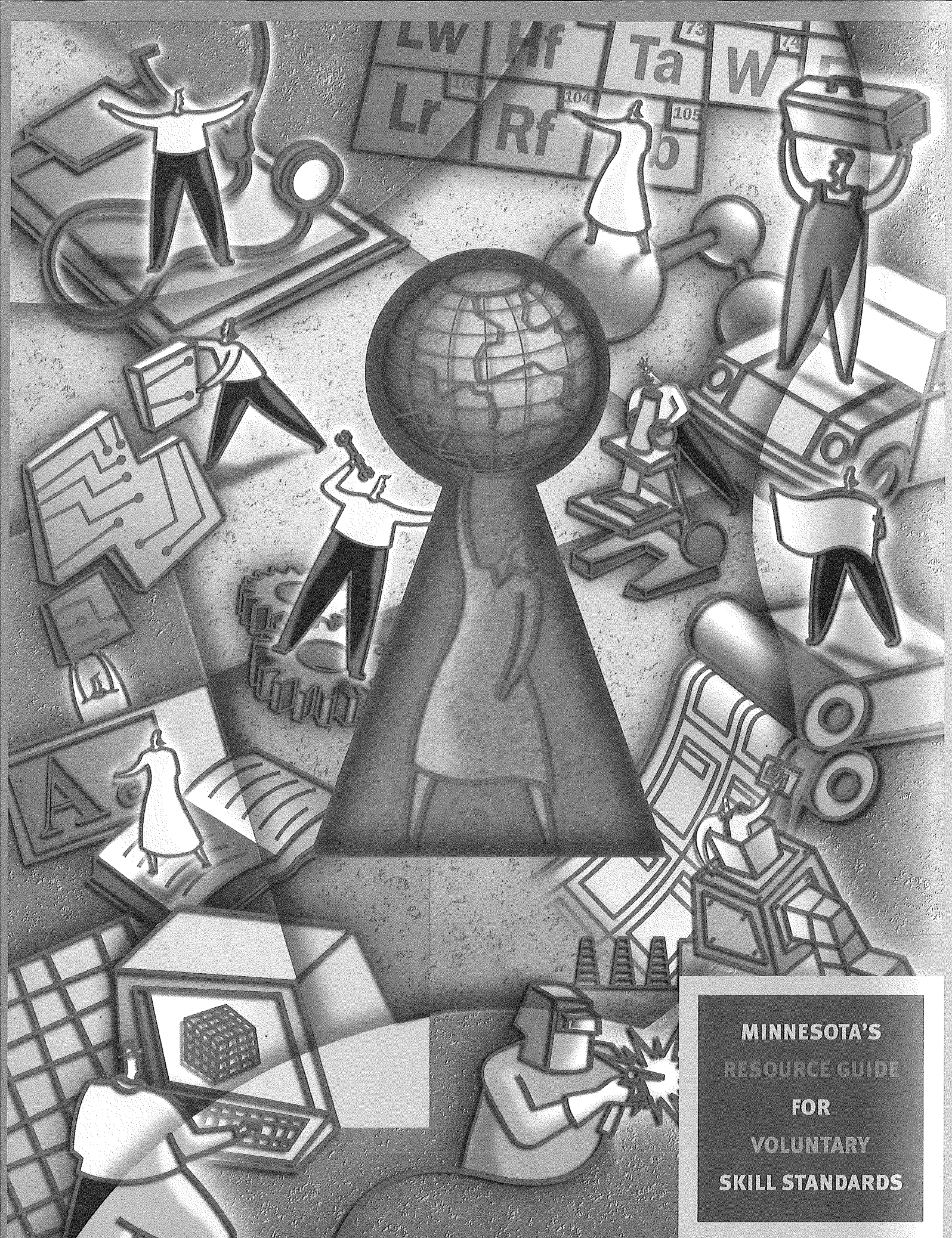
Lead Department: DTED; Administration
Support: Health; University of Minnesota;
Minnesota Technology, Inc. (MTI); IRRRB; AURI

Jesse "The Tourism Governor" Ventura: Promoting Minnesota, Promoting the Industry

Tourism is about having fun! But for our great State, it's also about the bottom line. At a return of \$9 to every \$1 invested, Minnesota's tourism industry deserves our support and leveraging. A lot of folks are paying attention to Minnesota, so why not capitalize on their curiosity, welcome them with open arms, and show them just why Minnesota is worth visiting and investing in.

Minnesota is truly unique in the Upper Midwest. With our wealth of recreational and cultural attractions, there's much to promote. From this month forward, Governor Ventura will deliver a "monthly Minnesota tourism message" ... that's 39 gubernatorial pronouncements of why the world should come to Minnesota!

Lead Department:	DTED/Minnesota Office of Tourism
Support:	Local and State Convention & Visitor Organizations; Natural Resources (DNR); IRRRB



**MINNESOTA'S
RESOURCE GUIDE
FOR
VOLUNTARY
SKILL STANDARDS**

Few challenges better illustrate Minnesota's need for a system for voluntary skill standards than the critical labor shortage now faced by many of our employers. Minnesota employers need a wider, deeper pool of skilled workers from which to recruit employees, and workers need more opportunities to obtain and demonstrate those needed skills. The Minnesota Skill Standards Task Force was formed to give guidance and direction to the implementation of voluntary skill standards in Minnesota. This new system of standards defines what the Minnesota worker needs to know and be able to do to succeed in a given industry and in a technological society. The development of statewide, voluntary skill standards enhances Minnesota's competitive position in the global economy, as well as promotes economic security and a higher standard of living for the state's workers.

The standards will promote lifelong learning, raise workforce skills, and encourage change in workplace practices to increase productivity and to improve the quality of goods and services produced. We hope this resource guide will help that effort by raising awareness of voluntary skill standards, identifying their benefits, and encouraging their development and use among employers, workers, educators and government officials.

Sincerely,



Morris J. Anderson, Chancellor

Minnesota State Colleges and Universities

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WHAT ARE VOLUNTARY SKILL STANDARDS?

A new system of standards that defines what the Minnesota worker needs to know and be able to do to succeed in modern society and in the global economy.

Skill standards are voluntary performance specifications, developed through employers, educators, unions and other groups, that identify the skills, knowledge, and abilities an individual needs to succeed in a given industry.

WHY DO THEY MATTER?

A voluntary system of skill standards will enhance the ability of Minnesota and the rest of the U.S. to compete effectively in a global economy. Successful competition in the global economy requires workers to keep pace with the rapid changes in technology and work processes in the workplace. For Minnesota employers, a chronic shortage of workers makes workforce development even more critical to help them remain competitive.

While we may not always compete on price with

foreign competitors, we can still compete on quality, customization, innovation, and timeliness. But that requires Minnesota enterprises to help the front-line workers gain the skills and responsibility to improve products, services and the production process.

Sustainable economic success depends, in large part, on workers who:

- Are flexible,
- Work well in teams, and
- Can think and learn on their feet.

Given the importance of government and non-profit organizations to our economy and society, this need for a skilled and flexible work force goes beyond the private sector. Flexible standards and portable certifications will be developed by Minnesota's industry in partnership with education, labor, and community

stake-holders in the state, and will be continuously updated and improved.

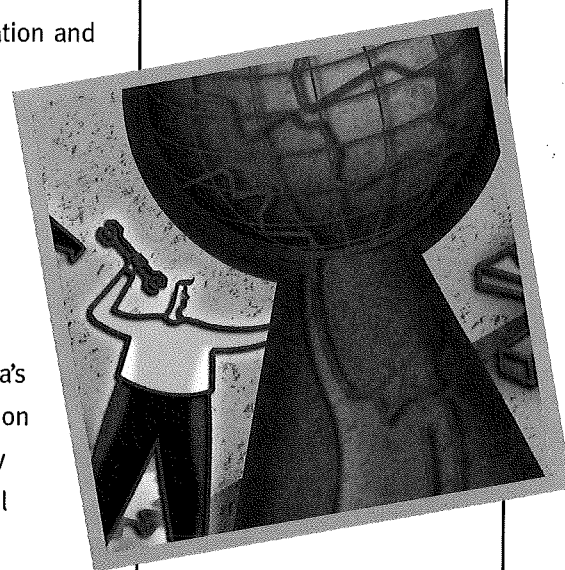
This voluntary skill standards system is intended to:

- Promote productivity, quality and innovation, and, in the private sector, profitability;
- Improve access to high-skill, high-wage employment and career opportunities; and
- Encourage the use of world-class academic, occupational and employability standards to guide education and training opportunities for workers.

The skill standards are designed to support Minnesota's competitive position in the increasingly competitive global marketplace. As a

result, these standards serve the region, yet are national in scope. These standards can have a wide array of benefits only if they are adopted and used.

An investment in the skills of our people will give Minnesota an edge that allows us to compete in quality, innovation and productivity. They will also help us compete in price as well as quality, variety, customization, convenience, and timeliness.

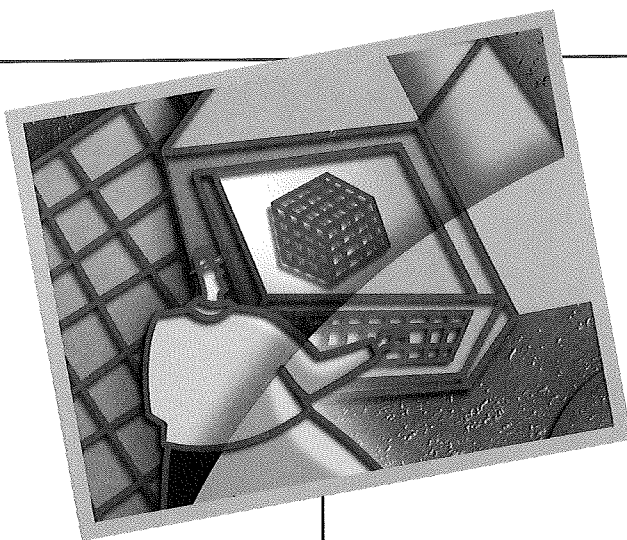


LOOKING FORWARD: THE GOALS FOR THESE STANDARDS

The overall goal is to improve access in Minnesota to high-skill, high-wage employment and career opportunities. This, in turn, increases the competitiveness of Minnesota in the global economy and raises the standard of living and economic security of American workers.

The role of the Minnesota Skill Standards Task Force is to spur the development of a voluntary system that creates and updates standards, publicizes the standards, and encourages their use. These voluntary skill standards are developed by industry along with education, labor, and community stakeholders. Industry takes a lead role in the development of the standards so that they reflect workplace requirements and are useful in recruitment, hiring, promotion, and training decisions.

The standards are effective tools for teachers in educating students, for workers in maintaining their own competitive edge in the marketplace, and for the unemployed in gaining the necessary skills to get jobs. That's why all of these



affected groups are involved in setting the standards.

The voluntary skill standards need to be flexible, portable, and continuously updated and improved. They provide a deeper understanding of the functions and purpose of the job, not just a rote list of specific tasks and how to achieve them.

They use a common language to describe knowledge, skills, and abilities, so that students and workers will be able to demonstrate their skills

even when they change employers, states, or even industries. Clear definitions will also identify the skill needs of employers, and enable workers to see how their skills can be transferred to other industries or help them develop an expertise. The standards show how the academic skills learned in the classroom connect with those required in the workplace – the basic skills of reading, writing, listening, speaking, and math, as well as more advanced skills including problem solving, decision making, teamwork, and negotiation.

Skill standards also increase accountability and performance among providers of educational and training services. Educators need to adapt to the constantly shifting demands of the workplace by updating and upgrading their programs.

Occupational skills refer to the skills that are transferable among broad industrial or occupational areas (e.g., manufacturing), as well as the core occupational knowledge and skills that are particular to a cluster of occupations. Academic, occupational and employability skills are all connected, and any system of skill standards must recognize the significance and synergy among them. The voluntary skill standards represent a synthesis of these three types of skills as they are applied in the workplace.

EVOLUTION OF THE STANDARDS

While industry-based voluntary standards are not new, their development and implementation has accelerated within the last decade, both in Minnesota and across the nation.

A key event in the national evolution of these standards was the creation of the National Skill Standards Board by the Congress. The board, which is a national body representing employers, unions, workers, students and teachers, is charged with stimulating the development and adoption of a voluntary nationwide system of skill standards.

As for Minnesota's effort, the Minnesota Skill Standards Task Force was formed in June of 1998 to give guidance and direction to the implementation of voluntary national skill standards in Minnesota. It is made up of 30 members

representing business, government, education and labor.

The Minnesota Skill Standards Task Force supports the development of a collaborative system to implement voluntary national skill standards adopted by industry and to facilitate the development of industry-specific skill standards that have strategic importance to Minnesota. Additionally, the Minnesota Skill Standards Task Force identified stakeholders and stakeholder expectations, and listed common themes and goals necessary to achieve the mission.

Members include:

Minnesota Department of Children, Families and Learning
AFL-CIO
Minnesota State Colleges and Universities
Governor's Workforce Development Council
Minnesota Department of Trade and Economic Development
Minnesota Department of Labor and Industry
State Council on Vocational Technical Education
National Institute of Metalworking Skills
Printing Industries of Minnesota

Minnesota Department of Economic Security
Minnesota Business Partnership
K-12 Education
Minnesota Precision Manufacturing Association
Nekton/Norhaven Inc.
Iron Mining Association of America
North Shore Mining
Southwest and West Central Service Cooperative
General Dynamics Information Systems
IBM Corporation
Minnesota State College Student Association
Cass Screw Machine Products



MINNESOTA PERSPECTIVE

The concept of national skill standards is not new to Minnesota educational institutions.

Minnesota State Colleges and Universities vocational and technical programs have historically relied on Minnesota business, industry and labor to identify and validate content that reflects the skills necessary for students to succeed in the world of work.

Numerous programs and majors and their graduates have for many years been certified and accredited by regional and national accrediting agencies.

The work of the National Skill Standards Board is embraced and welcomed by Minnesota educators as supporting an already strong belief that implementing industry-driven, voluntary skill standards will ensure that vocational, technical and professional programs and majors will continue to provide the highest quality employment opportunities for Minnesota students.

BENEFITS

How Employers will benefit from Skill Standards

- Increase quality, productivity, innovation, market responsiveness and competitiveness;
- Provide measurable benefit from company-sponsored education and training;
- Benchmark training programs to world standards;
- Reduce the amount of remedial training;
- Improve communication with employees, especially as to what is expected of them on the job;
- Meet demands for new skills required by rapid changes in technology.

How Educators and Trainers will benefit from Skill Standards

- Better understand the knowledge, skills, and abilities employees need;
- Keep on top of the changes in technology and work organization;
- Define objectives for training programs that result in better placement opportunities;
- Demonstrate how training programs can achieve national certification;
- Improve communication with business, labor, students, parents, and workers, and strengthen relationships with them;
- Market programs more effectively;
- Benchmark training programs to world standards.

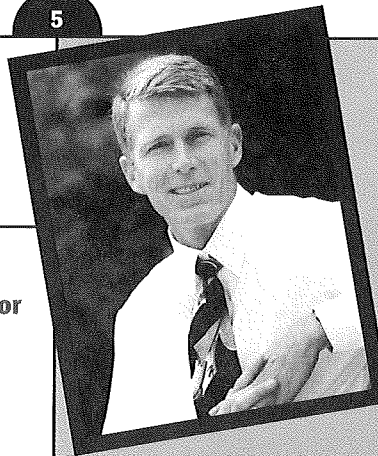
BENEFITS

How Employees and Job Seekers will benefit from Skill Standards

- Clarify job requirements both in Minnesota and the rest of the U.S.;
- Open doors and communication;
- Update information on what is required to succeed;
- Improve opportunities;
- Increase skills and employability;
- Help workers to be flexible, thereby helping them remain employable;
- Raise wages reflecting improved skills;
- Enhance competitiveness in the job market.

How Organized Labor will benefit from Skill Standards

- Increase standards of living and economic security for members;
- Improve employment opportunities;
- Encourage skill upgrading;
- Provide clear guidelines for assessing workers' skills;
- Promote worker involvement in workplace change and economic prosperity;
- Bolster fair treatment of workers.



LARRY RADDATZ

**DAKOTA COUNTY
TECHNICAL COLLEGE**

**At Dakota County
Technical College, Larry**

Raddatz works with local manufacturers to develop customized training programs for their employees. Often that includes assessing skill levels and providing the appropriate training. Skill standards play a critical role in helping Raddatz to assess the needs of workers, as well as helping him develop the appropriate training program. "Workers have a tough time with self-diagnosing their own needs," said Raddatz, who is customized training coordinator for Dakota County Technical College. "They might say they need help with electronics, but that could mean getting training on how to run a computer or making basic calculations." Dakota County Technical College's customized training program is geared for the needs of particular companies, and the training is often done at the company's facilities. For instance, Raddatz is working with 3M Company on a program to assess the skill levels of the maintenance technicians who work at its manufacturing plants. Raddatz is using maintenance technician standards being developed by the National Skill Standards Board to assess the 3M workers. Raddatz also works with a program, funded with the help of a grant from the U.S. Department of Labor, which teaches a variety of basic skills to workers. These skills could range from basic math to safety practices to operating a computer. Other industries in which Dakota County Technical College provides training services include computer science, transportation, telecommunications and law enforcement.

GREAT LAKES GOVERNORS JOIN FORCES IN SUPPORT OF SKILL STANDARDS

To expand the quality and portability of skill standards, eight Great Lakes governors, representing Illinois, Indiana, Michigan, Minnesota, New York, Ohio, Pennsylvania, and Wisconsin, joined by the premiers of Ontario and Quebec, Canada, created the 'Great Lakes Guarantee' in July 1997. The partnership recognizes industry skill standards that guarantee their quality and portability throughout this region. Under this agreement, a worker's skills recognized in one member state or province are recognized in all member states and provinces.

In its first year, the Guarantee, as part of the Great Lakes Workforce Quality Initiative, endorsed the metalworking skills developed by the National Institute of Metalworking Skills as the first skills recognized under the Guarantee. NIMS will partner with each state in the region to develop a strategy to provide opportunities for worker certification in metalworking.

The Great Lakes governors share a common, nonpartisan goal of maintaining a workforce able to use current technology and grow with future technologies to remain competitive in business and ensure a high quality of life for the region's residents.

The Great Lakes Workforce Quality Initiative was founded to achieve this goal by developing a regional workforce system that assists with the creation of jobs to support a high-performance economic environment. For more information, contact Richard Spill, (707) 253-4339.

DEVELOPMENT OF SKILL STANDARDS

The National Skill Standards Board's guidelines, which are used to review the Voluntary Partnerships and the skill standards systems they develop, are designed to ensure the system is fair and of high quality. The board was mandated by the National Skill Standards Act to establish the guidelines used to endorse standards created by voluntary partnerships.

These partnerships include employer, union, worker, community, government, and education and training representatives. The Board is charged to endorse skill standards that both "meet or exceed the highest applicable standards used in the United States" and "take into account relevant standards used in other countries."

Skill standards presented to the NSSB for endorsement must:

- Provide clear links to training and curriculum development activities;
- Be flexible and adaptable;
- Clearly outline the types and levels of skills, knowledge, and performances valued and required in the workplace; and
- Enable individuals to build upon their skills and knowledge, and use them in other jobs or related industries.

Specifically these standards define three tiers of critical work functions and their corresponding skills:

- Core functions, or an entire cluster, such as "transportation;"
- Concentration functions, or those in a broad industry or occupations within a cluster, such as "trucking;" and
- Specialty functions, such as those particular jobs within a concentration, such as "tractor-trailer driver."

In addition, the standards identify:

- Academic skills and knowledge, such as language arts, mathematics, or science;
- Employability skills and knowledge, such as teamwork, problem solving, or negotiation skills; and
- Occupational skills and knowledge, such as small engine repair or double-entry bookkeeping.

In the chart below, National Institute for Metalworking Skills has identified technical and professional career opportunities within the metalworking industry. Students and employees can build their skills by progressing through multiple levels of industry certification. Individuals can choose to increase their career opportunities by earning college diplomas or degrees or by pursuing professional careers.

METAL FORMING MACHINING

METAL FORMING OCCUPATIONS

- **Stamping**
- **Roll Forming**
- **Spinning**
- **Slide Forming**
- **Press Brake**
- **CNC/NC Punch Press**
- **Laser Cutting**

MACHINING OCCUPATIONS

- **Screw Machining**
- **Machining**

TOOL & DIE AND MOLD-MAKING OCCUPATIONS

- **Tool & Die Making**
- **Mold-Making**

MACHINE BUILDING AND MAINTENANCE OCCUPATIONS

- **Machine Building**
- **Machine Tool Maintenance Service and Repair**

CAPSTONE OPPORTUNITIES

- **Business Owner**
- **Engineering**
- **Engineering Technology**
- **General Management**
- **Industrial Management**
- **Journey Person**
- **Industry Sales**

VOLUNTARY PARTNERSHIPS:

How to get started

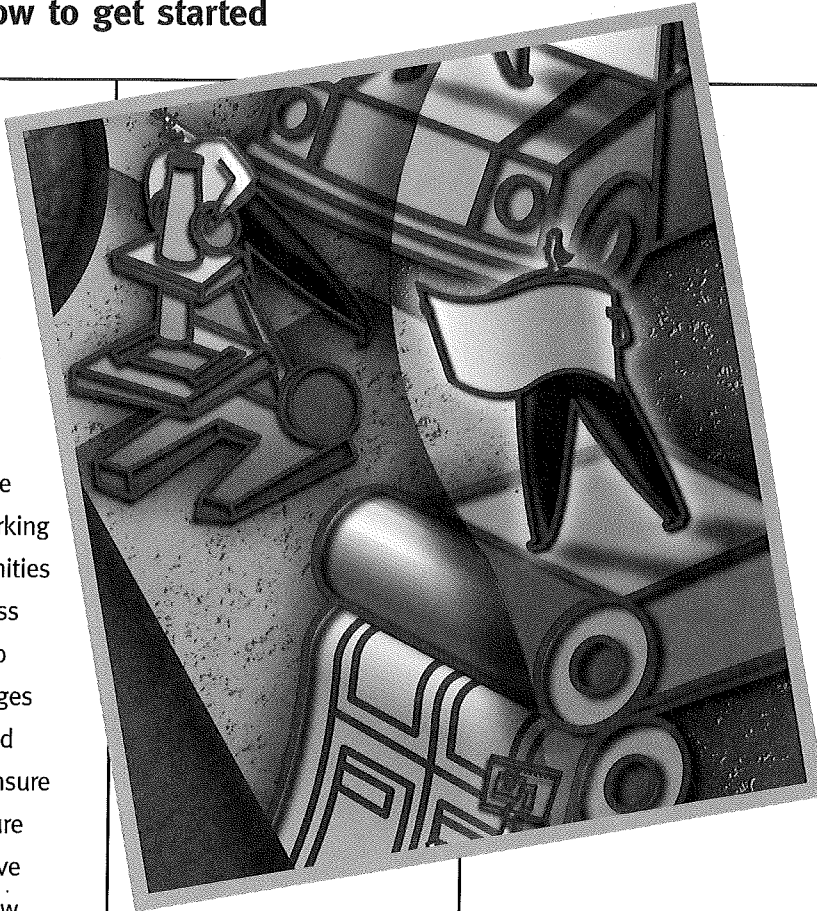
A critical labor shortage in Minnesota has put workforce development at the forefront of Minnesota's economic development needs. The state Legislature appropriated money which enabled Minnesota State Colleges and Universities in 1998 to enter into partnerships with five of the state's high-growth industries: software, printing, taconite production, health care and precision manufacturing.

Representatives of industry, higher education, and K-12 schools are working together to design education and training programs that meet the needs of these industry sectors. The partnerships also are working to increase the number of students in these training programs, to strengthen the bonds between industry and education, and to ensure that these industries are successful into the next century.

The partnerships are extensively involved with voluntary national skill

standards. These standards allow a common language to be used to address industry needs, as well as to compare program outcomes on the educational side. The partnerships are working to increase opportunities for students to access training programs, to strengthen the linkages between industry and education, and to ensure that current and future employees can receive training that will allow industries to continue to prosper. Also, the skill standards help guide curriculum development and comparison, and enhance an industry's image by setting challenging targets for training programs and workers.

Voluntary partnerships reflect the "full and balanced participation" of all major stakeholders, including employer, union, worker, community, government, and education and training representatives. Targeted industry



partnerships make financial support available to programs willing to participate in the accreditation processes. The partnerships also provide research data needed to complete self-studies, connect instructors with national and state experts, and refer questions to knowledgeable sources.

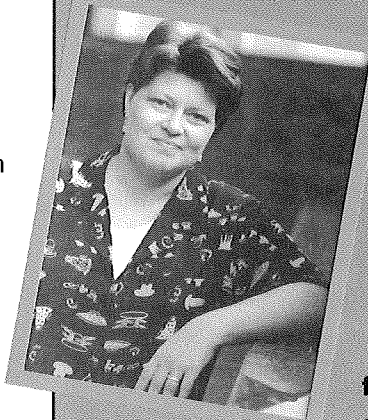
Membership in the voluntary partnership is open to all interested individuals, organizations and coalitions, and participation in the selection

process is open as well. All members have the right to receive information on partnership activities, and to comment upon them. The decision councils are employer-led, and include representatives from three broadly defined stakeholder groups: employers, workers, and public interest organizations, such as educators and community organizations. Within the employer group, the membership must have broad representation.

The operating procedures of the voluntary partnerships

are based upon the due process criteria of the American National Standards Institute, which attempt to ensure that the operating procedures of the partnerships are open, allow adequate notification, include a balance of interested parties, utilize a consensus process, and consider dissenting views.

The voluntary partnerships must implement a plan, which includes research and evaluation, for updating the standards, assessments, certificates and other elements of the system. The core-plus-specialized skill standards must be revised and updated at least every five years; specialty skill standards must be updated no less than every three years. There also must be a system to gather input from workers, unions or industry experts to track changes in technology, work organization, industry structure, and customer requirements and their effect on job functions.



JERALYN JARGO

PROJECT MANAGER, TARGETED INDUSTRY PARTNERSHIP

Skill standards provide a common language that is essential to develop education and training programs.

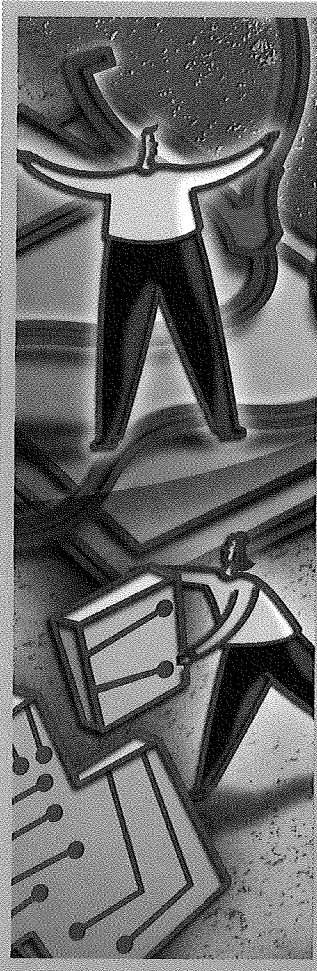
That's according to Jeralyn Jargo, project manager for the state's Targeted Industry Partnership program, funded in 1998 by the state Legislature. Jargo offers this example for why a common language is so important in her program, which designs appropriate education and training programs for five high-growth industries targeted by the state because of chronic labor shortages. "An industry has a crying need for 'entry level' employees," she said. "Well, what is entry level?

What skills are needed? Does the company need the worker to read blueprints, read job tickets, read anything at all? Perhaps the company wants workers to identify tools," she said. "Well, exactly what tools? Drafting tools? The correct syringe? Safety equipment?"

Skill standards can define exactly what is meant by entry level employees or by the skill to identify tools, she said. They also help educators understand which skills workers need across an industry. Jargo, who works for the Minnesota State Colleges and Universities, is the project manager for each of the five partnerships underway with the state's software, printing, taconite production, health care, and precision manufacturing industries. Industry representatives and a wide range of educators are together on teams to design education and training programs that meet the needs of industry, increase the number of students in the training programs, and ensure that workers have the skills needed in their industry. Unlike past efforts, which typically have involved a one-on-one program between a company and a college, the Targeted Industry Partnerships program focuses on entire industry sectors and a number of educational institutions. The partnerships, by improving communication between the industry and educators, are bringing their common resources to bear on alleviating the state's labor shortage.

"The statewide committee work is bringing folks to the table who, frankly, have never before worked directly together. The targeted industry partnerships also help connect students and workers with available training programs," she said.

THE CERTIFICATION AND CREDENTIALING PROCESS

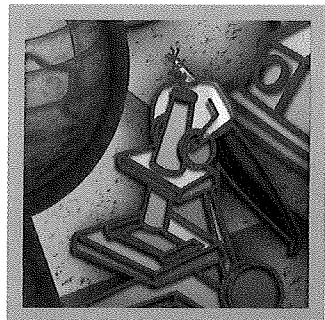
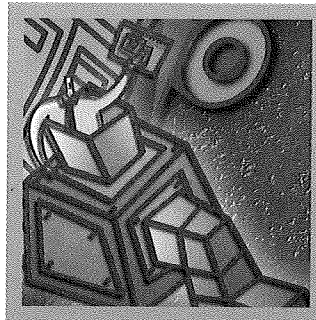
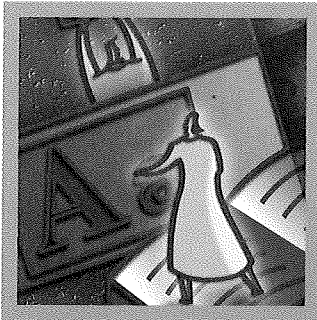


Training programs, students and employees have the opportunity to benefit from voluntary skill standards by becoming certified. (The terms certification, credentialing and accreditation have similar meanings, although certain groups prefer some terms to the others).

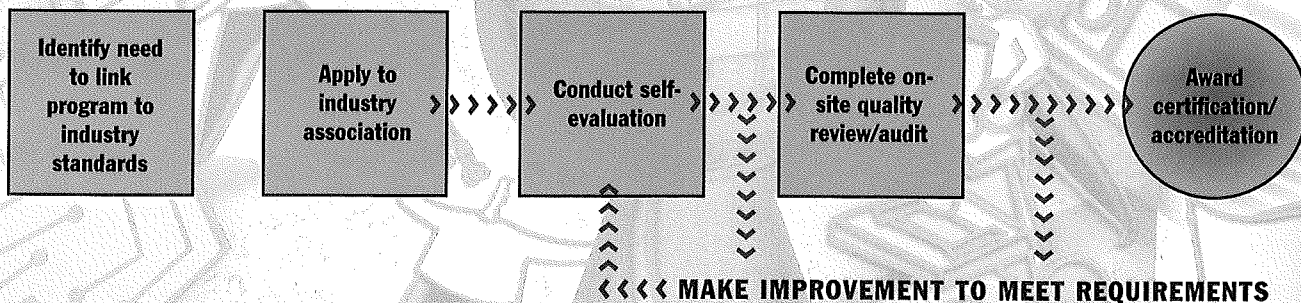
A sponsoring industry association can certify school-based and employee-based training programs. Students and employees can earn portable credentials that attest to their skill levels. Individual assessments must be developed in a manner consistent with

relevant professional and technical standards.

Assessments must allow people to demonstrate their competence through their experience, self-instruction, or formal instruction.

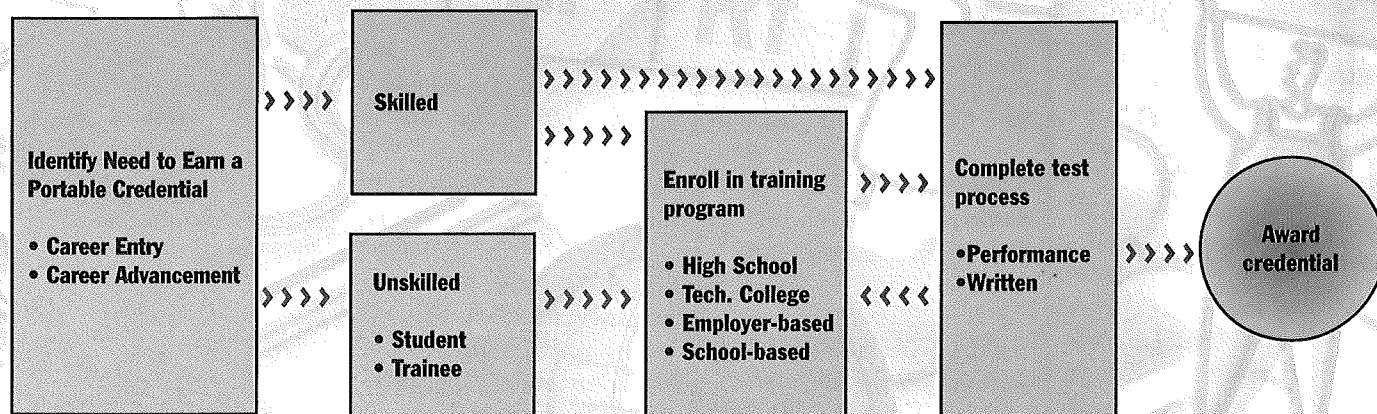


PATHWAY TO PROGRAM CERTIFICATION



THE CERTIFICATION AND CREDENTIALING PROCESS

INDIVIDUAL CREDENTIALING PROCESS

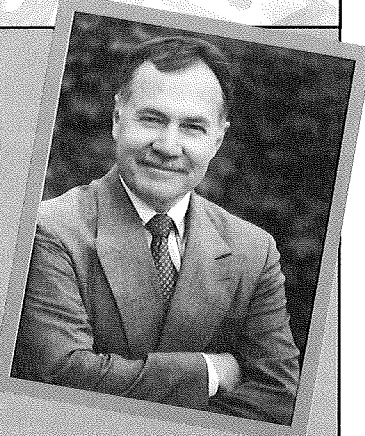


DAVE ANDERSON

INVER HILLS COMMUNITY COLLEGE

Combine a shortage of workers with rapid growth, and one of the toughest jobs to fill these days is in information technology. That's why Dave Anderson, director of customized training at Inver Hills Community College, is hoping to add two new areas of computer science certification at his school. That would be in addition to the three certifications it already has had in place since they were developed in 1998.

The certifications have been invaluable in helping students land jobs. "Seat time in the classroom doesn't mean anything," Anderson said. "But individuals who have an industry certification – that carries a lot of weight with the employer." Inver Hills now offers evening and weekend training courses to prepare working adults to pass industry certifications in computer repair (A+ certification), computer operating systems (Microsoft® Certified System Engineer), and computer network systems, such as cables, routers and switching systems (Cisco Certified Network Associate). The two other areas in the offing are web site development and Oracle database systems. "Our program appeals to workers who are interested in a job change or in upgrading their skills," Anderson said. He also is working to establish internship programs with local employers. "Some of our students may not have work experience, so we're trying to put together an internship program," Anderson said. Inver Hills also offers a two-year Associate in Science degree in computer science. Industry certification courses can count toward that degree. The Associate in Science degree also can be integrated into a four-year degree in computer science at the University of Minnesota.



FURTHER RESOURCES

NATIONAL SKILL STANDARDS BOARD (NSSB)

1441 L Street NW
Suite 9000
Washington, DC
20005-3512
Tel: 202-254-8646
Web site:
www.nssb.org

ACADEMIC SKILL STANDARDS

Center for Civic Education
5146 Douglas Fir Road
Calabassas, CA 91302-1467
Tel: 818-591-9321
Fax: 818-591-9330
Web site: www.civiced.org

National Academy of Sciences, National Research Council (NAS)

2102 Constitution Ave. NW
Washington, DC 20418
Tel: 202-334-2000
Web site: www.nas.edu/nrc

National Center for History in the Schools, UCLA
Tel: 310-825-8388

National Council for the Social Studies (NCSS)

3501 Newark St. NW
Washington, DC 20016
Tel: 800-653-0812
Web site: www.ncss.org

National Council of Teachers of English (NCTE)

1111 West Kenyon Road
Urbana, IL 61801
Tel: 217-328-3870 or
800-369-6283
Fax: 217-328-9645
Web site: www.ncte.org

National Council of Teachers of Mathematics (NCTM)

1906 Association Drive
Reston, VA 20191-1593
Tel: 703-620-9840
Fax: 703-476-2970
Web Site: www.nctm.org

International Reading Association

Web site: www.reading.org

SKILL STANDARDS ORGANIZATIONS

Advanced High Performance Manufacturing

National Coalition for
Advanced Manufacturing
(NACFAM)
1331 Pennsylvania Ave. NW
Suite 1410 North,
Washington, DC 20004
Tel: 202-216-2740
Web site:
www.bmpcoe.org/nacfam/

Agriscience Biotechnology

National FFA Foundation
P.O. Box 15160
Alexandria, VA 22309-0160
Tel: 703-360-3600

Air Conditioning, Heating, and Refrigeration

V-TECS, Southern
Association of Colleges and
Schools
1866 Southern Lane
Decatur, GA 30033-4097
Tel: 800-248-7701

Automobile, Autobody, Medium/Heavy Truck Technician

National Automotive
Technicians Education
Foundation (NATEF)
13505 Dulles Technology

Drive, Suite 2
Herndon, VA 22071-3421
Tel: 703-713-0100

Bioscience

Bioscience Industry Skills
Project
55 Chapel Street
Newton, MA 02185-1060
Tel: 617-969-7101

Chemical Process

Technicians
Resources/Education
American Chemical Society
1155 16th Street NW
Washington, DC 20036
Tel: 202-872-8734

Computer Aided Drafting and Design (CADD)

National Coalition for
Advanced Manufacturing
(NACFAM)
1331 Pennsylvania Ave. NW
Suite 1410 North,
Washington, DC 20004
Tel: 202-216-2740
Web site:
www.bmpcoe.org/nacfam/

Electrical Construction

National Electrical
Contractors Association
(NECA)
3 Bethesda Metro Center
Suite 1100
Bethesda, MD 20184
Tel: 301-215-4512

Electronics

American Electronics
Association
5201 Great America Parkway
Bow 54990
Santa Clara, CA 95056
Tel: 800-284-4232

Electronics Technicians

Electronic Industries
Associations/CEMA
2500 Wilson Blvd.
Arlington, VA 22201-3834
Tel: 703-907-7670

Grocery

Grocers Research and
Education Foundation (GREF)
1825 Samuel Morse Drive
Reston, VA 22090
Tel: 703-437-5300

Hazardous Material Management Technology

Center for Occupational
Research and Development
(CORD)
601 Lake Air Drive
Waco, TX 76701
Tel: 817-772-8756

Health Care

WestEd
730 Harrison Street
San Francisco, CA
94107-1242
Tel: 415-241-2712

Heavy Highway Construction

Laborers-AGC Education and
Training Fund
P.O. Box 479
27055 Kingston, WA 98346
Tel: 360-297-4152

Hospitality and Tourism

Council on Hotel,
Restaurant and Institutional
Education (CHRIE)
1200 17th Street
Washington, DC 20036
Tel: 202-331-5990

Human Services

Human Services Research
Institute
2336 Massachusetts Avenue
Cambridge, MA 02104
Tel: 617-876-0426

Industrial Laundry

Uniform and Textile Service Association
1300 North 17th Street,
Suite 750
Rosslyn, VA 22209
Tel: 703-247-2608

Metalworking

National Institute for
Metalworking Skills (NIMS)
2209 Hunter Mill Road
Vienna, VA 22181
Tel: 703-225-5886
Web site:
www.nims-skills.org/

Photonics

Center for Occupational
Research and Development
(CORD)
601 Lake Air Drive
Waco, TX 76701
Tel: 817-772-8756 or
800-972-2766

Printing

National Council for Skill
Standards in Graphic
Communications
206 Lafayette Center
Kennebunk, ME 04043
Tel: 207-985-9898

Retail Trade

National Retail Federation
Liberty Place
325 7th Street NW
Suite 1000
Washington, DC 20004
Tel: 202-783-7971

Welding

American Welding Society
550 Lejeune Road
Maimi, FL 33126
Tel: 305-443-9353
Web site: www.aws.org

**MnSCU TARGETED
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CONTACTS****Health Care**

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mankato.msus.edu

Precision Manufacturing

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9000 Brooklyn Blvd.
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Tjjm@uswest.net

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North Mankato, MN 56003
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[Gschaffner@](mailto:Gschaffner@earthlink.net)
earthlink.net

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Dakota County Technical
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1300 145th St. E.
Rosemount, MN 55068-2999
Tel: 651-423-8277
[Pradeep.kotamraju@](mailto:Pradeep.kotamraju@dctc.mnscu.edu)
dctc.mnscu.edu

Taconite

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820 North 9th Street
Suite 140
Virginia, MN 55792
Tel: 218-749-0304
[S.bradach@mail.mnscu.](mailto:S.bradach@mail.mnscu.edu)
edu

**Targeted Industry
Partnership Project Manager**

Jeralyn Jargo, MnSCU
Tel: 651-296-9450
Jeralyn.jargo@so.mnscu.edu

**OTHER STANDARDS
RESOURCES****National School-to-Work
Office**

Web site: www.stw.ed.gov

**National Educational
Goals Panel**

Web site: www.negp.gov

National PTA

Web site: www.pta.org

**National Clearinghouse for
Mathematics and Science
Education**

Web site: www.enc.org

**Developing K-12
Educational Standards**

Web site:
[http://putwest.boces.org/sta](http://putwest.boces.org/standards.html)
[ndards.html](http://putwest.boces.org/standards.html)

New Standards Project

Web site: www.ncee.org

**International Society for
Technology In Education
(ISTE)**

Web site: www.iste.org
www.iste.org

**Vocational Technical
Education Consortium
of the States (V-TECS)**

Web site: [www.mindspring.](http://www.mindspring.com/~vtecs/)
[com/~vtecs/](http://www.mindspring.com/~vtecs/)

**Integrated System for
Workforce Education
Curricula (ISWEC)**

Web site:
www.cord.org/iswec.htm

SCANS 2000 Program

Web site:
infinia.wpmc.jhu.edu

**Association for Career and
Technical Education (ACTE)**

1410 King Street
Alexandria, VA 22314
Tel: 800-826-9972
Web site:
www.acteonline.org

**Council of Great Lakes
Governors**

35 East Wacker Drive
Suite 1850
Chicago, IL 60601
Tel: 312-407-0177
Web site: www.cglg.org

**International Technology
Education Association**

1914 Association Drive
Reston, VA 22091-1539
Tel: 703-860-2100
Web site: www.itea.org

**National Coalition for
Advanced Manufacturing
(NACFAM)**

1331 Pennsylvania Ave. NW
Suite 1410 North,
Washington, DC 20004
Tel: 202-216-2740
Web site:
www.bmpcoe.org/nacfam/

**Minnesota School-to Work
Clearinghouse Skill
Standards Collection**

Web site:
[www.cfl.state.mn.us/stw/](http://www.cfl.state.mn.us/stw/stwch.html)
[stwch.html](http://www.cfl.state.mn.us/stw/stwch.html)

**Professional Accreditation
Associations**

Web site:
[www.chea.org/directories/](http://www.chea.org/directories/special.htm)
[special.htm](http://www.chea.org/directories/special.htm)

**SkillsNet, Skill Standards-
Based Education and Training
Curriculum**

Web site:
www.skillsnet.corp.com



Minnesota State Colleges & Universities

500 World Trade Center
30 East Seventh Street
Saint Paul, MN 55101

General number: (651) 296-8012
Toll-free line: (888) MnSCU-4-U

Fax: (651) 296-0872

Web site: www.mnscu.edu

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Families &
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