

FY08-09 Business Plan

Developed by the



**Northeast North Dakota
Workforce Training Partnership**

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I. Mission and Value Statements

Mission

The mission of the Northeast Workforce Training Partnership is to meet the workforce training needs of business and industry in the northeast quadrant of North Dakota by serving as facilitator, coordinator, and marketer in the arrangement and delivery of training.

Value Statements

The Northeast Workforce Training Partnership values:

- ◆ *The recommendations, guidance, and support of business and industry leaders*
- ◆ *Strong and effective partnerships and alliances with institutions, organizations, service providers, and businesses*
- ◆ *Economic development and the health of the economy in our region and the state of North Dakota*
- ◆ *Training that is designed to allow businesses to receive “what they want, when they want it, and where they want it”*
- ◆ *Positive, constructive results*
- ◆ *Organizational decisions based on data*

II. Executive Summary

Since its inception 8 years ago, the Northeast Workforce Training Partnership has upheld the vision for the North Dakota Workforce Training System by striving to deliver high quality training to the employers of northeastern North Dakota: what they wanted, where they wanted it, and when they wanted it. The executive and advisory teams as well as the staff feel proud of the Partnership's accomplishments and the progress towards the quadrant's goals that have been made thus far.

The Partnership has many opportunities for growth and success in the upcoming biennium. Many of the opportunities were brought forth during the last legislative session when additional funding for Workforce Training and new initiatives at the state level have put a focus on the building of a high quality workforce for North Dakota. Some of the new opportunities that will present themselves to the Partnership include exploring additional partnership opportunities, proposals with state-wide agencies for cooperative efforts to meet the needs of the workforce, and the building of new curriculums and training programs.

Many economic and financial challenges also face the Partnership in the upcoming years. The demographics of the northeast region of the state have shown a steady decline in population over the past 60 years. This decline is expected to continue for the foreseeable future. Movement of people from rural to urban areas may threaten the current structure of the Partnership, which places a priority on serving the underserved rural businesses. As the number of rural businesses declines, our customer base declines and our ability to meet our revenue goals could be compromised. According to Job Service ND, the workforce training funding was based on the northeast quadrant having 4,356 covered employers (a loss from 4,429 in 4th quarter of 2005) in comparison to 4,196 in the NW, 9,362 in the SE, and 6,502 in the SW. All other quadrants within the state saw at least a marginal growth in employers in the last biennium as the Northeast quadrant saw a loss. The state appropriated dollars for workforce training are distributed based on the number of covered employers within the region. This funding formula could eventually leave the Partnership with fewer base funding

dollars than in previous years to serve a more geographically diverse set of businesses with a wide variety of needs.

The staffing model being used by the Partnership is specifically designed to enhance the services already provided to the rural employers in this quadrant by assigning the Rural Outreach Workforce Training Manager at the Lake Region State College Site (.70 FTE) to activities for employers in the outlying areas. In addition, one staff member has been assigned the specific duty of relationship and partnership building. The Northeast Workforce Training Partnership has proven its ability to form and successfully maintain long lasting relationships through its flexibility, its open communication, and its sincere desire to serve the employers of the region. Additional appropriated funds have made this staffing focus possible and it holds great opportunity for the quadrant.

The Partnership will continue to benchmark its tactics against the nation's best practice models. It will report its measures of success as outlined in the accountability and performance measures to the executive team, the advisory board, the Council of Technical and Community Colleges, the North Dakota Legislative committees and their interim committees. As always, the goal of the Partnership will be to facilitate and deliver training in the northeast quadrant to ensure a world-class workforce for North Dakota.

III. Management Plan

A. Background

In July 1999, Lake Region State College was assigned primary responsibility for workforce training in the northeast quadrant of the state. The college then launched a new division as recommended by the Task Force on Workforce Development and Training.

From the start-up phase to present, Lake Region State College has provided personnel to manage the administrative functions critical to successful operation of the Workforce Training Partnership. Direct supervision of the partnership is the responsibility of Lake Region State College's Vice President of Instructional Services at a .25 FTE level. The personnel and support from the college also includes business office support for billing, payroll, purchasing, and travel. Lake Region State College also allocates up to \$25,000 of its budget to the Partnership for infrastructure support. The Workforce Development Office of UND contributes up to a (0.80 FTE) Workforce Training Director and Outreach position, (1.0 FTE) Workforce Training Coordinator position, and a (1.0 FTE) support/clerical staff position, and a significant cash contribution to assist with the financial support of operating the partnership. Both colleges also provide office space, utilities and office furnishings for the Partnership sites.

B. Current Status

The Regional Workforce Training Advisory Board was established to serve in an advisory capacity to the Northeast Workforce Training Partnership. Business and industry representation was sought from the various industry types located in this quadrant of the state. The board's input and support is extremely valuable to the success of the partnership. The type of contributions the board provides includes advice as to structure and delivery of services, insight into business and industry needs, possible instructor contacts, legislative testimony, and support and general networking. For more information about the Advisory Board Members and bylaws, please see Appendix B.

Working with the Advisory Board and the management team, the Vice President of Instructional Services at Lake Region State College oversees budgeting, assists with partnership building, and provides leadership for planning and evaluation tasks. The management team has seven members and meets quarterly. Membership includes Dr Sharon Etemad, Doug Darling, Corry Kenner and Holly Mawby, all from LRSC, and Joshua Riedy, Odella Fuqua, and Galen Cariveau, from UND. For more information about the administrative members of this team, please see Appendix C (the Workforce Training Director biographies are included in the following text).

The Workforce Training Directors and Managers contact businesses, inform them of the services, administer needs analyses when appropriate, customize training curriculum and materials, and form partnerships. They build and nurture relationships through personal contacts, phone contacts, and on-site visits. This personal contact leads to true customization of the training delivered.

The Workforce Training Coordinators and Administrative Assistants take care of task analysis, agreement development, facilities scheduling, phone calls, database creation, customer billing, follow-up activities, and printed materials. The Workforce Training Coordinators also do some outreach, and contact businesses to inform them of Workforce Training services. These individuals work concurrently with the respective Workforce Training Directors.

Current staffing consists of 2 directors (1.8 FTE); Holly Mawby (LRSC) and Galen Cariveau (UND), 1 Manager (.7 FTE); Rene' LaFrance (LRSC), 2 coordinators (1.5 FTE); Gretchen Schatz (UND), and Michelle Faine (LRSC), 2 administrative support personnel (1.5 FTE); Michelle Faine (LRSC), and Heather Johnson (UND). Biographies of directors, coordinators, administrative support staff follows:

The Workforce Training Directors

Holly Rose Mawby

Holly Mawby is a Workforce Training Director for Lake Region State College. Holly is an expert interviewer and meeting facilitator with substantial experience in the development and analysis of large needs assessment and strategic planning projects in the public and private sectors. Holly has several years of teaching experience at the college level in addition to experience with project management and partnership building and is a Senior Kellogg Fellow. Originally from Minot, Holly worked for 10 years in the Minnesota Higher Education system before returning to North Dakota and joining the Northeast Workforce Training Partnership in 1999.

Galen Cariveau

Galen Cariveau is the Workforce Training Director in the UND office and is also Director of the Workforce Development Office at the University of North Dakota. He brings over 30 years of experience as a business educator, corporate trainer, and workforce development specialist to the Partnership. Mr. Cariveau has extensive experience in creating, managing, and delivering workforce training programs and services.

The Workforce Training Managers, Coordinators, and Administrative Assistants:

Rene' LaFrance

Rene' is a Workforce Training Manager for the LRSC office. Rene' comes to this position from management positions in South Dakota where she worked for the State of South Dakota. Rene' has worked in the tourism and hospitality industry for 28 years, giving her a vast knowledge of how to communicate with a wide range of people. Her previous jobs have included management and supervision of large groups of employees.

Gretchen Schatz

Gretchen Schatz is a Workforce Training Coordinator for the Northeast Workforce Training Partnership at the University of North Dakota. Gretchen has a vast business background. She has experience working with handicapped adults, along with years of experience working as

a retail manager. She was also a coordinator for the Grand Forks Public School's award winning School-to-Career program. It was her responsibility to bring the business community and the school district together to form partnerships, in order to enhance the student's learning experience. Gretchen also had the opportunity to work as an Information Technology Consultant for ComputerLand. Gretchen graduated from the University of North Dakota with a Masters of Business Administration degree. Volunteerism and community involvement play an important role in Gretchen's life.

Michelle Faine

Michelle Faine is a half time Workforce Training Coordinator and half time Workforce Training Administrative Assistant. Michelle attended NDSU Bottineau for two years, was employed with Integra Castings for 5 ½ years working with Accounts Payable and eventually became the Office Manager. As the Office Manager Michelle was in charge of the Accounts Receivable and Managed the Payroll and Insurance. Michelle joined the WFT training team in January of 2007.

Heather Johnson

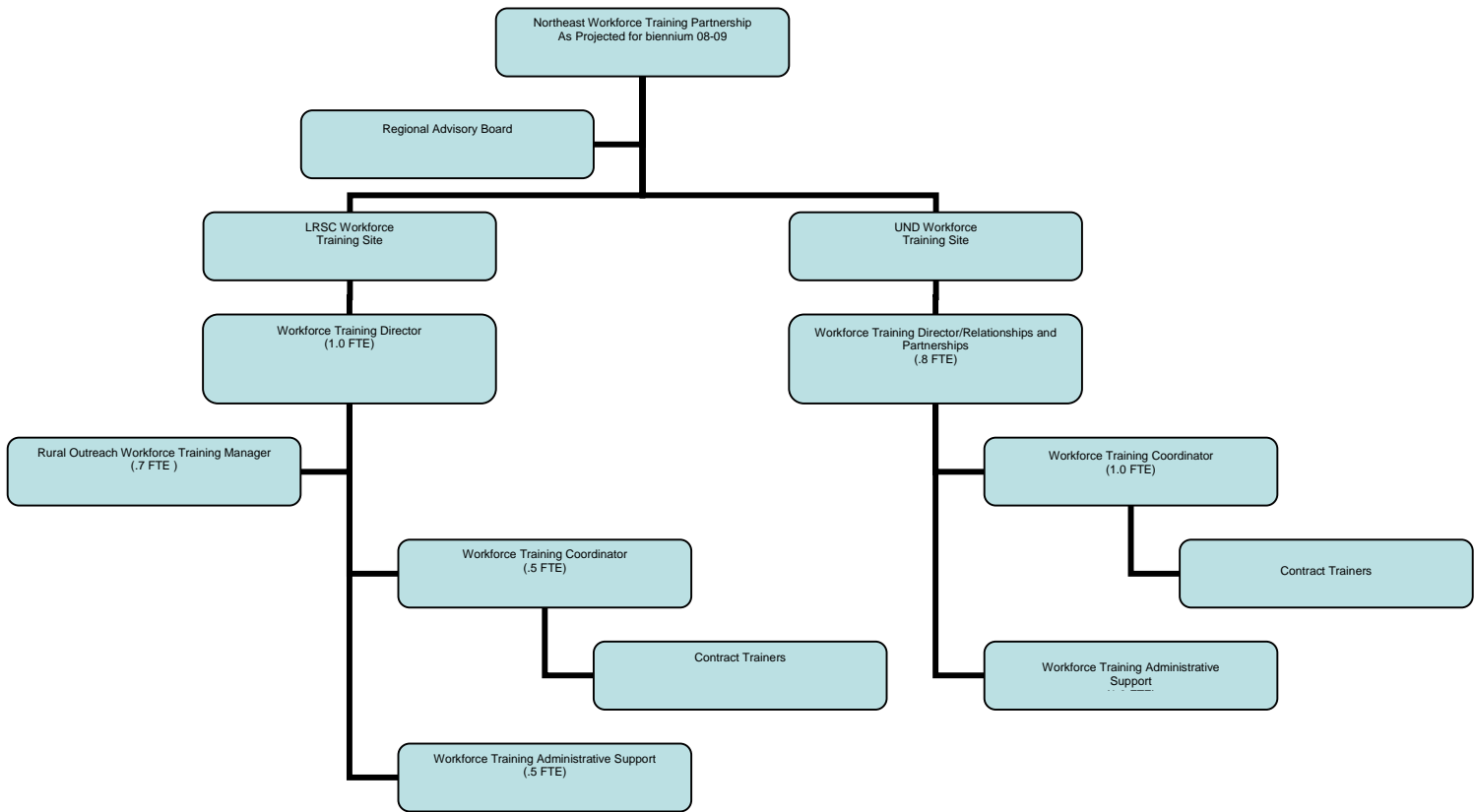
Heather Johnson is from East Grand Forks, Minnesota. Heather attended Northland Community and Technical College and graduated in May 2007. Heather joined the University of North Dakota office of Workforce Training on July 9 2007 as the Program Assistant.

C. Future Directions

Workforce Training Model

The organizational chart which follows depicts the Northeast Workforce Training Partnership staffing model.

Organizational Structure Biennium Fiscal Years 2008-2009



The staffing model being used by the Partnership is specifically designed to enhance the services already provided to the rural employers in this quadrant by assigning the Rural Outreach Workforce Training Manager at the Lake Region State College Site (.7 FTE) to activities for employers in the outlying areas. The partnership has proven its ability to form and successfully maintain long lasting relationships through its flexibility, its open communication, and its sincere desire to serve the employers of the region. The increases in state funding for this biennium, particularly those funds committed to forming long lasting relationships with employers and begin new initiatives, will significantly enhance the

Partnership's power to grow these areas of service. In this biennium the Partnership will explore relationships with other educational or economic development entities and look for ways to add more Outreach personnel specifically to devote additional staff time to long term relationships. The addition of staff in the eastern part of the quadrant would allow the Grand Forks staff more time to customize training for the growing manufacturing sector so the focus of partnerships will be in this area.

D. Strategic Alliances and Current Resources

The Northeast Workforce Training Partnership and Job Service North Dakota share an alliance agreement. The purpose of this agreement is to establish a cooperative and coordinated relationship between the Northeast Workforce Training Partnership and Job Service North Dakota CSA IV, and to set forth the joint and individual responsibilities of both entities as they relate to providing services to customers in northeast North Dakota. The agreement outlines a long-term relationship between the two entities that is mutually beneficial to both parties and their customers and enhances communications in the shared service areas.

One of the greatest resources for the Partnership is the staff and administration of the other workforce training quadrants within the state. These workforce locations across the state vastly expand the access to qualified instructors and facilities. The directors and managers of the quadrants have developed an effective communication system and have prepared position statements as needed on relevant aspects of their working relationship. These position statements provide consistent answers to questions from those outside the system, no matter what quadrant staff member is responding. All prepared position statements for the North Dakota State Workforce Training System can be found in Appendix D.

E. Opportunities and Threats to the Management Plan

The increase in state funding has allowed for an increase in FTE for the Rural Outreach Manager located in the Devils Lake office from .5 FTE to .7 FTE. This position was added in 2004 and has greatly added to the ability of the quadrant to serve more rural businesses. The current manager will work 3.5 days per week and spend most of that time traveling throughout the quadrant to meet with employers.

Additionally, the new funding allows the Partnership to explore new relationships within the quadrant. A percentage of the new money has been earmarked for partnership and relationship development. The Northeast Workforce Training Partnership will designate one director in addition to its administrative team to focus on these new connections. Possibilities for new partners include economic development agencies within the quadrant, regional vocational technical schools, or private sector businesses. The increase in funding will allow the NE Workforce Training Partnership to bring funds to the table to provide staff or infrastructure in any new venture. The goal of these new agreements would be to increase services to underserved industry sectors and seek out new markets.

Threats to the management of the Northeast Workforce Training Partnership come from three main sources, demographics, economy, and capacity.

The demographics of the northeast region of the state have shown a steady decline in population over the past 60 years. This decline is expected to continue for the foreseeable future. Movement of people from rural to urban areas may threaten the current structure of the Partnership, which places a priority on serving the underserved rural businesses. As the number of rural businesses declines, our customer base declines and our ability to meet our revenue goals could be compromised.

The economy of the northeast region has been sluggish in the previous 4 years with larger businesses shifting from training to production or service, resulting in the reduction of the Partnership's long term training agreements. However, in the past year the Partnership has experienced an increase in contracts to larger employers in Grand Forks. This could be an indication that the economy of this community has recovered fully from the floods of 1997 and the blow to the economy from September 11, 2001 and is ready to begin another growth phase. The northeast quadrant has 4,356 covered employers (a loss from 4,429 in 2006) in comparison to 4,196 in the NW, 9,362 in the SE, and 6,502 in the SW. All other quadrants within the state saw at least a marginal growth in employers as the Northeast quadrant saw a loss. The state appropriated dollars for workforce training are distributed based on the number of covered employers within the region. This funding formula could eventually leave the Partnership with fewer base funding dollars than in previous years to serve a more

geographically diverse set of businesses with a wide variety of needs. The variety of employers is also challenging. The NE quadrant has 92 (2%) primary sector employers, fewer than the rest of the state. Also, although there are a high number of retail and service businesses, especially in Grand Forks, many of these are franchised or chain stores and have their own corporate training program, leaving no room for customized training.

Additionally, it will be important for the Partnership to successfully build the proposed partnerships and relationships within the quadrant and the maintenance of these alliances. It is the formation of these alliances that will facilitate the movement of the Partnership and the North Dakota Workforce Training System to the next level of service and training for its customers. Failure to devote appropriate staff time to these important networks will result in decline. This decline would decrease the Partnership's ability to meet its goals and objectives.

Another threat lies in the Partnership's ability to locate and hire trained subject matter experts who are available at the times and dates specified by our customers for training. In a tight economy, many experts carry more than one employment position, greatly reducing the time they are able to hire out for training. Expanding the number of trainers, instructors, and subject matter experts for the region will need to be a focus for the biennium.

VI. Market Analysis

A. *List of Products/Services*

The Northeast Workforce Training Partnership representatives work very hard to form personal relationships with each client. These relationships facilitate the correct identification of training needs, the customization of curriculum to meet those needs, and the identification of the correct subject matter expert or instructor to deliver the training. The Workforce Training Directors, Managers, and Coordinators recognize the individuality of each client and the uniqueness of each educational opportunity. While many of the training topics possible through this partnership are listed below, this is not a comprehensive list and does not reflect the myriad of possibilities that exist within the realm of workforce training. The list is meant only as a reference point for discussion.

Computer Training

- ◆ Choices
- ◆ CISCO Certification
- ◆ Dreamweaver
- ◆ Ecommerce
- ◆ E-mail
- ◆ Internet
- ◆ MS Access
- ◆ MS Excel
- ◆ MS Office 2000
- ◆ MS Office User Specialist
- ◆ MS Outlook
- ◆ MS PowerPoint
- ◆ MS Project
- ◆ MS Publisher
- ◆ MS Word
- ◆ Novell
- ◆ Piloting your PDA
- ◆ Windows

- ◆ Accounting Made Simple
- ◆ Beyond Spell-check
- ◆ Budget & Finance
- ◆ Coaching Difficult Employees
- ◆ Coaching Employees for Increased Productivity
- ◆ Conflict Resolution
- ◆ Constructive Feedback
- ◆ Customer Service
- ◆ Dealing with Difficult Clients
- ◆ Designing and Implementing a New Service Culture
- ◆ Effective Leadership
- ◆ Effective Presentations
- ◆ Employment Law

- ◆ Web CT

- ◆ QuickBooks

Technical Training

- ◆ APICS
- ◆ Air Brake Adjustment
- ◆ Alcohol Server Training
- ◆ Automotive
- ◆ Aviation Manufacturing Techniques
- ◆ Childhood Education
- ◆ Diesel Mechanics
- ◆ Floor Covering Installation
- ◆ Forklift Safety
- ◆ GIS/GPS
- ◆ Hazardous Materials
- ◆ In Home Care Provider
- ◆ Pediatric Advanced Life Support

Soft Skills Training

- ◆ Enhancing Capacity to Improve
- ◆ Feedback Systems
- ◆ FISH!
- ◆ Generational Diversity
- ◆ Home Based Business
- ◆ Human Resource Tools
- ◆ Interview Process
- ◆ Mentoring
- ◆ Motivation
- ◆ Organizational Ethics
- ◆ Performance Appraisals
- ◆ Portfolio Training for Educators
- ◆ Problem Solving
- ◆ Recruitment & Retention Strategies
- ◆ Sexual Harassment Awareness

- ◆ Neonatal Advanced Life Support
- ◆ Advanced Cardiac Life support
- ◆ Fetal Monitoring
- ◆ Medical Coding
- ◆ Medical Charting
- ◆ Welding
- ◆ Industrial Blue Print Reading
- ◆ Industrial Safety
- ◆ Instructional Media Use
- ◆ Insurance
- ◆ Medical Transcription
- ◆ Postal Rate Implementation
- ◆ Public Safety

- ◆ Stress Management
- ◆ Team Building
- ◆ Telephone Etiquette
- ◆ Thinking Outside the Box
- ◆ Time Management
- ◆ Train the Trainer
- ◆ Trends in Strategic Planning
- ◆ Work Redesign Processes
- ◆ Worker Attitudes
- ◆ Workplace Communication
- ◆ Workplace Cultures
- ◆ Workplace Violence

B. Client Profile

The following tables indicate the types and sizes of companies served by the Northeast Workforce Training Partnership in fiscal year 07. This fiscal year was representative of past clients in products and service type as well as employee numbers. The tables are also consistent with regional labor force data that indicates government and service sectors as the major employers in the ten counties served by the Partnership.

NAICS CODE	NAICS CODE DESCRIPTION	FY 07
11	Agriculture, Forestry, Fishing & Hunting	1
22	Utilities	1
23	Construction	
31	Manufacturing	1
44	Retail Trade	5
48	Transportation	1
51	Information	15
52	Finance and Insurance	29
53	Real Estate & Rental and Leasing	1
54	Professional, Scientific & Technical Services	3
61	Educational Institutions	25
62	Health and Social Assistance	36
71	Accommodation and Food Services	2
72	Accommodation and Food Service	1
81	Other Service Industries	4
92	Public Administration	11
	Total	134

Size of Companies Served

Number of Employees	1 – 4	5 – 9	10 – 19	20 – 49	50 – 99	100 – 249	250 – 499	500 – 999	1000 – 4999	5000 +
Number of Companies	9	11	38	13	39	10	10	1	3	0

Trends in employer needs in the region have typically dictated the type of training and services provided by the Partnership. The following are examples of training trends in the past and anticipated in the next biennium.

North Dakota's aging population, especially in the northeast quadrant, has placed an increased demand on the health care providers of the service sector. In 1980, 12.3% of the state's population base was 65 and older, in 2000; the proportion had increased to 14.7%. It is projected that by 2020 this proportion will be 23% or nearly one out of every four North Dakota residents. North Dakota has the highest proportion in the nation of older residents 85 years and older (2.6%). If current trends continue, the number of people age 65 and older will grow by 58.3% over the next 20 years and will represent 23% of the state's population. Further, the number of the oldest old (85 and older) will grow by nearly two-thirds (64.7%) and will represent 3.7% of the state's population. (North Dakota State Data Center)

A wide range of training for health care providers and health agency workers is in great demand within the quadrant and throughout the state. In 2002, the Partnership entered into a contract with the Department of Human Services, Division of Aging Services to deliver In Home Care Provider train the trainer sessions and participant training courses throughout the state. This contract has resulted in 96 nurse trainers being employed across the state. In addition, this contract and its resulting curriculum have been used to train over 300 independent contractors throughout the state. This contract has been renewed for the 2008 - 2009 biennium. Recently, a Grand Forks Personal Assistance Services task force was formed. The Lake Region State College Director is a member of this task force. The group has talked about the possibility of adding to the In Home Care Provider course curriculum an entrepreneurial piece that would broaden the appeal of this type of business and in turn grow participants in the program and care givers in the region.

Additionally, the Partnership has become a provider of contact hours for license renewal of registered nurses. As the college programs add nurses to the employment pool and the need for these nurses' increases, there will be an increased need for continuing education in this field. Being recognized by the Continuing Nursing Education Network as an approved provider of courses for contact hours greatly benefits the Partnership and its ability to service the health care industry.

The Partnership also administers a health care consortium that contracts for the training of Certified Nurse Assistants in the Lake Region area. Two consortium businesses pay for the total cost of course delivery and in turn buy “slots” for the training of their employees. This consortium has been a successful delivery method of nurse aid training since 1992 and has recently added an 8 hour Feeding Assistant training to its curriculum offerings.

Another trend that has been experienced by the Partnership is the need for supervisory or management training in the primary sector employers. Many primary sector businesses tend to promote workers from within the ranks. This means today’s production worker will be tomorrow’s supervisor. Many times these workers, who are subject matter experts in their technical field, have little or no supervisory skills and are initially ill equipped for the position. The Partnership has seen an increase in the request for help or proposals for training that will be funded in part through Workforce 2020.

C. Target Markets

Understanding that the Government sector is the largest overall employer in the quadrant, the Partnership staff will continue to communicate with the government agencies in the region to ensure they are aware of the services and training opportunities available to them.

The Partnership staff intends to network with the growth industries in the region; such as communications, utilities, transportation and renewable energy, by focusing a number of in-person visits to these sectors of employers.

In recognition of the importance primary sector businesses play in determining the economic vitality (i.e., the economic carrying capacity) of a community, region, and state, priority will be placed on providing workforce training opportunities to this sector of the economy by the Northeast Workforce Training Region. The actions the Partnership staff will take to place a priority on the primary sector is defined in the statewide position statement located in Appendix D of this document.

Rural outreach and the formation of long term relationships will continue to be a priority for the Partnership. By devoting specified staff time to these endeavors, the Partnership hopes to expand services and delivery to the outlying areas of the region and build a long term future in training.

D. Competition and Other Service Providers

It is the goal of the Partnership to work hand in hand with others in the region who provide services to business. No matter how great our efforts are in the area of relationship building, we believe that there will always be some form of competition in the region. Within the last year, several other state funded service providers have begun to offer training to employers as an option through their organization. These organizations, whose missions include a variety of workforce development services, have begun to advertise and provide customized training curriculum to many businesses in the region. This is a new area of competition for the region and the state and will need to be addressed for the best use of state dollars and efficiency for businesses.

As mentioned earlier in this document, the northeast quadrant also contains a high percentage of retail and service businesses, especially in Grand Forks that are corporate owned and receive their training from corporate headquarters. So, although there are a fairly high percentage of employees in this sector, the reality of these employers using the services of the Partnership is unlikely.

The Northeast Workforce Training Partnership continues to see its position as one that is not competitive with other service providers but rather cooperative. As a part of the workforce-training mission, the collaboration and co-facilitation with existing service providers to ensure the delivery of training to meet the needs of employers continues to be a value of the Partnership. This flexibility and non-territorial attitude opens the doors to many possible training options that put all participants in a “win-win” situation and will hopefully turn this competitive threat into an opportunity. In an effort to maintain open communications, the Partnership staff participates in the Northeastern North Dakota Training and Economic

Development Collaboration which is facilitated through the Small Business Development Center for the northeast. This group brings together a variety of service providers to discuss programs and processes open to businesses in the region. The Partnership also works collaboratively with the SBDC to jointly deliver training for businesses throughout the region and to appropriately make referrals for services.

E. Opportunities and Threats in the Market

The Partnership has countless opportunities for growth and development. The primary opportunities have origin in the legislative changes made in the 60th assembly of the North Dakota State Legislature. Additional funds were added to the workforce training budget allowing all quadrants to be more effective in serving clients. A percentage of these funds are earmarked for statewide marketing of the ND Workforce Training System. Staff of the Partnership encounter businesses throughout the quadrant that do not understand or have never heard about the services provided or the assistance they can receive through the workforce training system. Until now, the amount each quadrant had to market was determined internally and the marketing budget for the northeast was inadequate to meet the need. It is hoped that the general marketing of the system statewide will raise awareness and thereby increase services delivered. As suggested by the Northeast Workforce Training Advisory Board, the Partnership will continue to use client and participant testimonials and in person visits accompanied by an Advisory Board member when appropriate for marketing the partnership regionally.

Additional funds in the quadrant budgets statewide have been earmarked for partnership development and relationship building as well as new initiatives. The Northeast Workforce Training Partnership intends to pursue a partner who would benefit from shared staffing and infrastructure for business outreach visits and service delivery. Once a win-win situation is achieved with this new partner, a current staff member can be reassigned specifically to long term relationship building.

Opportunities also exist for more interactive projects with the North Dakota Department of Commerce, specifically its Workforce Development Division. The Department of

Commerce has an aggressive plan for increasing the skills, talent, and quantity of workforce ready people within the state. Included in this plan is the opportunity for the Workforce Training quadrant colleges to apply for Workforce Enhancement Grants for training delivered to the private sector. Also included in this plan, called the Talent Strategy, is the role the division will play in gathering workforce intelligence which will help the Partnership to choose new initiatives and programs wisely. The Talent Initiative also has funds to assist communities with Community Labor Availability studies, which in turn help the Partnership to determine its market.

This new Talent Strategy as well as the changes in the workforce of Grand Forks have already begun to benefit the Partnership. In 2007, the Partnership received a Workforce Investment Act National Emergency Grant to begin to develop a Manufacturing Technology Course. At the end of the contract period, the Partnership had produced all curriculum necessary to offer a 120 hour course for workers entering the composite manufacturing industry and had studied the feasibility of a two-year program in this field. Several large composite materials manufacturers in Grand Forks are currently struggling to sustain a qualified workforce. This curriculum and training program will greatly benefit their ability to be successful. Further work must be completed before this course is ready to offer, however the mechanisms to deliver the program are in place thanks to the initiatives and assistance from many at the state level.

One of the manufacturers in the composite industry in the northeast produces blades for wind turbines. Currently there are several wind related projects beginning in the northeast that should help to grow the industry. The Manufacturing Technology curriculum, along with the new renewable energy initiatives in the region represents an area of great opportunity for the Partnership.

As stated earlier in this plan, another opportunity presents itself in the health industry. Lake Region State College and the Northeast Workforce Training Partnership have been at the fore-front of meeting the needs in this industry. Continuation and expansion of the In Home Care Provider Program, the Certified Nurse Assistant Program and the Continuing Education

for Registered Nurses Program should lead the northeast into a leadership position within this field.

The major market threat in the northeast region will be the economic health of the companies the Partnership serves. As the population of rural North Dakota continues to decline, the number of businesses falls proportionally. At the same time, the travel and outreach time it takes for staff to reach the remaining businesses increases.

CC Benefits reports indicate that the top programs for high wage, high growth occupation in the northeast include computer software engineers, analysts, and managers. However, all of these programs identified for growth only propose an addition of 35 positions over the next four years. The report also identifies postsecondary education administrators and electrical engineers as being targets for growth. Both of these positions require education levels beyond the scope of the Partnership's services, although continuing education for these occupations may be needed. Lastly on the CC Benefits list of top 10 growth programs were electrical engineers (9 jobs total), general managers (47 jobs total) and registered nurses (22 jobs total). In reviewing this information, the Partnership's role in the health care field has been documented, the need for corporate retail training has been discussed, and the Partnership has deemed it ineffective to plan programs for 9 jobs over a 4 year period. Thus, it is in the best interest of the quadrant that the staff continues to form long lasting relationships with current clients as well as seeking new ways to reach emerging fields such as renewable energy employers.

V. Program Strategy

Since October 1999, the Northeast Workforce Training Partnership staff has been operating under an outline of goals, objectives and strategies. The Operational Plan is devised by partnership staff, approved by college administration, and adopted by the Advisory Board. The plan details the actions that have been and will be taken by the Northeast Workforce Training Partnership to accomplish its goals. By completing the action steps as outlined, the representatives of the Partnership can fulfill their mission as set forth by legislation, facilitate

economic development of the quadrant, build long term relationships for the benefit of allies and partners, and position itself to sustain the vision of an efficient system of workforce training for the next century. To view the Operational Plan in its entirety; including goals, objectives, strategies, timelines, and measures of success, please contact a Workforce Training Director at either location.

A. Marketing Strategies

The Internet has increasingly lessened geographic barriers and brought rural regions to the forefront of commerce and economic advances. This marketing tool can be a low cost, high profile method of providing introductory information about the Northeast Workforce Training Partnership. Being a part of the existing college web sites poses no additional costs to the marketing budget of the Partnership but could yield great results. The partnership currently posts pages to the Lake Region State College web site (www.lrsc.nodak.edu/workforce). It is the intention of this partnership to expand the information on this page and update it regularly.

As part of the North Dakota Workforce Training System, the Partnership will jointly share the cost responsibilities for statewide advertisements in Prairie Business and the State of North Dakota Chamber of Commerce Business report. The Partnership will also jointly sponsor booths at appropriate trade shows such as the Human Resource Council conference and the State Information Technology conference. These statewide marketing efforts will utilize the new state website: www.trainND.com and approved marketing pieces to promote the North Dakota Workforce Training System and the separate quadrants. The addition of funds to the ND Workforce Training System has allowed the quadrants to earmark funds specifically for statewide marketing of the system. The marketing campaign will be jointly designed by all quadrants and will benefit each of the quadrants equally.

B. Action/Implementation Plan and Quantifiable Benchmarks

The structure of the Operational Plan for the Northeast Workforce Training Partnership identifies ‘measures of success’ for each 6-month period of operation. These measures of success are specific measurable achievements, which can be used as benchmarks for the initiative. The ‘measures of success’ for each objective within all goals are included in the

complete Operational Plan that can be obtained by contacting either Partnership office. The major goals and objectives for the Partnership are listed below.

Goal 1: Build Relationships with Business, Industry and Select Organizations

Objective one - : Market the Northeast Workforce Training Partnership using a Global Perspective

- Make relationship building and outreach contacts with employers, organizations, institutions, and agencies, etc.
- Conduct outreach to the rural communities in our quadrant
- Market the partnership through various methods
- Publish a newsletter twice per year
- Maintain & market the website
- Plan and implement internal marketing efforts

Objective 2: Promote long term training programs and curriculum

- Expand out and document long-term training programs
- Explore offering online training courses
- Maintain relationship with State agencies

Objective 3: Compare staffing to current data and make revisions necessary to maintain quality customer service and grow the partnership

- Annually develop and budget a Projected Staffing Plan
- Evaluate customer service procedures and explore options for quality improvement
- Explore the possibility of joint outreach and shared resources with other agencies

Goal 2: Deliver Quality Workforce Training Products & Services

Objective 1: Customize training to meet the needs of North Dakota's employers and economy

- Conduct formal needs assessments as needed
- Use the assessment services of other agencies when appropriate
- Work with the SBA and other Service Providers to make entrepreneurial topics readily available to new enterprises

- Have a presence at conferences, workshops, meetings and seminars of entrepreneurial interest to stay abreast of the needs of this growing group, promote a culture of entrepreneurship, and respond to the training needs of new enterprises
- Maintain alliances with tribal colleges in our region
- Stress our Technical Skills Training
- Explore new programming

Objective 2: Deliver our products & services when and where business needs them

- Responsiveness
- Non-traditional delivery

Goal 3: Be Accountable to Our Constituents

Objective 1: Make operational decisions based on data

- Evaluate and track satisfaction level of employers (contracted projects)
- Evaluate and track satisfaction level of employees completing training
- Track and report qualitative evaluation data relating to the training having a positive impact on the performance of the employees
- Track and report repeat business
- Set up, plan for, and conduct Operational Meetings
- Maintain and facilitate an Advisory Board

Objective 2: Maintain fiscal accountability as proposed in the business plan

- Report Financial status to appropriate parties
- Investigate alternative funding sources
- Provide assistance to clients when applying for grant funding
- Minimize overhead costs by utilizing in house services and donation sources when possible

Goal 4: Communicate with Workforce Divisions Across the State

Objective 1: Be an active participant in the Statewide Workforce Training System

- Meet with the workforce training representatives from other quadrants
- Benchmark workforce training programs throughout the nation
- Gather workforce data from State sources
- Make referrals to other providers as appropriate

- Compare overall demographic workforce data to LRSC/UND data and other quadrant workforce reports and make necessary adjustments in our training/marketing

Goal 5: Position the Partnership to sustain the mission and vision of the Northeast Workforce Training Division

Objective 1: Garner legislative support for the continuation of the Workforce Training Quadrant System

- Make contacts with Legislators in the quadrant
- Form legislative committee as part of advisory board

Objective 2: Increase the value of services and programs offered to our customers

- Monitor and document the perceived value of our programs and services by Workforce Training Clients

Objective 3: Increase the role of the Northeast Workforce Training Partnership in local, regional, and statewide initiatives and organizations whose collaboration will facilitate the partnership towards its mission

- Involvement of Workforce training personnel in various regional workforce training organizations.

VI. Budget

Direct training expenses include the contract trainer's salary, training materials, travel, and supplies. These costs are covered primarily by business and industry. It is anticipated that these costs will vary from one part of the service region to another, as delivering training in more urban regions of the quadrant are more expensive.

Overhead costs include all other costs to deliver training. This includes the cost of providing needs assessment, task analysis, travel, curriculum development, marketing, and staff development. In-kind support includes administrative time, office space, computers, etc.

The following table outlines the actual budgets for the Northeast Workforce Training Partnership in FY 06 and 07, and projected budget for FY 08 and FY 09

	FY06		FY07		FY 08-09	
Revenues	Actuals		Actuals		Budget	
Direct Training Revenues	\$ 154,128	40%	\$ 180,684	47%	\$215,000.00	36.97%
Community/Regional Funds	\$ 29,010	7%	\$ 20,000	5%	\$25,000.00	4.30%
Institutional Funds (Cash)	\$ 48,084	12%	\$ 30,000	8%	\$25,000.00	4.30%
Institutional Funds (In-Kind)	\$ 23,362	6%	\$ 24,296	6%	\$29,960.00	5.15%
Grant Funding	0	0%	0	0%	\$0.00	0.00%
State General Fund	132,698	34%	132,697	34%	\$286,645.00	49.29%
Total Revenues	\$ 387,282	100%	\$ 387,677	100%	\$581,605.00	100.00%
Expenditures:						
Direct Training Expenses	\$ 107,131		\$ 118,758		\$150,500.00	
Outreach & Coordination Expenses:						
Salaries/ Wages/Benefits		<i>FTE</i>		<i>FTE</i>		<i>FTE</i>
Training Director(s)	\$ 114,311	1.80	\$118,412.00	1.80	\$119,134.00	1.8
Training Managers/Coordinators	76,311	1.80	\$72,511.00	1.65	\$98,844.00	2.20
Support Staff	36,324	1.50	\$41,812.00	1.37	\$46,843.00	1.50
Administration (Inkind)	23,362	0.25	\$24,296.00	0.25	\$29,960.00	0.25
	-		-	5.1		5.75
Total Salaries/WagesBenefits	\$ 250,308	5.35	\$ 257,031	5.07	\$294,781.00	
Marketing	\$ 2,449		\$ 2,897		\$30,000.00	
Travel	6,532		3,185		\$10,000.00	
Office/Prof Develop	12,662		6,426		\$35,000.00	
Initiatives	8,000		2,000		\$60,000.00	
Other Expenses	200		299		\$0.00	
Total Operating Expenses	\$ 29,843		\$ 14,807		\$135,000.00	
Total Expenses	387,282		390,596		\$580,281.00	
Net Result for Future Investment	\$ -		\$ (2,919)		\$1,324.00	

VII. Quarterly Review and Evaluation Schedule

A. Budget to Actual Comparisons

Partnership budgets are developed through a group process with input from all members of the management team. Quarterly, the Management Team for the Partnership meets as a whole, to compare budgets to actuals, note trends, and makes adjustments as necessary.

B. Performance Measures

The performance measures for the Northeast Workforce Training Partnership are as recommended by the State-wide Task Force on Workforce Development and Training and as agreed upon by all Workforce Training quadrants in North Dakota. These measures will be evaluated via standardized assessment tools given post-training to both the training participant and the contracted employer/organization.

The performance measures used by the North Dakota Workforce Training System and the Northeast Workforce Training Partnership are listed in Appendix D in the North Dakota Workforce Training System Position Statement on reporting and performance measures. These performance measures have been approved by the North Dakota State Board of Higher Education, the North Dakota Legislature, and the Community and Technical Education Council.

These measures are reviewed at Advisory Board meetings and as needed with the Partnership Management Team and are reported to the ND Legislature and its Interim Committees, the North Dakota Board of Higher Education and the Community and Technical Education Council on a yearly basis. Workforce Training staff review the progress of training delivery and outreach on a monthly basis.

Appendix A

Workforce Training Partnership Memorandum of Understanding

Lake Region State College and the University of North Dakota

Purpose: The purpose of this Memorandum is to outline the partnership agreement between Lake Region State College and the University of North Dakota for delivering Workforce Training to the Northeast Quadrant of North Dakota.

Timeline: The Memorandum of Understanding is in effect from July 1, 2007 through June 30, 2009.

Mission: The mission of the Workforce Training Partnership is to deliver Workforce Training to the Northeast Quadrant of North Dakota. The unit will build relationships with business and industry, conduct needs assessments as necessary, design and deliver customized training as required.

Operational Vision: The operational vision of the Partnership is that each partner will focus on goals and initiatives related to their unique strengths. As part of this vision, LRSC will focus on networking with many of the small businesses in the quadrant. Deliverables would be the number of outreach contacts to these small businesses, number of participants served, and training hours delivered. The vision calls for UND to focus on partnership development with the larger businesses in the quadrant. Deliverables will be the number of partnership contacts to these larger businesses –including new contacts, the number and quality of services provided to our partners, and the total revenue and percentage of financial return on our investment of time and effort.

Operational Structure: The Workforce Training Partnership will be managed collaboratively, on a day-to-day basis, by the two Workforce Training Directors. The Directors will report to an Executive Board consisting of six voting members (3 from LRSC and 3 from UND). Major and /or sensitive initiatives will be reviewed and approved by the Executive Board, prior to implementation.

Budget/Finance: LRSC and UND will provide office space, furniture, equipment and utilities for the Workforce Training Staff on each campus, as in-kind contributions to the Partnership. Each institution will contribute equally up to \$25,000 to the Partnership for operational costs. LRSC will reimburse UND on a bi-monthly basis, as billed, for all net expenditures (total expenses – revenue collected and receivable) made on behalf of the Partnership up to \$66,348.50. UND will transfer to LRSC annually, all revenue collected on behalf of the Partnership that is in excess of the expenditures made by the UND office.

Receipt and distribution of Workforce Training State Aid will be the responsibility of LRSC.

Fund Balances: Up to \$10,000 of Partnership funds can be added to the Partnership Fund Balance, each year that net funds are available after all expenses have been paid. Annual operational surpluses in excess of \$10,000 shall be split between LRSC and UND on an equal basis. The fund balance will not exceed \$30,000 at any time. Workforce training Partnership fund balance funds in excess of \$30,000 will be distributed to the Partners on an equal share. Any losses will be covered by the Partnership on a 50/50 basis.

Payment for Staffing: For the period of time covered by the Memorandum of Understanding, LRSC/UND will be reimbursed for salary and benefits based on the following percentages:

LRSC

WFT Director	100%
Outreach Manager	70%
Coordinator	50%
Administrative Support	50%

UND

Partnership Relationship/Outreach Direction	50-80%
Coordinator	100%
Administrative Support	100%

Outreach Responsibilities: The UND Office will be responsible for all outreach in Grand Forks County and with the below listed business/organizations:

Pembina County: Motor Coach Industries
 American Crystal Sugar, Drayton

Walsh County: Marvin Windows
 First United State Bank, Park River & Grafton
 Polar Communications, Park River
 Samson Electric, Park River

LRSC will be responsible for outreach in the other 9 counties of the quadrant and smaller businesses within Grand Forks County.

Plan of Work: The Workforce Training Partnership will cooperatively develop a plan for the period of time covered by this MOU, to be presented to the Northeast Quadrant Advisory Board.

Dr. Sharon L. Etemad, President
Lake Region State College

Dr. Charles Kupchella, President
University of North Dakota

Appendix B

Workforce Training Advisory Board Members

Keith Lund, Chairman

Vice President
Grand Forks Region Economic
Development
600 DeMers Ave.
Grand Forks, ND 58201
Phone: 701-746-2722
Fax: 701-746-2725
E-mail: keithl@grandforks.org

George Youngerman

Director
Rolla Job Development Authority
PO Box 1200
Rolla, ND 58367-1200
Phone: 701-477-9130
Fax: 701-477-9633
E-mail: rollajda@utma.com

Bill Tuttle

VP, BCTGM
Northern Valley Labor Council
PO Box 194
Drayton, ND 58225
Phone: 701-454-6579; 701-772-7404
E-mail: btuttle@crystalsugar.com

Julie Campbell

Director
Walsh County Job Development
Authority
600 Cooper Avenue
Grafton, ND 58237
Phone: 701-352-2171
Fax : 701-352-3914
E-mail: jkcampbe@state.nd.us

Jay Klemetsrud

Manager
Klemetsrud Plumbing and Heating
PO Box 648
Devils Lake, ND 58301
Phone: 701-662-4934
Cell: 701-351-2451
Fax: 701-662-4935
E-mail: jay@klemetsruds.com

Denise Hendrickson

Director
Forward Devils Lake
208 Hwy 2 West
PO Box 879
Devils Lake, ND 58301
Phone: 701-662-4933
forwarddl@goNDTC.com

Daryl Hovland

Director
Human Resources
City of Grand Forks
PO Box 5200
Grand Forks, ND 58206-5200
Phone: 701-746-2667
Fax: 701-787-3767
E-mail: dhovland@grandforksgov.com

Ken Vein

Administrative Director of Facilities
Altru Health Systems
1200 S Columbia Road
Grand Forks, ND 58201
Phone: 701-780-5748
E-mail: kvein@altru.org

Ex-Officio Job Service Representative

To Be Named

301 College Drive S
Devils Lake, ND 58301
Phone: 701-662-9300

EX-OFFICIO MEMBERS

Dr. Sharon Etemad
President
Lake Region State College
1801 College Drive N
Devils Lake ND 58301
Phone: 701-662-1500
Fax: 701-662-1570
E-mail: sharon.etemad@lrsc.nodak.edu

Ms. Odella Fuqua
Assistant Dean, Finance & IT
University of North Dakota
4600 James Ray Drive
Grand Forks, ND 58202
Phone: 701-777-4265
E-mail: odellafuqua@mail.und.nodak.edu

Mr. Doug Darling
Vice President of Instruction
Lake Region State College
1801 College Drive N
Devils Lake ND 58301
Phone: 701-662-1506
Fax: 701-662-1570
E-mail: doug.darling@lrsc.nodak.edu

Dr. Charles Kupchella
President
University of North Dakota
PO Box 8193
Grand Forks ND 58202
Phone: 701-777-2121
E-mail: charleskupchella@mail.und.nodak.edu

Mr. Corry Kenner
Vice President of Administrative Services
Lake Region State College
1801 College Drive N
Devils Lake, ND 58301
Phone: 701-662-1505
Fax: 701-662-1570
E-mail: corry.kenner@lrsc.nodak.edu

Mr. Joshua Riedy, Ed.D.
Associate Vice President of Outreach
Services UND Division of Continuing
Education Gustafson Hall Room 103
3264 Campus Road Stop 9021
Grand Forks ND 58202
(701) 777-3231
1-800-342-8230

STAFF

Mrs. Holly Mawby
Workforce Training Director
Lake Region State College
1801 College Drive N
Devils Lake ND 58301
Phone: 701-662-1593
Fax: 701-662-1570
E-mail: Holly.Mawby@lrsc.nodak.edu

Ms. Heather Johnsons
Program Support
University of North Dakota
PO Box 7131
Grand Forks, ND 58202-7131
Phone: 701-777-2098
Fax: 701-777-2140
E-mail: heatherjohnson@mail.und.nodak.edu

Mr. Galen Cariveau
Workforce Training Director
University of North Dakota
PO Box 7131
Grand Forks ND 58202-7131
Phone: 701-777-2313
Fax: 701-777-2140
E-mail: galencariveau@mail.und.nodak.edu

Ms. Michelle Faine
Workforce Training Coordinator/Program
Support
Program Support
Lake Region State College
1801 College Drive N
Devils Lake, ND 58301
Phone: 701-662-1578
Fax : 701-662-1570
E-mail : Michelle.Faine@lrsc.nodak.edu

Mrs. Rene' LaFrance
Workforce Training Rural Outreach Manager
Lake Region State College
1801 College Drive N
Devils Lake ND 58301
Phone: 701-662-1578
Cell: 701-351-1593
Fax: 701-662-1570
E-mail: Rene.LaFrance@lrsc.nodak.edu

Ms. Gretchen Schatz
Workforce Training Coordinator
University of North Dakota
PO Box 7131
Grand Forks ND 58202-7131
Phone: 701-777-2349
Fax: 701-777-2140
E-mail: gretchenschatz@mail.und.nodak.edu

Northeast Quadrant Workforce Training Advisory Board Bylaws

ARTICLE 1

Purpose

The Northeast Quadrant Workforce Training Advisory Board is organized to:

- A. Make recommendations concerning the priorities of the Northeast Quadrant Workforce Training Partnership
- B. Assist in identifying skill shortages and workforce training needs
- C. Provide input for preparation of an annual business plan
- D. Make recommendation for funding the business plan
- E. Provide connection between institutions and business, labor, and industry associations and organizations
- F. Assist with establishing strong and effective partnerships with other NDUS institutions and all other related colleges, organizations and agencies
- G. Provide fund-raising support to meet local workforce training funding needs
- H. Assist with the development of performance measures for workforce training
- I. Serve as an advocate for workforce training
- J. Assist with preparation or review of annual workforce training reports

ARTICLE 2

Program Services

- A. Serve the workforce training needs of businesses, industries and organizations in the Northeast Quadrant of the state
- B. Serve as a broker in arranging the delivery of training in the Northeast Quadrant of the state

ARTICLE 3

The Board

- A. The Northeast Quadrant Workforce Training Advisory Board will consist of seven to fifteen members
- B. These Board members shall be appointed by the President of Lake Region State College
- C. At least one member of the board must be a representative of an Indian-owned business, tribal government or tribal college within the Northeast Quadrant
- D. Board member terms begin July 1 of the current year and shall be staggered so that approximately one-third of the terms end on June 30 in each of the next three years. Thereafter, members shall serve a regular term of three years with a maximum of two three year terms by any one individual or company representative

ARTICLE 4

Officers

- A. The Board shall elect at the annual meeting, from among the Board members, persons to serve in the following offices with duties as specified. The term of office shall be for one year, from July 1st to June 30th of the following year.
1. The Past President will be a position filled by the immediate past president of the Northeast Quadrant Workforce Training Advisory Board. This officer will continue to lend advice and counsel to the Board
 2. The President shall preside at all meetings of the Northeast Workforce Training Quadrant. No person shall be eligible to be elected President of this Northeast Quadrant Workforce Training Advisory Board for more than two consecutive years.
 3. The President Elect shall possess all the powers and may perform the duties of the President in the event of the President's absence or disability. The President Elect shall have authority and perform such duties as may from time to time be assigned or determined by the Board.
- B. Each of said officers may be removed by the Board whenever in its judgment the best interests of the Northeast Quadrant Workforce Training Partnership will be served thereby.

ARTICLE 5

Meetings

- A. The Board shall hold quarterly meetings.
- B. Notice of the regular meetings and special meetings shall be communicated by the Northeast Quadrant Workforce Training Staff to each Board member at least one week in advance of any meeting.
- C. Special meetings may be called by the President of the Board or the President of Lake Region State College
- D. The vote of the majority of the Board members attending a duly called and noticed meeting shall be sufficient to transact business
- E. Voting members of the Board may NOT proxy their vote or be represented in any manner by another individual

ARTICLE 6

Committees

The President of the Board shall appoint from time to time such committees as are necessary for the efficient operation of the Northeast Quadrant Workforce Training Advisory Board

ARTICLE 7

Amendment of Bylaws

These bylaws may be amended or repealed in whole or in part by a majority vote of the Board members attending in an annual meeting

Appendix C

MANAGEMENT TEAM INFORMATION

Dr. Sharon Etemad

Dr. Sharon Etemad, has been in a leadership role at Lake Region State College for 16 years, the past 11 years as CEO of the institution. Throughout her career at the college she has been committed to the community college philosophy of seeking out and meeting the educational needs of the community as a whole. The scope of a community college's service should include, but extend far beyond, a focus on recent high school graduates as the population to be served. This way of thinking has caused Dr. Etemad to often lead the college into uncharted waters. Frequently Lake Region State College has stepped forward as the first college in the North Dakota University System to address the needs of a special constituency. Economic development has always been one of her keen interests and she has committed many long hours to a variety of projects designed to address specific workforce needs.

Dr. Etemad has been intimately involved in the planning and design of this project and is committed to seeing that it is successfully implemented. She shares her vision for the project with its partners and staff, and assists them in linkage building processes. Dr. Etemad represents the Workforce Training Partnership at business functions, community meetings, and social functions, helping to generate sales leads and partnership linkages for the Partnership. She also recommends individuals to serve on the regional advisory board. Dr. Etemad's involvement will be funded by Lake Region State College.

Mr. Doug Darling

Doug Darling, Vice President of Instructional Services at Lake Region State College, will have senior management responsibilities for the Workforce Training Partnership. Mr. Darling is well versed in workforce development—in 1993, he developed Lake Region State College's Customized Training Unit and has done extensive contract training. His background includes several years experience with North Dakota Job Service. He also served Lake Region State College as an instructor in the business and marketing departments, as the public relations officer, and as the director of the community education program. Most recently Mr. Darling was the director of the Lake Area Vo-Tech Center in Devils Lake. This background prepares him superbly to be the administrative leader for the Workforce Training Division. In particular, he provides general oversight, problem resolution, and contract

negotiation for the project. He is also responsible for the development and evaluation of overall financial goals and objectives of the division, as well as monitoring compliance with policy. Mr. Darling's involvement will be funded by Lake Region State College.

Dr. Joshua Riedy Ed.D., Associate Vice President for Outreach Services and Dean of Outreach Programs at the University of North Dakota at Grand Forks.

The Hettinger, N.D., native who was raised near Lemmon, S.D., started full-time on June 18, 2007.

From October 2004 to June of 2007, Riedy has served as director of the Electronic University Consortium under the South Dakota Board of Regents. In that position, he was responsible for the accreditation, coordination and quality assurance of all off-campus programs and courses delivered by each of the six South Dakota Regental Universities: Black Hills State University, Dakota State University, Northern State University, South Dakota State University, South Dakota School of Mines and Technology, and the University of South Dakota. Riedy also had system oversight of academic technologies including interactive video, learning management systems, and online student services.

Prior to that, he served as Distance Education Director at South Dakota State University, where he also had been a distance education specialist, adjunct education instructor, technology training specialist and graduate teaching assistant. Before his employment at South Dakota State University, he worked as a high school agricultural education teacher and coach in Doland, S.D.

Riedy holds a doctorate in education administration from the University of South Dakota, and a master's degree in career and technical education and a bachelor of science degree in agricultural education, both from South Dakota State University.

Mr. Corry Kenner

Mr. Kenner received a B.S. in Accounting from Moorhead State University in 1980. He obtained the Management and Supervisory Development Certificate from the University of

North Dakota in 1991 and completed the Professional Diploma from the Management Institute of the Central Association of College and University Business Officers (CACUBO) in 1994. He was employed in public accounting prior to joining the administrative team at Lake Region State College (LRSC) in June, 1984. Mr. Kenner is responsible for all finance, budget and human resource operations of LRSC and is responsible for financial accounting and budget preparation for the Community College Corporation of Devils Lake (aka Lake Region Community College Foundation).

Ms. Odella Fuqua

Odella Fuqua is the Assistant Dean for Finance and Information Technology in the Division of Continuing Education at the University of North Dakota. Ms. Fuqua has her CPA and has earned her MBA through the University of North Dakota. Fuqua has worked in the Continuing Education Division for 8 years and is responsible for the oversight of the service entities of UND DCE Division including conference services, the online development team, marketing, publications, and finance. She has been instrumental in bringing the latest technology to University of North Dakota administrators.

Appendix D

Position Statement for the North Dakota Workforce Training Systems Regarding Standardized Reporting

Business Plan

- To be completed by March 31 of each year and submitted to regional Workforce Training advisory boards and the Executive Director of CTEC for editing/changes
- Final Draft completed by September 1 of each year and final drafts submitted to the Executive Director of CTEC and CTEC Board Members
- Final Draft copies submitted to Board of Higher Ed members by September 15.
- Information for Business Plan should be arranged in the following order with the Headings I-VII in larger bold print as stated below. All bulleted items below sub-headings are included only as reference so quadrants can make sure that information is included in the section:

- I. Mission and Values Statement
- II. Executive Summary
- III. Management Plan
 - Background
 - Current Status (team members, staffing)
 - Future Directions
 - Current Resources
 - Strategic Alliances
 - Opportunities and Threats
- IV. Market Analysis
 - List of Products/Services
 - Client Profile region-wide
 - Economy
 - Demographics
 - Trends
 - Target Markets (including the WFT position statement on serving primary sector)
 - Competition and other Service Providers
 - Opportunities and Threats
- V. Program Strategy
 - Objectives (including goals and objectives for the year for each quadrant)
 - Marketing Strategies
 - Quantifiable benchmarks
 - Action/Implementation Plan
- VI. Budget
- VII. Quarterly Review and Evaluation Schedule
 - Budget to actual comparisons
 - Performance measures

The Year End Report

A short document, only responding to the performance measures as decided by the group (listed below) with little or no narrative. This report will be due to the Executive Director of CTEC and the Workforce Training Advisory Boards by September 1 each year.

This report is to include **ONLY** the following:

- The number and percent of businesses receiving training in the region
- Report on progress toward goals and objectives
- Number and percent of businesses requesting repeat or additional training events
- Levels of satisfaction with training events as provided by employers and employees will be reported as a single percentage number that reflects the percent of satisfied clients for the region for the FY. This number will be tabulated from the uniform evaluation agreed upon by the ND Statewide Workforce Training Directors group.
- Number of referrals for training and results of those referrals
- Revenue generated from training fees – gross revenue
- Number of people trained (duplicated and unduplicated count)
- Hours of training provided
- Budget to Actual comparison
- SIC codes of companies contracted
- Total number of employees in the companies contracted – shown by number of companies serviced in each of the following categories: 1-10, 11-25, 26-50, 51-100, and over 100 employees

Progress Reports

Compiled and reported in complete form to each quadrant director and the Executive Director of CTEC on a quarterly basis: November 1, February 1, August 1, and May 1

These reports will contain:

- The number of employees trained (duplicated count until June 30, 2001—unduplicated after July 1, 2001)
- The number of employers contracted with – unduplicated
- The revenue generated – gross revenue
- Number of hours of training provided
- Number of training events

Any information not reflected in the above reports and requested by the Board of Higher Ed or the legislature will be provided on an as requested basis. Requests for information that is reflected in the above reports by any entity will be given the most recent of the above reports to fulfill the request.

**Position Statement
For the
North Dakota Workforce Training Systems
Regarding Service to Primary Sector Employers**

Placing a priority on the primary sector shall be defined to mean:

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

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

Customer Service Position Statement for the North Dakota Workforce Training Quadrants:

In an effort to provide quality customer service in an individualized and customized manner to the employers of North Dakota, the Northeast Workforce Training Partnership representatives agree to:

- ◆ Treat each request for training or services that will be held outside of the representative's quadrant on a case by case basis
- ◆ Act in the same manner as a single business with many representatives – to work as a unit to identify the appropriate contact person to serve the needs of the customer
- ◆ Communicate in good faith as often as necessary to ensure coordinated referral efforts throughout the state
- ◆ List the cooperating quadrant name and representatives on all bids, proposals, contracts and training materials when providing training \outside of the providing quadrant
- ◆ Recognize the individual specialties of each quadrant and use these talents as often as possible to speed the delivery of quality instruction to participants
- ◆ Cooperatively offer services and training when possible in order to provide a unified and seamless system of training