



# Dual Training Competency Grant Annual Report

February 1, 2021

Corrected: March 29, 2021



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The Minnesota Office of Higher Education is a cabinet-level state agency providing students with financial aid programs and information to help them gain access to postsecondary education. The agency also serves as the state's clearinghouse for data, research and analysis on postsecondary enrollment, financial aid, finance and trends.

The Minnesota State Grant Program is the largest financial aid program administered by the Office of Higher Education, awarding up to \$207 million in need-based grants to Minnesota residents attending eligible colleges, universities and career schools in Minnesota. The agency oversees other state scholarship programs, tuition reciprocity programs, a student loan program, Minnesota's 529 College Savings Plan, licensing and early college awareness programs for youth.

**About This Report**

This is a legislative-mandated report. As requested by Minnesota Statutes, section 3.197, this report cost approximately \$5,014.19 to prepare, including staff time.

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**Correction:**

This report has been amended as follows:

1. On page 16, the original report stated that as of January 1, 2021, the total cost of related instruction for Dual Training Grant Rounds was \$4,755,417.91. The correct amount is \$6,682,029.73.

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# Executive Summary

The Dual Training Competency Grants (Dual Training Grant) program provides grants that generate collaborative and strategic educational solutions between employers and related instruction training providers across Minnesota. The dual-training model helps employers meet their workforce needs by pairing on-the-job training with formal related instruction to create a robust learning environment resulting in skilled employees and enhanced company culture. Employers or organizations of employers may apply for Dual Training Grant funds to reimburse related instruction expenses toward attaining an industry-recognized degree, certificate, or credential for their employees. The following report includes details about grantees, dual trainees, related instruction, on-the-job training, testimonials, and recommendations. The recommendations include three modifications to grant application criteria to evaluate applicants based on the employers' ability and commitment to recruit, train, and retain employees: (1) who are recent high school graduates and/or GED recipients, (2) of color and American Indian, and (3) with disabilities. These recommendations will provide a more equitable platform for Minnesota employers to secure skilled employees and Minnesota employees to gain the skills they need to be successful in their careers.



# Introduction

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In support of Minnesota Dual-Training Pipeline (<http://www.dli.mn.gov/pipeline>) and in response to Minnesota employers, the 2015 Minnesota Legislature established the Dual Training Competency Grants program (<https://www.ohe.state.mn.us/mPg.cfm?pageID=2160>). Employers and organizations of employers may apply for Dual Training Grant (DTG) awards to train employees in occupations for which competency standards have been identified among the four Minnesota Dual-Training Pipeline industries of Advanced Manufacturing, Agriculture, Health Care Services, and Information Technology.

The Minnesota Office of Higher Education (OHE) is responsible for administering the DTG program while working in consultation and collaboration with the Minnesota Department of Labor and Industry (DLI) who is responsible for administering the MN Dual-Training Pipeline. An annual summary of MN Dual-Training Pipeline accomplishments is located in [Appendix B](#). The DTG program is a means of financially supporting the related instruction of employees for MN Dual-Training Pipeline employers. OHE reimburses grantees through the grant for related instruction costs of tuition, fees, required books, and required materials of their dual trainees.

Following the first round of grant awards, the Minnesota Legislature amended Minnesota Statute 136A.246 (<https://www.revisor.mn.gov/laws/2016/0/86/>). Those amendments became effective on April 25, 2016. OHE awards and administers subsequent grant rounds as well as any future grant rounds under the current Minnesota Statute 136A.246 (<https://www.revisor.mn.gov/statutes/cite/136A.246>). To date, OHE has awarded DTG funds among nine grant rounds. Below are approximate contract timelines:

- DTG Round #9: Aug. 2020 – Aug. 2021
- DTG Round #8: Aug. 2019 – Aug. 2020
- DTG Round #7: Jan. 2019 – Dec. 2020
- DTG Round #6: Aug. 2018 – Aug. 2019
- DTG Round #5: Jan. 2018 – Dec. 2018
- DTG Round #4: Aug. 2017 – Aug. 2018
- DTG Round #3: Jan. 2017 – Dec. 2017
- DTG Round #2: Aug. 2016 – Jun. 2017
- DTG Round #1: Jan. 2016 – Dec. 2016

DTG Rounds #1 through #4, #6, and #8 through #9 included new and returning grantees. In an effort to support dual trainees in the completion of dual-training programs and streamline the grant process, DTG Round #5 included only previous grantees with dual-trainee populations who were continuing their dual-training programs. Likewise, DTG Round #7 included only grantees from DTG Round #5, which resulted in one grantee. OHE extended the contract for Round #7 to encompass two years based upon availability of funds and dual trainees completing their dual-training program. The DTG application is currently available once per year in the spring. OHE anticipates opening the DTG Round #10 application in March of 2021.

Per statute requirements, OHE submits this report annually by February 1 to the chairs of the legislative committees with jurisdiction over workforce policy and finance. The report includes, at minimum: (1) research and analysis on the costs and benefits of the grants for employees and employers; (2) the number of employees who commenced training and the number who completed training; and (3) recommendations, if any, for changes to the program.

# Financial Overview

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The total DTG appropriation for fiscal years 2020 and 2021 is \$4,000,000. Up to \$200,000 of the appropriation is allowed for administrative costs. The lifetime appropriation for the program has been \$11,000,000, which included up to \$530,000 for administrative costs resulting in grant awards to date of \$10,470,000.

DTG appropriations have not been sufficient to meet the application requests of recent grant rounds. For example, application requests for DTG Round #9 were \$3,709,970, but only \$2,719,570 was available. Unfortunately, 15 of 64 applications were not funded, and an additional 13 applications were partially funded.

Based upon current appropriations and contract amounts, the DTG will have \$2,600,000 available for the upcoming grant application round in fiscal year 2021.

Table 1 is a reconciliation of DTG awards. Original Awards are amounts awarded to applicants at the beginning of the grant round. Final Contract indicates amounts signed into contract between grantees and OHE. Reimbursements are payment amounts reimbursed to grantees. Contract Balances are amounts still encumbered but not yet paid on contracts. If the Contract Balance is listed as \$0.00, the grant contract round is officially closed, and all reimbursement payments have been made to the grantees.

**Table 1. Dual Training Grant Award Reconciliation**

DTG Round	DTG Status	Original Award	Final Contract	Reimbursement	Contract Balance
Round #1	Closed	\$490,548.09	\$197,120.93	\$197,120.93	\$0.00
Round #2	Closed	\$1,026,000.00	\$598,942.89	\$598,942.89	\$0.00
Round #3	Closed	\$918,000.00	\$454,294.31	\$454,294.31	\$0.00
Round #4	Closed	\$1,296,000.00	\$673,094.91	\$673,094.91	\$0.00
Round #5	Closed	\$373,500.00	\$142,067.26	\$142,067.26	\$0.00
Round #6	Closed	\$2,106,000.00	\$1,213,910.25	\$1,213,910.25	\$0.00
Round #7	Open	\$90,000.00	\$90,000.00	\$25,261.43	\$64,738.57
Round #8	Open	\$2,893,480.00	\$1,586,974.27	\$1,470,740.76	\$116,233.51
Round #9	Open	\$2,719,570.00	\$2,479,570.00	\$312,147.03	\$2,167,422.97
	<b>Total</b>	<b>\$11,913,098.09</b>	<b>\$7,435,974.82</b>	<b>\$5,087,579.77</b>	<b>\$2,348,395.05</b>

*Notes: Reconciliation is based upon data as of January 1, 2021. Contracts for two DTG Round #9 grantees are pending totaling \$210,000, which is not included in the final contract figure.*

OHE has closed all grant contracts associated with DTG Rounds #1 through #6. DTG Rounds #7 through #9 are open totaling an award balance of \$2,348,395.05.

# Grantees

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Employers or organizations of employers who have or plan to implement dual-training programs among approved MN Dual-Training Pipeline industries and occupations are eligible to apply for the DTG. Examples of organizations of employers include, but are not limited to, industry membership organizations, community workforce development organizations, and chambers of commerce. Eligible industries are written into statute (<https://www.revisor.mn.gov/statutes/cite/175.45>), and DLI continues to expand the list of eligible occupations. Currently, DLI has validated competency models for the following 56 occupations among the four industries:

## Advanced Manufacturing (16):

- Computer Numerical Control (CNC) Programmer
- Coordinate Measuring Machine (CMM) Programmer
- Extrusion Molding Technician
- Flexo Technician
- Injection Molding Technician
- Logistics and Supply Chain Manager
- Machinist/Tool and Die Maker
- Machinist/CNC Operator
- Maintenance and Repair Worker
- Mechatronics Technician
- Print Press Operator
- Quality Assurance/Food Safety Supervisor
- Quality Assurance Technician
- Safety Technician
- Solderer
- Welder

## Agriculture (10):

- Agriculture Equipment Mechanic
- Agronomist
- Application Technician
- Crop Farm Manager
- Farm Animal Manager
- Grain Merchandiser
- Horticulture Farm Manager
- Quality Assurance/Food Safety Supervisor
- Swine Technician (grow finish)
- Swine Technician (sow farm)

## Health Care Services (18):

- Addiction Specialist
- Certified Nursing Assistant (CNA)
- Community Health Worker
- Dental Assistant
- Dental Hygienist
- Electronic Health Records Specialist
- Health Support Specialist
- Licensed Practical Nurse (LPN)
- Medical Assistant
- Medical Laboratory Assistant
- Medical Laboratory Technician
- Ophthalmic Technician
- Psychiatric/Mental Health Technician In-Patient
- Psychiatric/Mental Health Technician Out-Patient
- Radiologic Technician
- Registered Nurse
- Senior Living Culinary Manager
- Surgical Technologist

## Information Technology (12):

- Information Management and Analytics Pathway
- Information Security Pathway
- Infrastructure Administration Pathway
- Programming, Development and Engineering Pathway
- Security Analyst
- Service Desk/Front Line Support or Computer User Support Specialist
- Software Developer
- Software Testing and Quality Assurance Pathway
- Support Pathway

- Technical Planning Pathway
- Web Developer – Back End
- Web Developer – Front End

All occupations listed as pathways include a plethora of potential occupation titles. Additional position titles may be included based upon employers’ job descriptions and duties. If an employer does not have an established dual-training program or wants to pursue training in an occupation not currently validated by the MN Dual-Training Pipeline, DLI is available for consultation about designing a program and validating occupations. In determining the addition of an occupation, some variables DLI considers are whether two or more employers confirm a need, an employee has a pathway to earning a livable wage of \$18.20 per hour at minimum, the occupation is in-demand based upon labor market data, a career pathway is present, and a dual-training model is feasible.

Dual-training programs must have formal instruction through a related instruction provider paired with on-the-job training through the employer. An individual providing related instruction cannot also supervise on-the-job training. In addition, on-the-job training cannot be part of the related instruction program like an internship or practicum. In those instances, the practicum course is considered related instruction and not on-the-job training. DTG eligibility includes related instruction resulting in an industry-recognized degree, certificate, or credential upon completion of the dual-training program. If the related instruction program is also eligible for state and/or federal student aid, dual trainees are required to complete the Free Application for Federal Student Aid (FAFSA) (<https://studentaid.ed.gov/sa/fafsa>) or Minnesota state financial aid application (<https://www.ohe.state.mn.us/mPg.cfm?pageID=2065>).

Grantees are able to receive up to \$150,000 per contract (approximately one year), not to exceed \$6,000 per dual trainee. Grantees may only use grant funds for related instruction-direct costs of tuition, fees, required books, and required materials. Grantees with annual gross revenue of more than \$25,000,000 in the preceding calendar year are required to pay 25% of the related instruction training costs. Any related instruction costs over \$6,000 per dual trainee is the responsibility of the grantee or dual trainee. Each dual trainee may benefit from the DTG for a maximum of four years in a lifetime. The four years do not need to be consecutive.

## Application Process

Employers or organizations of employers submit DTG applications to respond to several criteria in Minnesota Statutes 136A.246, subdivision 4 (<https://www.revisor.mn.gov/statutes/cite/136A.246>):

- (1) The projected number of dual trainees
- (2) The number of projected dual trainees who graduated from high school or passed the GED test in the current or immediately preceding calendar year
- (3) The competency standard(s) for which training will be provided
- (4) The credential the dual trainee will receive upon completion of training
- (5) The name and address of the training institution or program and a signed statement by the institution or program that it is able and agrees to provide the training

- (6) The period of the training
- (7) The cost of the training charged by the training institution or program and certified by the institution or program. The cost of training includes tuition, fees, and required books and materials

In addition to the application criteria, the Minnesota Office of Higher Education is required to “to the extent possible, make the application form as short and simple to complete as is reasonably possible.” Application materials are based upon both Minnesota Statutes 136A.246 (see [Appendix D](#)) and the Minnesota Department of Administration’s Office of Grants Management (<https://mn.gov/admin/government/grants/policies-statutes-forms/>). Subsequently, to be considered for the DTG opportunity, all DTG applicants must meet minimum requirements and submit all necessary application content.

A review committee of community experts convenes to review and score grant applications. The committee includes, but is not limited to, individuals from industry, state agencies, workforce development organizations, postsecondary education, secondary education, elementary education, and the K-12 community. Grant reviewers utilize a rubric to score applications based on the following:

1. The dual-training program is robust and complete (**60 Points**)
  - a) Related instruction supports the occupation and aligns with MN Dual-Training Pipeline dual-training competencies (20/60 Points)
  - b) On-the-job training supports the occupation and aligns with MN Dual-Training Pipeline dual-training competencies (20/60 Points)
  - c) Related instruction correlates with on-the-job training (20/60 Points)
2. Direct costs of related instruction (tuition, fees, books, and materials) are minimized for dual trainees (**10 Points**)
3. Dual Trainees will have additional employment opportunities as a result of dual training (**20 Points**)
4. Projected increase in compensation for dual trainees as a result of dual training (**10 Points**)

Priority is first given to applicants with dual-trainee populations that have recently graduated from high school or passed GED tests. Next, priority is given to previous grantees with continuing dual-trainee populations as a means to support the completion of degrees, certificates, and credentials. Lastly, to the extent possible, grant amounts are balanced among applicants with dual trainees working at locations outside and within the metropolitan area; across industries; and employer size.

OHE has awarded grants to applications from nine grant rounds since the establishment of the program. Each spring, a Request for Application is published online by OHE (<https://www.ohe.state.mn.us/mPg.cfm?pageID=2196>).

Recent Grant Application Deadlines:

- Grant Round #9: May 8, 2020
- Grant Round #8: May 17, 2019

- Grant Round #7: November 2, 2018

- Grant Round #6: May 25, 2018

## Awards

OHE has contracted 210 DTG awards among 104 grantees to train with 57 related instruction training providers throughout nine grant rounds. [Appendix C](#) contains a breakdown of awards based upon Minnesota Legislative Districts representing application addresses of grantees. Appendix C includes 52 districts, and 6 of those districts were recently added during Round #9. The districts with the highest volume of grantees are Senate Districts 19, 22, and 24.

To commend grantees of the DTG and employers committed to dual-training programs, the MN Dual-Training Pipeline provides grantees and employers with electronic recognition badges to display on emails and websites. Grantees appreciate the recognition and take advantage of displaying their badges.

2020 Dual-Training Employer Pipeline Badge:



2020 Dual-Training Employer Pipeline Badge displayed via email by Jones Metal, Mankato, MN:

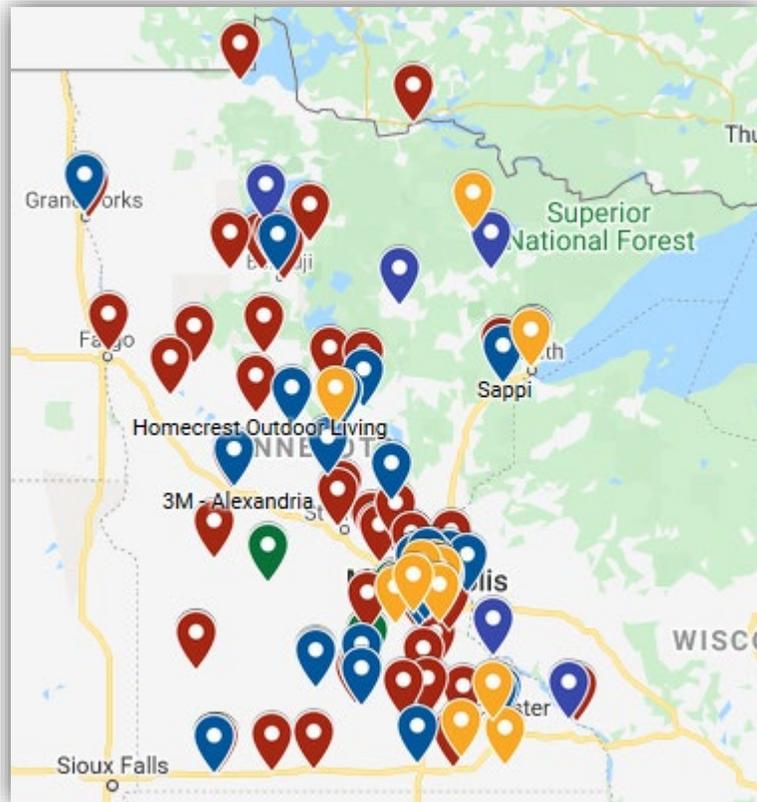


2020 Dual-Training Employer Badge displayed via website by Design Ready Controls, Brooklyn Park, MN:



In addition to badge recognition, the MN Dual-Training Pipeline also developed and maintains a Pipeline Employer Partner interactive map (<http://www.dli.mn.gov/business/workforce/pipeline-partner-employers>) to highlight the Minnesota employers participating in dual-training programs and allow others to explore more information about DTG recipients.

- Advanced Manufacturing (AM): RED
- Health Care Services (HC): BLUE
- Agriculture (AG): GREEN
- Information Technology (IT): YELLOW



The MN Dual-Training Pipeline badge recognition, employer partner map, on-the-job training tools, access to events, and other resources provided by DLI ensure continuous and collaborative involvement among the workforce community (<http://www.dli.mn.gov/pipeline>). The DTG is an immense financial asset for employers throughout Minnesota, and the additional services provided through the MN Dual-Training Pipeline create a holistic government program that has immediate and long-term benefits for the workforce.

Upcoming tables depict current grant rounds based upon grantee, city, industry, contract amount, and payment. Industries listed on tables correlate with industries listed on DTG applications and may differ from industries commonly associated with grantees. Specifically with Information Technology grantees, as the MN Dual-Training Pipeline recognizes all industries as having a need for information technology occupations.

**Table 2. Dual Training Grant Awards (Round #6)**

Grantee	City	Industry	Contract Amount	Final Payment
Ajax Metal Forming Solutions	Fridley	AM	\$24,000.00	\$11,848.22
Alliance Machine	Elk River*	AM	\$30,000.00	\$4,750.00
Alomere Health	Alexandria*	HC	\$12,000.00	\$12,000.00
Art Unlimited	Angora*	IT	\$12,000.00	\$9,279.09
AWT Labels and Packaging	Minneapolis	AM	\$24,000.00	\$24,000.00
Bedford Industries	Worthington*	AM	\$30,000.00	\$23,958.91
Beltmann Relocation Group	Roseville	IT	\$36,000.00	\$23,511.00
Citon Computer Corporation	Duluth*	IT	\$72,000.00	\$43,000.00
Condux International	Mankato*	AM	\$0.00	\$0.00
Cybox International	Owatonna*	AM	\$30,000.00	\$10,676.73
Daikin Applied	Faribault*	AM	\$100,000.00	\$74,166.64
Decopac, Inc.	Anoka	AM	\$6,000.00	\$6,000.00
Design Ready Controls	Brooklyn Park	AM	\$100,000.00	\$34,361.47
DeZURIK, Inc.	Sartell*	AM	\$48,000.00	\$40,292.67
Dotson Iron Castings	Mankato*	AM	\$48,000.00	\$30,973.66
Dynamic Group	Ramsey	AM	\$0.00	\$0.00
Fairview Health Services	St. Paul	IT	\$114,000.00	\$74,182.94
Gillette Children's Specialty Healthcare	St. Paul	IT	\$6,000.00	\$6,000.00
Goodwill Industries	St. Paul	IT	\$48,000.00	\$29,209.86
Greater Bemidji	Bemidji*	AM	\$150,000.00	\$147,500.00
Intercultural Mutual Assistance Association	Rochester*	HC	\$60,000.00	\$60,000.00
IPS Cranes	St. Paul	AM	\$6,000.00	\$6,000.00
JBS	Worthington*	AM	\$36,000.00	\$31,836.18
Jones Metal	Mankato*	AM	\$12,000.00	\$8,536.84
K&G Manufacturing	Faribault*	AM	\$30,000.00	\$17,218.79
Lofton Label	Inver Grove Heights	AM	\$6,000.00	\$6,000.00
Manufacturing Partners	Becker*	AM	\$18,000.00	\$2,850.00
Marvin Windows and Doors	Warroad*	AM	\$60,200.00	\$57,200.00
McNeilus Truck & Manufacturing	Dodge Center*	AM	\$150,000.00	\$96,935.98
New Bedford Technology	Worthington*	AM	\$6,000.00	\$3,875.90
Pequot Tool & Manufacturing	Pequot Lakes*	AM	\$100,000.00	\$97,006.97
Sage Glass	Faribault*	AM	\$6,000.00	\$1,747.28
Sappi Fine Paper	Cloquet*	AM	\$100,000.00	\$41,866.24
Seneca Foods Corporation	LeSueur*	AG	\$60,000.00	\$9,241.82
Seneca Foods Corporation	LeSueur*	AM	\$0.00	\$0.00
SFC Global Supply Chain	Marshall*	AM	\$30,000.00	\$4,952.12
Thomson Reuters	Eagan	IT	\$75,000.00	\$63,299.25
Ultra Machining Company	Monticello*	AM	\$36,000.00	\$24,269.52
UMA Precision Machining	Zimmerman*	AM	\$18,000.00	\$4,013.20

Grantee	City	Industry	Contract Amount	Final Payment
Vital Image	Minnetonka	IT	\$73,000.00	\$53,147.25
Yeager Machine	Norwood Young America	AM	\$12,000.00	\$6,567.58
Zero Zone	Ramsey	AM	\$12,000.00	\$7,634.14
<b>39 Contracts</b>		<b>Total</b>	<b>\$1,796,200.00</b>	<b>\$1,213,910.25</b>

Notes: Location followed by (\*) indicates a Greater MN County. Seneca Foods Corporation is listed twice due to participating in two industries. The following grantees withdrew from the grant: Condux International, Dynamic Group.

**Table 3. Dual Training Grant Awards (Round #7)**

Grantee	City	Industry	Contract Amount	Current Payment
Sappi Fine Paper	Cloquet*	AM	\$90,000.00	\$25,261.43
<b>1 Contract</b>		<b>Total</b>	<b>\$90,000.00</b>	<b>\$25,261.43</b>

Notes: Location followed by (\*) indicates a Greater MN County. DTG Round #7 was available for only grantees reapplying from DTG Round #5 and was extended to encompass two years.

**Table 4. Dual Training Grant Awards (Round #8)**

Grantee	City	Industry	Contract Amount	Current Payment
Alliance Machine	Elk River*	AM	\$30,000.00	\$10,673.84
Allina Health System	New Ulm*	HC	\$36,000.00	\$24,135.08
Alomere Health	Alexandria*	HC	\$0.00	\$0.00
American Crystal Sugar	Moorhead*	AM	\$99,800.00	\$97,800.00
Apple Tree Dental	Mounds View	HC	\$21,105.00	\$20,950.00
Art Unlimited	Angora*	IT	\$6,000.00	\$6,000.00
Bedford Industries	Worthington*	AM	\$18,000.00	\$13,775.65
BTD Manufacturing	Lakeville	AM	\$33,760.00	\$33,750.00
Cardinal CG	Northfield*	AM	\$0.00	\$0.00
Cerinity Senior Care	White Bear Lake	HC	\$132,000.00	\$52,663.20
Children's Dental Services	Minneapolis	HC	\$6,000.00	\$1,980.98
Citon Computer Corporation	Duluth*	IT	\$0.00	\$0.00
Cuyuna Regional Medical Center	Crosby*	HC	\$49,000.00	\$13,719.65
Cybox International	Owatonna*	AM	\$18,000.00	\$971.90
Daikin Applied	Faribault*	AM	\$150,000.00	\$66,000.00
Design Ready Controls	Brooklyn Park	AM	\$100,000.00	\$55,922.02

Grantee	City	Industry	Contract Amount	Current Payment
DeZURIK, Inc.	Sartell*	AM	\$24,000.00	\$17,745.75
Dotson Iron Castings	Mankato*	AM	\$53,270.00	\$40,591.37
Essentia Health	Duluth*	HC	\$24,452.00	\$20,074.57
Fairview Health Services	Saint Paul	HC	\$40,625.00	\$24,795.52
Goodwill Industries	Saint Paul	IT	\$36,000.00	\$24,308.25
Greater Bemidji	Bemidji*	AM	\$150,000.00	\$150,000.00
Homecrest Outdoor Living	Wadena*	AM	\$24,000.00	\$24,000.00
Intercultural Mutual Assistance Association	Rochester*	HC	\$102,000.00	\$40,888.24
Iron River Construction	Chaska	IT	\$6,000.00	\$3,167.22
Iron Shoe Farm	Princeton*	AG	\$0.00	\$0.00
JBS	Worthington*	AM	\$46,824.00	\$43,068.18
Jones Metal	Mankato*	AM	\$36,000.00	\$36,000.00
K&G Manufacturing	Faribault*	AM	\$6,000.00	\$5,732.10
Kahler Automation	Faribault*	AM	\$6,000.00	\$3,000.00
Kato Engineering	Mankato*	AM	\$33,264.00	\$29,479.46
Mankato Clinic	Mankato*	HC	\$12,000.00	\$7,414.99
McNeilus Truck & Manufacturing	Dodge Center*	AM	\$150,000.00	\$81,443.08
Mechanical Systems Inc.	Dundas*	AM	\$36,000.00	\$36,000.00
New Team	Forest Lake	AM	\$4,500.00	\$4,500.00
Olmsted Medical Center	Rochester*	HC	\$0.00	\$0.00
Our Lady of Guadalupe Free Clinic	Worthington*	HC	\$8,400.00	\$2,985.32
Pentair Flow Technologies	New Brighton	AM	\$0.00	\$0.00
Pequot Tool & Manufacturing	Pequot Lakes*	AM	\$100,000.00	\$38,966.72
Post Consumer Brands	Northfield*	AM	\$24,000.00	\$15,997.50
Reell Precision Manufacturing	Saint Paul	AM	\$30,000.00	\$19,335.95
Sage Glass	Faribault*	AM	\$12,000.00	\$8,267.52
Sanford Health	Worthington*	HC	\$96,000.00	\$40,049.34
Sappi Fine Paper	Cloquet*	AM	\$100,000.00	\$41,315.45
Seneca Foods Corporation	LeSueur*	AG	\$14,614.00	\$7,191.13
Seneca Foods Corporation	LeSueur*	AM	\$0.00	\$0.00
SFC Global Supply Chain	Marshall*	AM	\$22,500.00	\$6,829.38
Spectro Alloys Corp	Rosemount	AM	\$24,000.00	\$0.00
St. Luke's	Duluth*	HC	\$40,000.00	\$24,784.25
Standard Iron & Wire Works	Monticello*	AM	\$43,956.00	\$43,949.95
Syantis Technologies, Inc.	Baxter*	IT	\$6,000.00	\$5,015.25
The Evangelical Lutheran Good Samaritan Society	Brainerd*	HC	\$30,000.00	\$22,481.25
Thomson Reuters	Eagan	IT	\$58,230.00	\$33,401.22
Touchstone Mental Health	Minneapolis	HC	\$48,000.00	\$27,221.72
Trex Commercial Products	Brooklyn Park	AM	\$6,486.00	\$3,458.32

Grantee	City	Industry	Contract Amount	Current Payment
Ultra Machining Company	Monticello*	AM	\$60,000.00	\$42,929.26
Vital Images	Minnetonka	IT	\$0.00	\$0.00
V-TEK	Mankato*	AM	\$6,000.00	\$5,992.00
West Central Turkeys	Pelican Rapids*	AM	\$25,620.00	\$23,792.15
Winegar	Waseca*	AM	\$72,000.00	\$67,795.00
Yeager Machine	Norwood Young America	AM	\$18,000.00	\$11,892.99
<b>53 Contracts</b>		<b>Total</b>	<b>\$2,330,406.00</b>	<b>\$1,470,740.76</b>

Notes: Location followed by (\*) indicates a Greater MN County. Seneca Foods Corporation is listed twice due to participating in two industries. The following grantees withdrew from the grant: Alomere Health, Cardinal CG, Citon Computer Corporation, Iron Shoe Farm, Olmsted Medical Center, Pentair Flow Technologies, and Vital Images.

**Table 5. Dual Training Grant Awards (Round #9)**

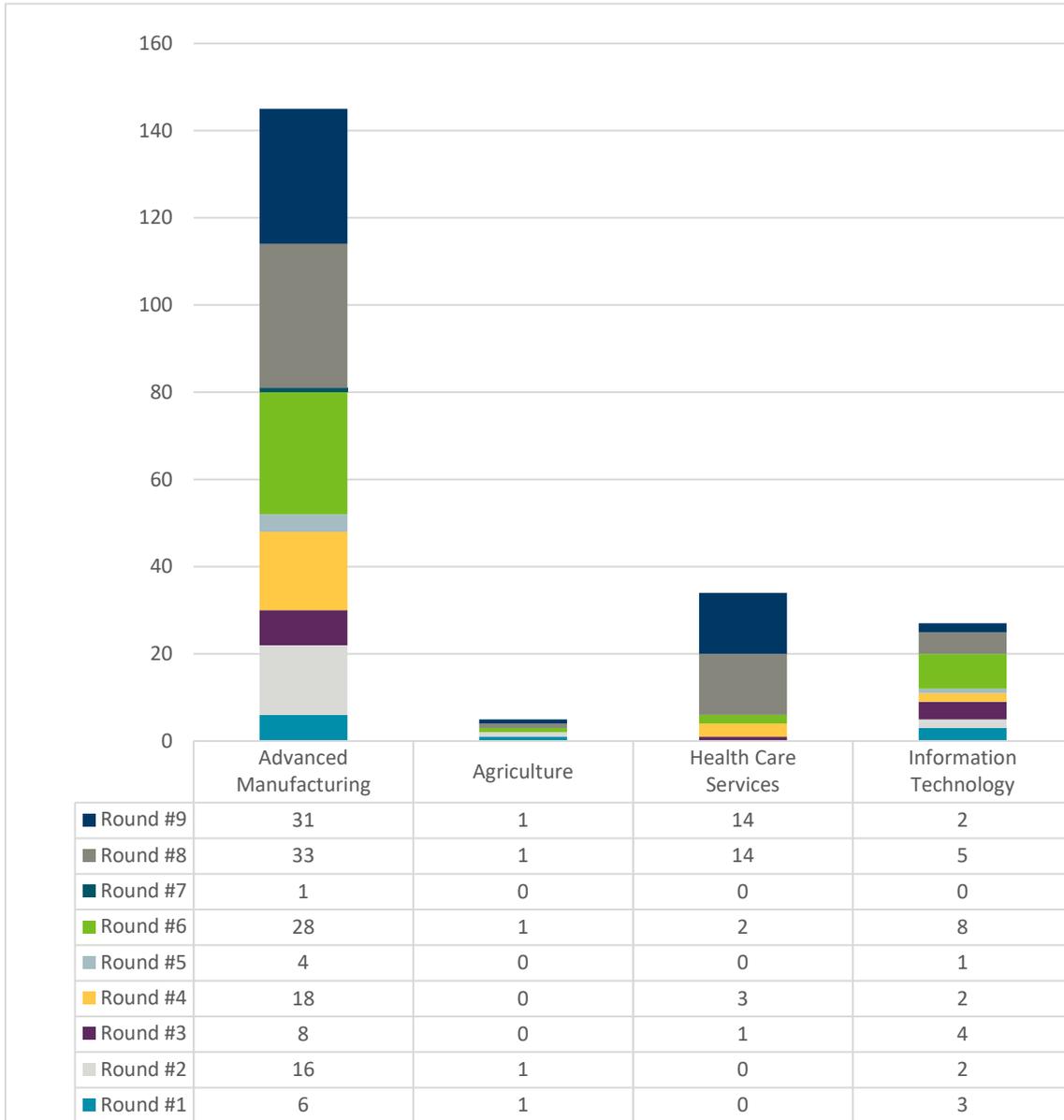
Grantee	City	Industry	Contract Amount	Current Payment
Aagard	Alexandria*	AM	\$54,000.00	\$22,126.52
AGCO Corporation	Jackson*	AM	\$72,000.00	\$0.00
Alliance Machine	Elk River*	AM	\$18,000.00	\$0.00
Allina Health	New Ulm*	HC	\$30,000.00	\$0.00
American Crystal Sugar	Moorhead*	AM	\$150,000.00	\$50,000.00
Apple Tree Dental	Mounds View	HC	\$6,000.00	\$0.00
Bedford Industries	Worthington*	AM	\$12,000.00	\$4,561.34
BTD Manufacturing	Lakeville	AM	\$53,900.00	\$0.00
C.A.R.E. Clinic	Red Wing*	HC	\$18,000.00	\$8,554.21
Cerenity Senior Care	White Bear Lake	HC	\$144,000.00	\$0.00
Daikin Applied Air	Faribault*	AM	\$150,000.00	\$0.00
Design Ready Controls	Brooklyn Park	AM	\$100,000.00	\$0.00
DeZURIK	Sartell*	AM	\$36,000.00	\$0.00
Dotson Iron Castings	Mankato*	AM	\$30,000.00	\$0.00
Essentia Health	Duluth*	HC	\$0.00	\$0.00
Eureka Recycling	Minneapolis	AM	\$21,300.00	\$2,865.00
Goodwill Industries	Saint Paul	IT	\$60,000.00	\$0.00
Grand Village	Grand Rapids*	HC	\$150,000.00	\$0.00
Greater Bemidji	Bemidji*	AM	\$90,000.00	\$78,000.00
Innovize	Saint Paul	AM	\$24,000.00	\$0.00
Intercultural Mutual Assistance Association	Rochester*	HC	\$78,000.00	\$22,055.27
JBS	Worthington*	AM	\$78,000.00	\$0.00
Jones Metal	Mankato*	AM	\$24,000.00	\$0.00

Grantee	City	Industry	Contract Amount	Current Payment
K&G Manufacturing	Faribault*	AM	\$0.00	\$0.00
Kahler Automation	Fairmont*	AM	\$12,000.00	\$3,000.00
Lamb Weston RDO Frozen	Park Rapids*	AM	\$52,800.00	\$39,600.00
Mankato Clinic	Mankato*	HC	\$20,000.00	\$3,909.05
McNeilus Truck and Manufacturing	Dodge Center*	AM	\$149,686.00	\$0.00
Mechanical Systems Inc.	Dundas*	AM	\$18,000.00	\$0.00
Miller Ingenuity	Winona*	AM	\$6,000.00	\$3,348.60
Pequot Tool & Manufacturing	Pequot Lakes*	AM	\$80,000.00	\$8,011.56
Post Consumer Brands	Northfield*	AM	\$18,000.00	\$0.00
Range Mental Health Center	Virginia*	HC	\$24,000.00	\$0.00
Red Lake Comprehensive Health Services	Red Lake*	HC	\$90,000.00	\$0.00
rms Company	Minneapolis	AM	\$6,000.00	\$2,349.69
Sage Glass	Faribault*	AM	\$12,000.00	\$0.00
Saint Therese of New Hope	New Hope	HC	\$6,000.00	\$0.00
Sanford Health Network	Worthington*	HC	\$120,000.00	\$0.00
Sappi Fine Paper	Cloquet*	AM	\$150,000.00	\$5,492.32
Sauer Health Care	Winona*	HC	\$90,000.00	\$34,859.98
Seneca Foods Corporation	LeSueur*	AM	\$18,000.00	\$0.00
SFC Global Supply Chain	Marshall*	AM	\$18,000.00	\$0.00
The Evangelical Lutheran Good Samaritan Society		HC	\$104,995.00	\$12,975.00
Touchstone Mental Health	Minneapolis	HC	\$36,000.00	\$4,706.34
Trex Commercial Products	Brooklyn Park	AM	\$6,889.00	\$1,761.48
Ultra Machining Company	Monticello*	AM	\$48,000.00	\$0.00
Ultra Machining Company	Monticello*	IT	\$0.00	\$0.00
University of Minnesota Landscape Arboretum	Chaska	AG	\$150,000.00	\$0.00
V-TEK	Mankato*	AM	\$12,000.00	\$3,970.67
Winegar	Waseca*	AM	\$42,000.00	\$0.00
<b>47 Contracts</b>		<b>Total</b>	<b>\$2,689,570.00</b>	<b>\$312,147.03</b>

Notes: Location followed by (\*) indicates a Greater MN County. Ultra Machining Company is listed twice due to participating in two industries. Contracts for the following grantees are pending: Goodwill Industries and University of Minnesota Landscape Arboretum. The following grantees withdrew from the grant: Essentia Health and K&G Manufacturing.

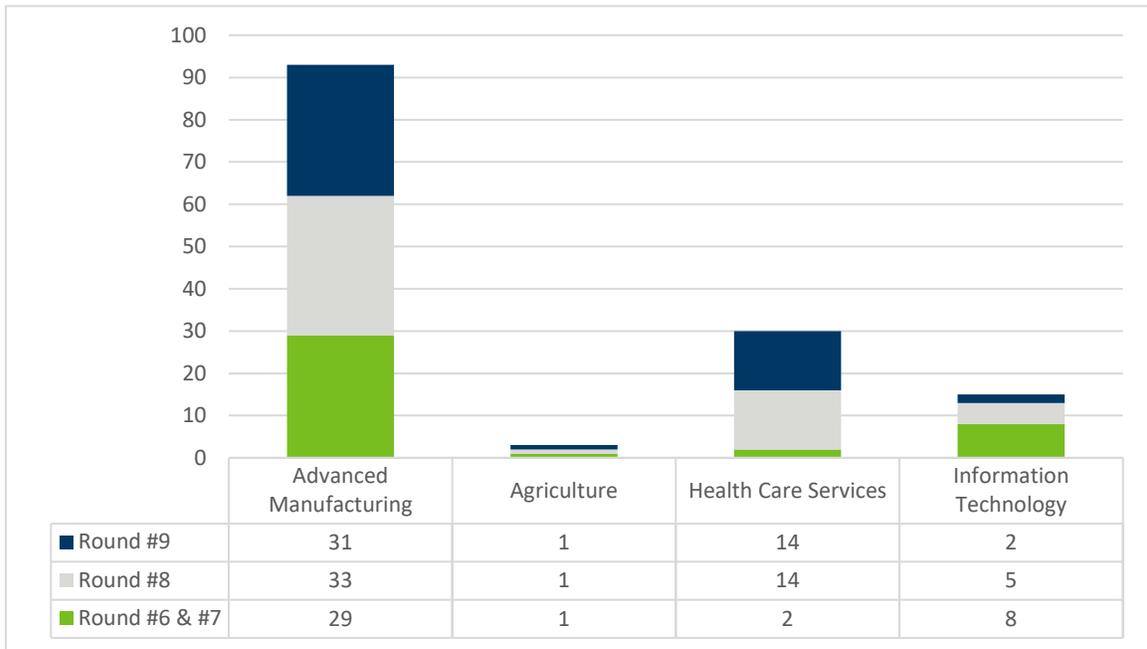
Following two figures are illustrations of the number of grant contracts among industries for each grant round:

**Figure 1. Dual Training Grant Contracts among Industries**



*Notes: Ultra Machining Company has one contract between two industries during grant round #9: Advanced Manufacturing and Information Technology.*

**Figure 2. Recent Dual Training Grant Contracts among Industries**



Notes: DTG Round #7 included only one previous grantee with a dual-trainee population continuing their dual-training programs, resulting in a small population. Ultra Machining Company has one contract between two industries during grant round #9: Advanced Manufacturing and Information Technology.

The Advanced Manufacturing industry continues to lead in pursuing and benefiting from DTG funds. Figure 2 reveals the number of grantees in Advanced Manufacturing has not increased but instead remained steady throughout the last three grant rounds. This is likely the result of limited funding being available for grant awards and not an indication of no additional need for dual-training programs among the industry.

Another observation from Figure 2 is the increase in Health Care Services grantees. One explanation of the growth is the expanded health care services occupations that are now eligible for DTG funds, like Certified Nursing Assistant, Licensed Practical Nurse, and Registered Nurse. The additional occupations provide grantees and dual trainees with concise pathway opportunities that lead to increased wages, additional job opportunities, and longevity in the industry. For example, Sauer Health Care in Winona wrote a letter detailing the benefit of a grant program having options for dual trainees to build upon their skills and continue to progress along their career pathways ([Appendix A](#)):

*“We knew the Dual Training Grant program could make a significant positive impact on our student-employees either by easing the burden of student loans to afford them the opportunity to focus their energy on preparedness for the health care careers or to remove an obstacle for front line CNAs to further their education and better their futures through enrollment in a skilled nursing program ... Two of our December 2020 LPN graduates have decided, due to their participation in the program, to continue their education and pursue RN licensure moving forward into 2021.”*

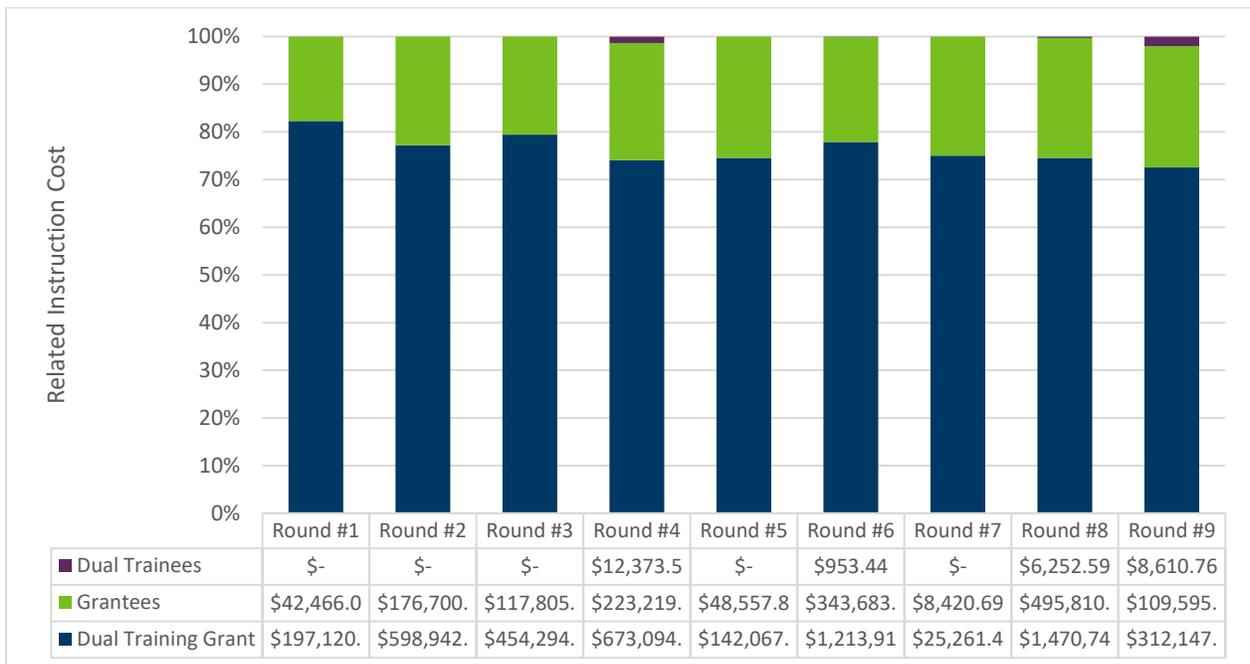
-Annie Rupert, Human Resources Director



Photo of dual trainees with their “Welcome” packets from the Office of Higher Education. Dual trainees are pursuing their Associate of Applied Science in Practical Nursing. Photo courtesy of Sauer Health Care in Winona, Minnesota.

As mentioned in the quote from Sauer Health Care, a benefit of the DTG is alleviating the burden of student loans for dual trainees. The grant pays for most tuition and book costs for dual trainees, and employers tend to pay for any remaining costs. As of January 1, 2021, related instruction for DTG Rounds #1 through #9 has cost a total of \$6,682,029.73. The DTG has paid \$5,087,579.77, grantees have paid \$1,566,259.62, and dual trainees have paid \$28,190.34 of the total cost (Figure 3).

**Figure 3. Related Instruction Funding Sources**



Notes: Costs as of January 1, 2021.

Grantees have contributed a documented 23% of total related instruction costs. As a reminder, grantees with annual gross revenue greater than \$25,000,000 in the previous calendar year are required to pay training providers a match of 25% of related instruction costs, which includes 70% of grantees. In addition to related instruction costs, many grantees contribute further to dual-training programs by paying dual trainees wages during related instruction courses; purchasing supportive course materials; and compensating dual trainees for travel, housing, and meal costs to attend courses. All grantees also have costs associated with administering effective on-the-job training schedules and grant procedures, which are not reimbursable under this program.

# Dual Trainees

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OHE collects dual-trainee population data from all employers in three separate ways: applications; work plans and budgets; and reports. First, during the application process, applicants are required to indicate how many dual trainees are estimated to participate in the program. Often, when applying for DTG, applicants are still in the process of determining which employees will participate in the DTG as dual trainees. The number of dual trainees listed during the application process are known as **Awarded** dual trainees.

Secondly, once an employer is awarded a DTG, the grantee is required to identify dual trainees through a work plan and budget document. These dual trainees are recorded as **Identified** dual trainees. Once dual trainees are identified, a grantee must request permission from OHE for any updates to the population.

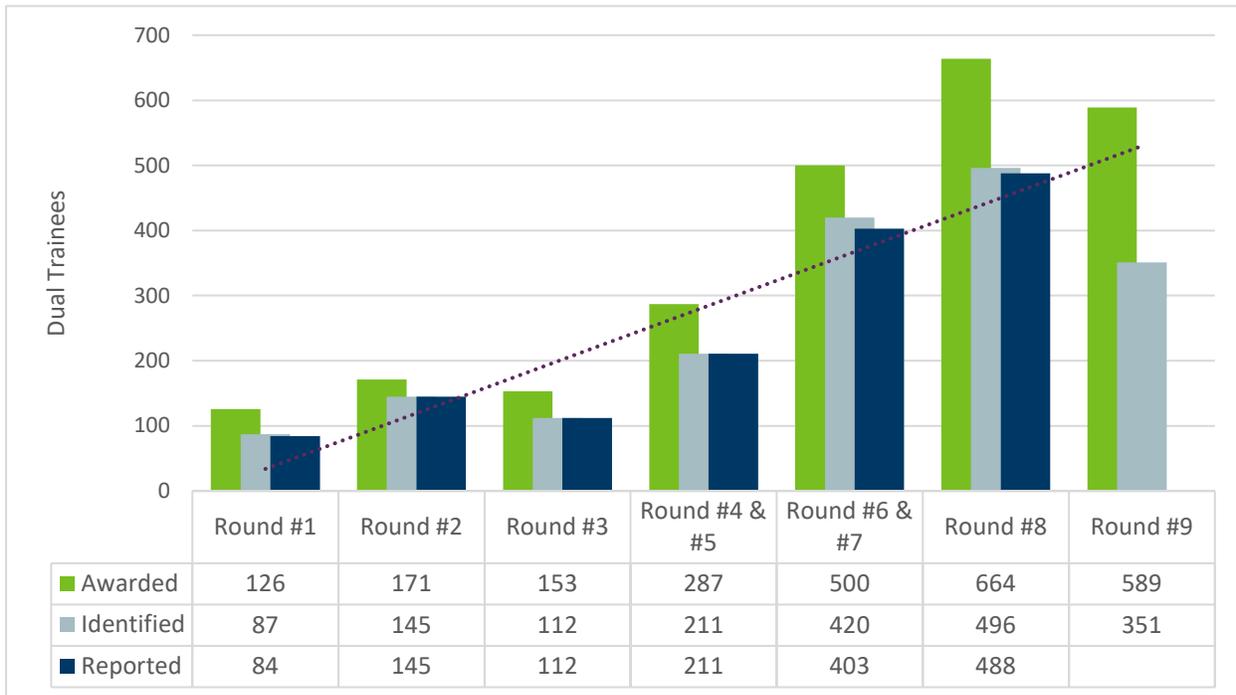
Lastly, grantees are required to submit annual reports that include several status updates about dual trainees. Dual trainees listed on reports are known as **Reported** dual trainees. Grantees are well informed that failure to submit annual reports results in the loss of future DTG eligibility and may impact grant eligibility among other State of Minnesota agencies.

Due to the grant timeline, grantees of DTG Rounds #1 through #8, with the exception of Round #7, have been required to submit reports as of August 31, 2020. Throughout the reporting process, one dual trainee may represent multiple dual-trainee data points, due to participating in multiple DTG rounds. Important to note, community health emergencies during 2020 affected several grantees resulting in extensions of grant contracts. Therefore, several grantees from DTG Round #8 will update report data within the upcoming six months. Depicted in Table 6 and Figure 4 is the breakdown among **Awarded**, **Identified** and **Reported** dual trainees for each grant round:

**Table 6. Number of Dual Training Grant Dual Trainees**

Grant Round	Awarded	Identified	Reported
#1	126	87	84
#2	171	145	145
#3	153	112	112
#4	216	163	163
#5	71	48	48
#6	485	405	403
#7	15	15	N/A
#8	664	496	488
#9	589	351	N/A
<b>TOTAL</b>	<b>2,490</b>	<b>1,822</b>	<b>1,443</b>

**Figure 4. Number of Dual Training Grant Dual Trainees**



*Notes: DTG Rounds #5 and #7 included only previous grantees with dual-trainee populations who were continuing their dual-training programs, resulting in small populations.*

From the time of inception in 2015, dual trainees of the DTG have continued to increase. DTG Round #9 may be an indication that the trajectory of dual trainees will begin to plateau because maximum grant funds are currently awarded annually, and the program has not received any additional appropriations from the Minnesota Legislature.

Overall, grantees are punctual about submitting annual report data. On rare occasion, some grantees do not submit reports and do not respond to communication from OHE. Grantees are continually reminded that failure to submit annual report data results in the loss of future DTG eligibility and may impact grant eligibility among other State of Minnesota agencies. The following grantees have not complied with annual reporting requirements:

- Case New Holland Industrial Plant, Benson, MN
- Gillette Children’s Specialty Healthcare, St. Paul, MN
- Hartfiel Automation, Eden Prairie, MN
- North Memorial, Robbinsdale, MN
- UMA Precision Machining, Zimmerman, MN
- Xylo Technologies, Rochester, MN

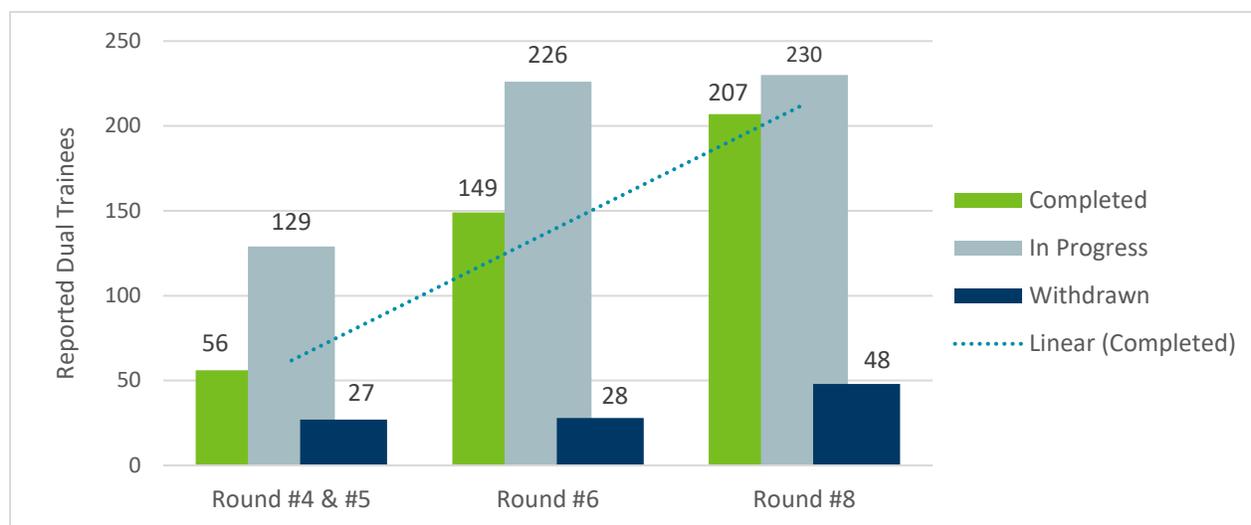
Any grantee with a current noncompliance status is welcome to submit report data and re-establish eligibility to the grant program.

To date, 32% of the 1,443 **Reported** dual trainees have completed DTG programs as compared to 27% reported last year and 17% the year prior. A total of 9% have withdrawn from DTG programs, which is slightly higher than the 8.5% reported last year. The remaining 59% of **Reported** dual trainees were indicated as still progressing through DTG programs. The status of in-progress dual trainees falls into several categories:

- Participating in current DTG
- No longer participating in DTG, but continuing training (dual training and other) through employer
- No longer participating in DTG and no longer participating in training through employer

Figure 5 provides an illustration of completed, in progress, and withdrawn dual trainees from the recent grant rounds:

**Figure 5. Dual Training Grant Progress of Reported Dual Trainees**

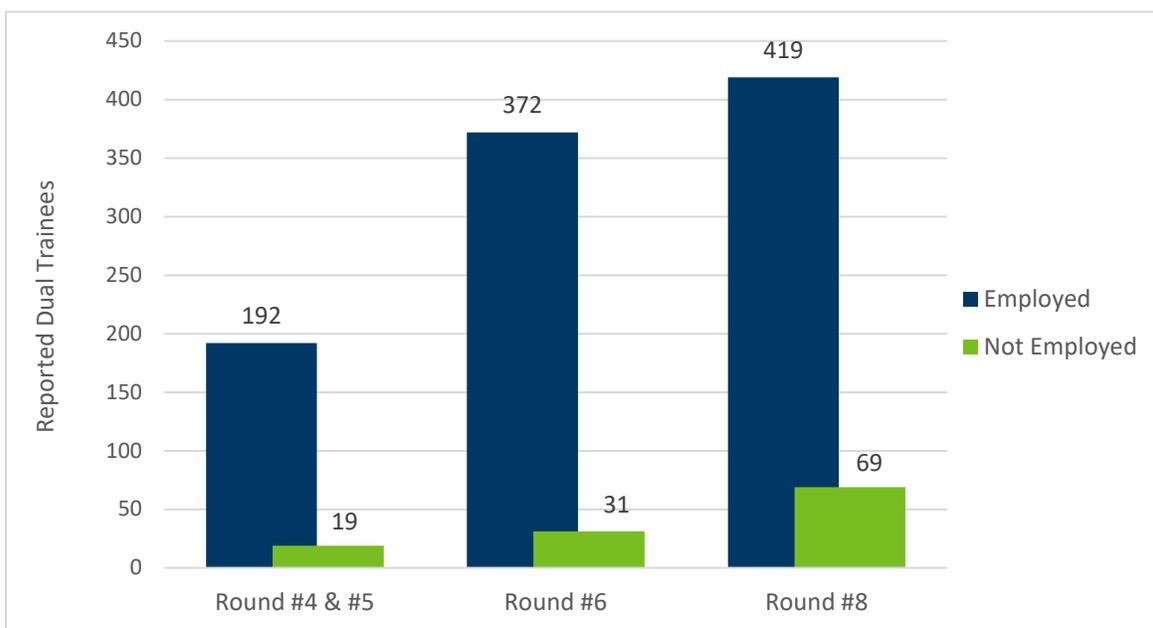


Through employer applications, dual trainees may continue dual-training programs in future DTG rounds until reaching four years of participation. Only about 2% of **Identified** dual trainees have reached the lifetime participation maximum. Ultimately, a dual trainee can benefit from up to \$24,000 toward one or more dual-training program resulting in an industry-recognized degree, certificate, or credential. The multiple years of eligibility provides dual trainees with greater opportunities to pursue career pathways and continue to build upon their skills. An example is a dual trainee who begins in the grant by pursuing a Certified Nursing Assistance certificate, then transitions into a Licensed Practical Nurse degree, and finishes with a Registered Nurse degree. One item to note, dual trainees do not need to participate in consecutive years to remain eligible for the Dual Training Grant. Dual trainees often work within their career fields and then return to the Dual Training Grant later; hence, the significance of the In Progress status of **Reported** dual trainees shown in Figure 5. The In Progress status is as valuable as the completed

status, because both represent dual trainees who are successful at obtaining workforce skills in the short term and pursuing careers leading to livable wages in the long term.

In addition to the status of the Dual Training Grant for dual trainees, a majority of **Reported** dual trainees remain employed with their perspective grantees. Based upon reports submitted by grantees of Rounds #1 through #8, 91% of dual trainees remained employed. Employment status of recent grant rounds is represented below:

**Figure 6. Dual Training Grant Employment of Reported Dual Trainees**

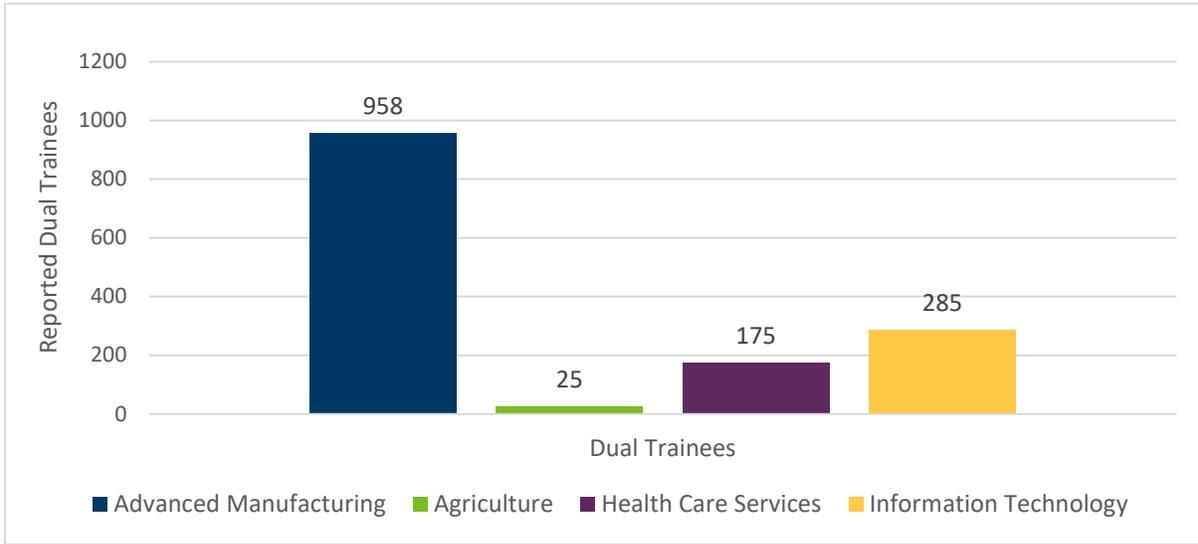


The not employed status of **Reported** dual trainees has slightly increased from 9% during Rounds #4 and #5 to 14% during Round 8. The COVID-19 Emergency that began in Minnesota during March of 2020, and is still prevalent today, may have influenced the increase. Over 70% of dual trainees no longer employed with grantees were among Advanced Manufacturing. Some of those grantees expressed challenges with production elements and structural organization changes. The COVID-19 Emergency likely inflated those challenges.

## Industries and Occupations

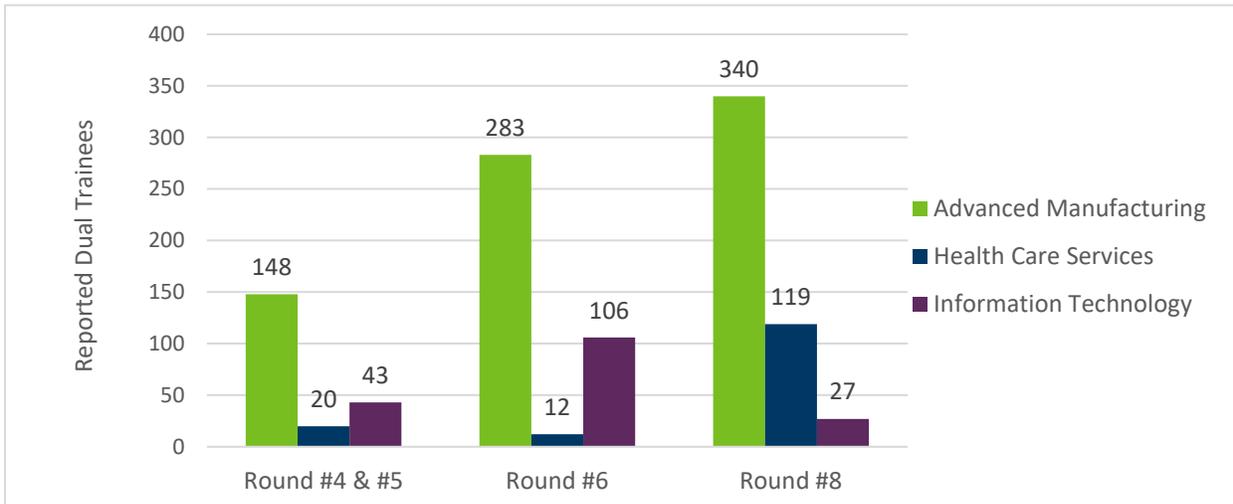
The four industries have remained constant in the Dual Training Grant, but the occupations have continued to expand each year along with the number of dual trainees. Advanced Manufacturing hosts the largest dual-trainee population with Information Technology and Health Care Services slowly emerging as prominent industries. The upcoming figures depict **Reported** dual trainees among industries and occupations.

**Figure 7. Dual Training Grant Reported Dual Trainees per Industry (Rounds #1 - #8)**



Notes: Dual Training Grant Round #7 is not included among reported dual trainee data.

**Figure 8. Dual Training Grant Reported Dual Trainees per Industry**



Notes: Data for the industry of “Agriculture” has been suppressed (see [Appendix E](#)).

**Table 7. Dual Training Grant Reported Dual Trainees per Occupation (Rounds #1 - #8)**

Industry	Occupation	Reported Dual Trainees
Advanced Manufacturing	Computer Numerical Control (CNC) Programmer	<10
	Coordinate Measuring Machine (CMM) Programmer	<10
	Flexo Technician	22
	Machinist/CNC Operator	220
	Machinist/Tool and Die	<10

Industry	Occupation	Reported Dual Trainees
	Maintenance and Repair Worker	56
	Mechatronics Technician	472
	Quality Assurance Technician	19
	Welder	161
<b>Agriculture</b>	Agriculture Equipment Mechanic	>10
	Agronomist	<10
<b>Health Care Services</b>	Certified Nursing Assistant	26
	Community Health Worker	28
	Dental Assistant	14
	Health Support Specialist	<10
	Licensed Practical Nurse (LPN)	34
	Medical Assistant	11
	Psychiatric/Mental Health Technician Out-Patient	<10
	Senior Culinary Manager	49
	Surgical Technologist	<10
<b>Information Technology</b>	Information Management and Analytics Pathway	14
	Information Security Pathway	<10
	Infrastructure Administration Pathway	27
	Security Analyst	31
	Service Desk/Front Line Support or Computer User Support Specialist	162
	Software Developer	25
	Support Pathway	<10
	Technical Planning Pathway	<10
	Web Developer – Front and/or Back End	<10

Notes: Dual Training Grant Round #7 is not included among reported dual trainee data. A number of “<10” means grantees did report dual trainees, and the number of dual trainees was less than ten for the applicable occupation.

To date, grantees have not **Reported** dual trainees in the following occupations:

Advanced Manufacturing:

- Logistics and Supply Chain Manager
- Print Press Operator
- Quality Assurance/Food Safety Supervisor
- Safety Technician
- Solderer
- Electronic Health Records Specialist
- Medical Laboratory Assistant
- Ophthalmic Technician
- Psychiatric/Mental Health Technician In-Patient

Agriculture:

- Applicator Technician
- Quality Assurance/Food Safety Supervisor
- Swine Technician (grow finish)
- Swine Technician (sow farm)

Information Technology:

- Programming, Development and Engineering Pathway
- Software Testing Quality Assurance Pathway
- Web Developer Back End

Health Care Services:

## Financial Aid

Although the DTG provides dual trainees with aid for direct educational costs, the grant is insufficient in aiding direct costs of degree programs exceeding \$6,000 per year and indirect costs like travel, lodging, meals and childcare. To address the limitation in some capacity, the MN Legislature included in statute the requirement of the FAFSA or Minnesota state aid application for all dual trainees participating in federal and/or state financial aid eligible programs.

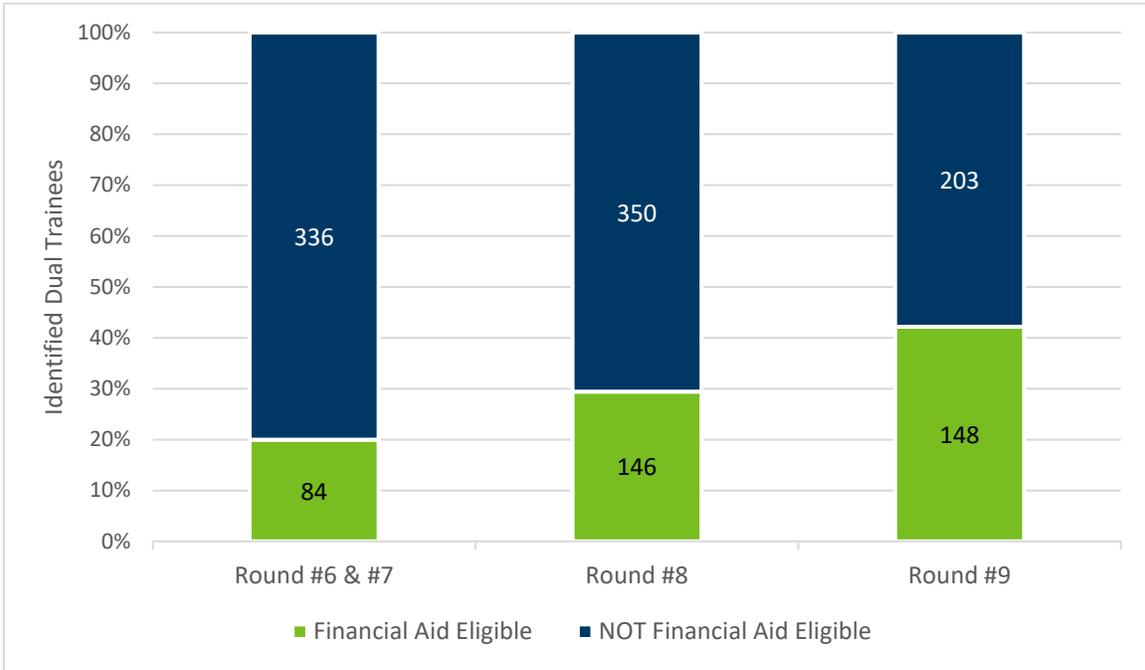
According to researchers at the Minnesota Office of Higher Education, (<http://www.ohe.state.mn.us/sPages/FAFSADData.cfm>), “one of the barriers to accessing higher education is financing the rising costs of tuition and student fees, yet many college students do not apply for financial aid by completing the Free Application for Federal Student Aid (FAFSA).” Completing the FAFSA or Minnesota state aid application allows students to open an essential window to accessing financial resources. OHE also identified transfer and continuing students as a population who file the FAFSA less often than new students. Over half of the dual trainees served through the DTG are part of the transfer and continuing student population. These dual trainees are potentially at risk of not completing the FAFSA, having limited knowledge of financial aid resources, and experiencing obstacles to accessing their education and career goals.

The DTG does not require that a dual-training program be aid eligible; however, a benefit of an aid eligible program is the potential for financial aid resources in addition to the financial benefits of the DTG. Examples of dual-training programs that are not eligible for financial aid include, but are not limited to, postsecondary customized training, short-term certifications, and industry credentialing. Dual trainees are also not required to accept financial aid resources. At minimum, filing the FAFSA or Minnesota state aid application provides dual trainees with additional knowledge, so they can make better-informed decisions about financing their education goals.

Dual trainees have access to Financial Aid Offices through their related instruction training providers for questions and assistance with completing the FAFSA or Minnesota state aid application. Often, grantees of the DTG provide additional support to their dual trainees to ensure financial aid documents are complete in a timely fashion. To support grantees with financial aid efforts, OHE directs them to Minnesota Goes to College (<https://sites.google.com/view/minnesotagoestocollege/site-support/webinars>) for accessible training on navigating the admission process, line-by-line FAFSA, MN Dream Act application, understanding financial aid packages, and a variety of other relatable topics.

Based upon **Identified** dual trainee data from DTG Rounds #4 through #9, 29% of dual trainees participate in dual-training programs that are eligible for federal and/or state financial aid. As shown in the figure below, the number of dual trainees attending aid eligible programs through the DTG has recently begun to expand over the last few grant rounds:

**Figure 9. Dual Training Grant Financial Aid among Identified Dual Trainees (Rounds #6 - #9)**



## Wages

As mentioned earlier in this section, dual trainees who have completed and dual trainees who are still progressing through their dual-training programs are stepping into and moving toward careers with livable wages. As a reminder, the MN Dual-Training Pipeline defines livable wages as \$18.20 per hour at minimum based on a family with one child, one full-time and one part-time employed adult. Data validating the DTG as a mechanism resulting in livable wages is limited to reports submitted by grantees, but average wage data is encouraging of the dual-training model having a positive impact on the workforce.

Based upon **Reported** dual trainee data, after 12 months of a dual-training program, the average dual trainee had wages of \$25.51 per hour. This is \$7.31 above the livable wage minimum. The MN Dual-Training Pipeline requires occupations to be on a pathway to meet the minimum livable wage standard to be eligible for the DTG. Although a few occupations are traditionally below the standard, they have proven career pathways into occupations with livable wages. In addition, the MN Dual-Training Pipeline considers other factors that may influence livable wages, like geographic location.

A common question from applicants of the DTG is, “Are wage increases required during and/or as a result of the dual-training program.” Unlike apprenticeship programs, the DTG does not require grantees to provide wage increases to dual trainees; however, wage increases are encouraged. A majority of dual trainees do receive wage increases within 12 months of starting a DTG period. The average **Reported** dual trainee received an hourly wage increase of \$1.55. Some dual trainees receive increases through standard performance evaluations, and others receive increases solely based upon their performance in a dual-training program. For example, one grantee shared with OHE that they increased dual trainee wages after

each on-site course and again after completion of the two-year program. The grantee highlighted that these wage increases are solely based upon the dual-training program and are in addition to wage increases from standard performance evaluations.

Furthermore, grantees have reported other means of compensation upon completion of dual-training programs. Dual trainees have received title promotions within their given departments or position promotions outside their departments. Also, dual trainees have been promoted to more desirable work shift schedules. This type of benefit has been common among Advanced Manufacturing and Health Care Services employers with 24-hour production and rotation schedules.

Overall, the average wages of dual trainees surpasses the minimum livable wage standard. Most dual trainees experience wage increases during their dual-training program. Grantees are aware of the value of compensating dual trainees through wages, title promotions, and desirable work schedules.

## Demographics

Dual trainees are asked to volunteer demographic information at the start of each grant period through a grant participation agreement process.

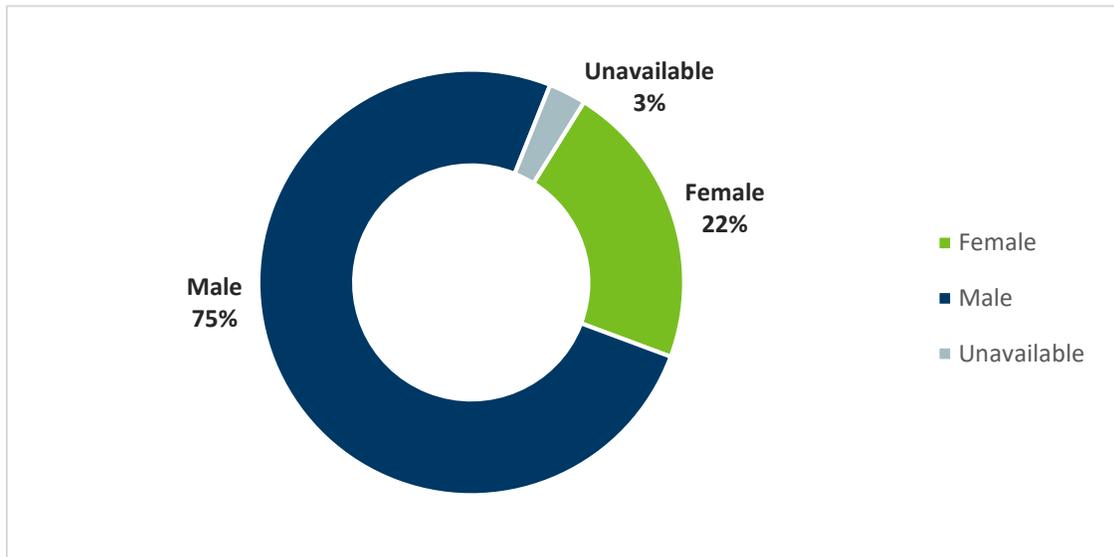
### High School or GED Graduate

During the DTG application process, applicants were given priority if their applications included dual trainees who had recently graduated from high school or earned a General Education Development (GED) credential. Applicants often had to rely on estimated numbers, because they were not required to identify their dual-trainee populations. Once applicants became grantees and submitted work plans and budgets, data that is more accurate was collected about the **Identified** dual trainees. Of the 1,822 **Identified** dual trainees from grant Rounds #1 through #9, 57 (3%) had recently graduated from high school or earned a GED.

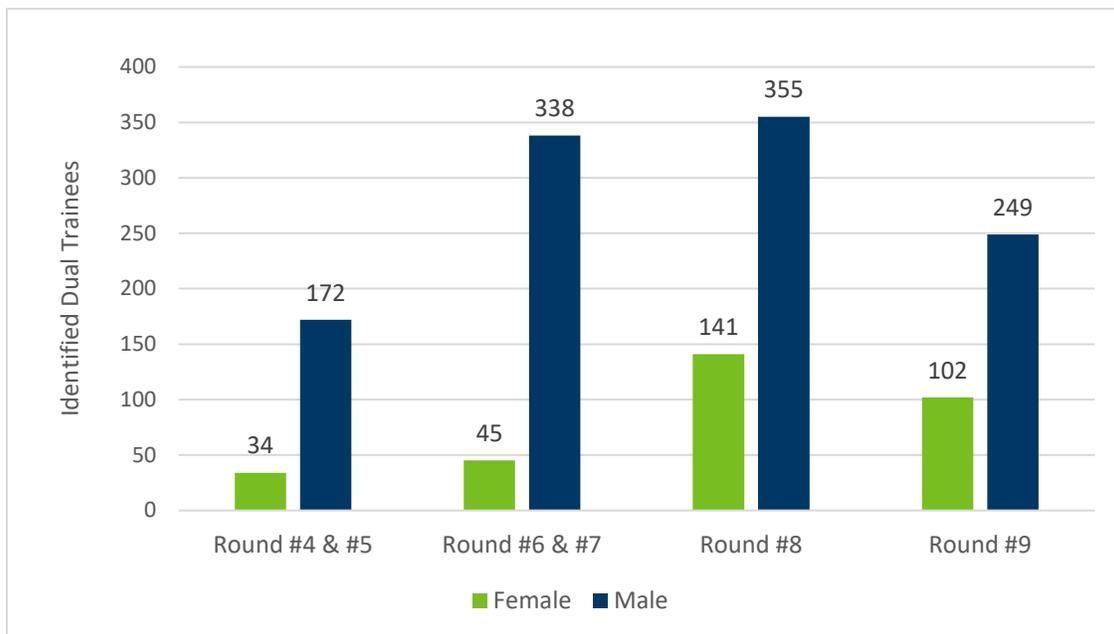
### Gender

During DTG Round #4, OHE established a secure online process for dual trainees to submit participant agreements. In order to receive benefits from the DTG, dual trainees are required to submit general information and agree to the terms of the grant; but questions about gender, race, and ethnicity are optional. To date, 1,478 **Identified** dual trainees participating in DTG Rounds #4 through #9 have submitted participant agreements. The category of Unavailable in the upcoming figures and tables refers to data being unavailable because dual trainees elected to not provide information.

**Figure 10. Dual Training Grant Gender of Identified Dual Trainees (Rounds #4 - #9)**



**Figure 11. Dual Training Grant Gender of Identified Dual Trainees per Round**

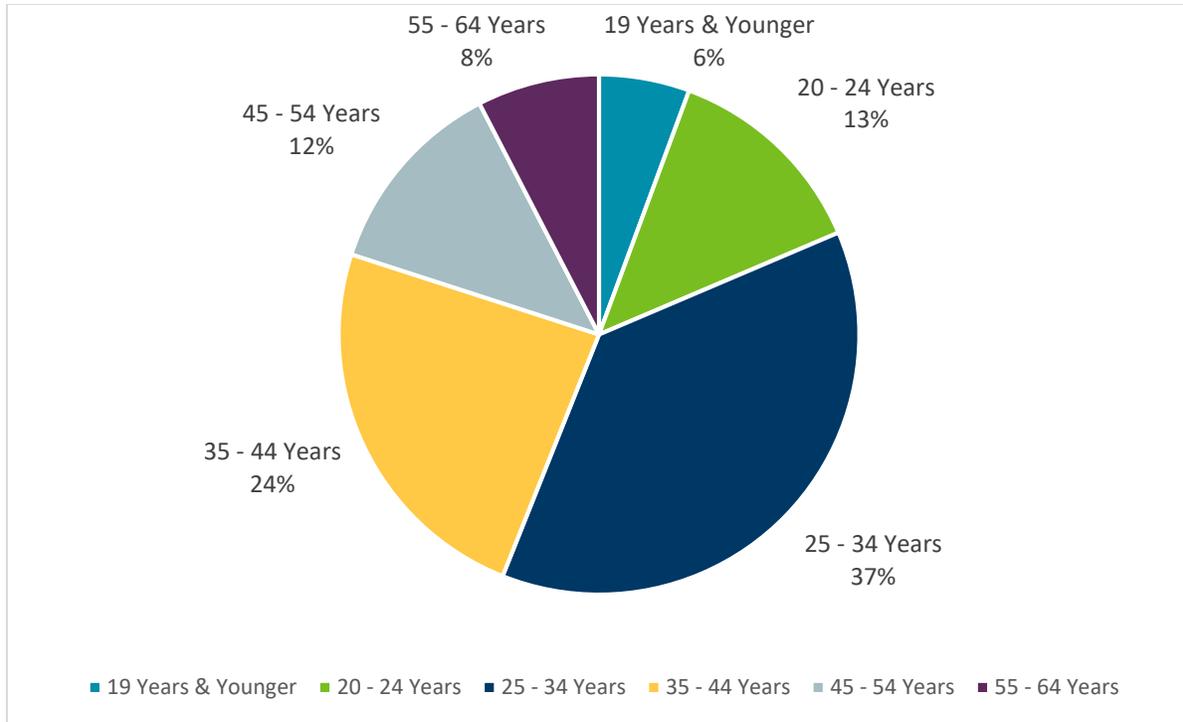


*Notes: Category of “Unavailable” is suppressed (see [Appendix E](#)).*

The number of dual trainees identified as female continued to increase from 192 reported last year to 322 this year. Of the 322 female dual trainees, 68% trained in health care services, 21% in advanced manufacturing and 11% in information technology. The percentage of male dual trainees slightly decreased from 78% last year to 75% this year. Of the 1,114 dual trainees identified as male, 84% trained in advanced manufacturing, 12% in information technology, and 4% in agriculture and health care services combined.

## Age

**Figure 12. Dual Training Grant Age of Identified Dual Trainees (Rounds #4 - #9)**



Notes: Data from the category “65 Years & Older” was suppressed (see [Appendix E](#)).

A majority (37%) of **Identified** dual trainees from DTG Rounds #4 through #9 were 25 to 34 years old when beginning the grant period. According to 2017 student enrollment data from the Minnesota Office of Higher Education ([http://www.ohe.state.mn.us/sPages/student\\_enroll\\_data.cfm](http://www.ohe.state.mn.us/sPages/student_enroll_data.cfm)), this is nearly double of the same age category for all Minnesota students enrolled in postsecondary education (19.5%). This difference suggests the dual-training model accommodates adult learners more than the postsecondary education model where 67% of students are under the age of 25.

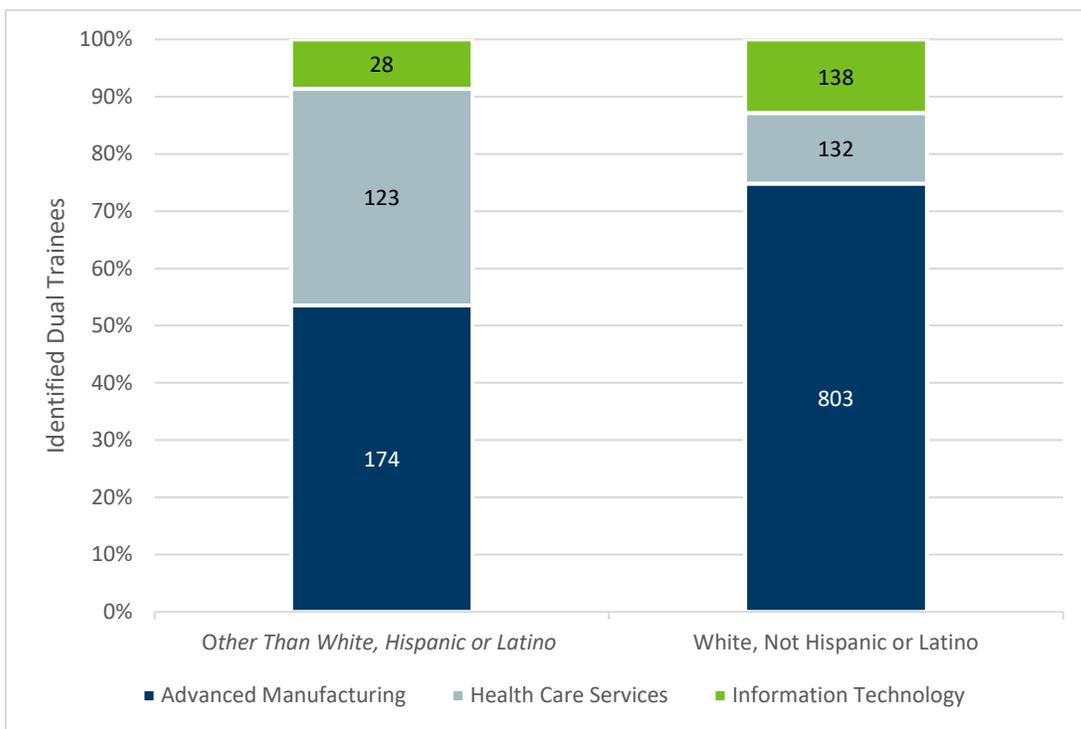
## Race and Ethnicity

**Table 8. Dual Training Grant Race and Ethnicity of Identified Dual Trainees (Rounds #4 - #9)**

Race/Ethnicity	Identified Dual Trainees 2021 Report	Identified Dual Trainees 2020 Report	Percentage Increase
American Indian or Alaska Native	19	<10	90%
Asian	50	36	39%
Black or African American	106	58	83%
Hispanic or Latino	123	82	50%

Race/Ethnicity	Identified Dual Trainees 2021 Report	Identified Dual Trainees 2020 Report	Percentage Increase
Native Hawaiian or other Pacific Islander	<10	<10	0%
White, Not Hispanic or Latino	1076	790	36%
Two or more	26	19	37%
Unavailable	75	66	14%
<b>Total</b>	<b>1,478</b>	<b>1,054</b>	<b>40%</b>

**Figure 13. Dual Training Grant Race and Ethnicity of Identified Dual Trainees per Industry (Rounds #4 - #9)**



Notes: Industry of “Agriculture” is suppressed (see [Appendix E](#)). Race and ethnicity category of “Unavailable” is not reflected in figure.

Dual Trainees identified with a race or ethnicity category Other Than White, Hispanic or Latino increased by 51% from last year. More specifically, dual trainees identified as American Indian or Alaska Native increased by 90%, and Black or African American increased by 83%. Of the 326 dual trainees who identified as a race or ethnicity Other Than White, Hispanic or Latino, 53% trained in advanced manufacturing, 38% in health care services, and 9% in agriculture and information technology combined.

## Related Instruction

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Related instruction is one requirement of the dual-training model. For DTG eligibility, related instruction is formal training provided by qualified instructors to dual trainees of grantees:

*“The employer must have an agreement with a training institution or program to provide the employee competency standard training prior to the grant award. The training may be provided by any institution or program having trainers qualified to instruct on the competency standard. The Office of Higher Education and the Department of Labor and Industry must cooperate in maintaining an inventory of degree, certificate, and credential programs that provide training to meet competency standards. The inventory must be posted on each agency's Web site with contact information for each program by September 1, 2016. The postings must be updated periodically.”*

-Minnesota Statutes 136A.246, subdivision 3

DTG applicants must enter into agreements with related instruction training providers prior to or during the application process. Applicants determine and document criteria from which to select their training providers. Common criteria are location of program, specific program for occupation, program cost, flexibility in overall program setup, program schedule, integrity of training program, and program format. Per requirements of the application process, applicants consult with a minimum of three training providers for each occupation. Applicants have the final decision of which training providers to enter into agreements with.

Related instruction training providers include postsecondary education institutions and private educational companies. Per statute, OHE collaborates with DLI who maintains a [Related Instruction Inventory](http://www.dli.mn.gov/business/workforce/pipeline-related-instruction-inventory) (<http://www.dli.mn.gov/business/workforce/pipeline-related-instruction-inventory>) for each industry that includes known education or training programs related to approved dual-training occupations. Applicants are not required to enter into agreements with the training providers listed on the inventory. The purpose of the inventory is to be a guide and provide potential options for DTG applicants.

The DTG is not only a means of financially supporting related instruction for dual trainees. The grant has also been a catalyst for identifying education needs within the Minnesota workforce. The grant has motivated grantees and related instruction training providers to create new dual-training programs. Also, a few grantees have sought and been granted authoritative credentialing abilities; hence, to function as both the grantee and related instruction training provider. In a specific case, employers recognized the lack of any industry-recognized related instruction and chose to create and fund an industry-recognized program. As the DTG matures, grantees and training providers go beyond their regular duties to ensure dual trainees are equipped with the skills they need to be successful within their careers.

The relationship between grantee and related instruction training provider must be a partnership in order to be successful. For example, a 2020 Monitoring Report with a Health Care Services Grantee indicated, “IMAA has a strong partnership with their training provider, Rochester Community and Technical College. Both parties communicate regularly, listen to feedback, and implement changes to best serve the

organizations and dual trainees.” Another example, a 2020 Monitoring Report with an Advanced Manufacturing Grantee, listed the following best practice, “Greater Bemidji partners with the related instruction training provider [The Idea Circle: Minnesota Innovation Initiative] to ensure that employer needs are met and dual trainees are benefiting from the dual-training model.” The dual-training model works well and exceeds expectations when both the grantee and training provider are invested in the education of dual trainees.

Thus far, 57 related instruction training providers have entered into DTG agreements with grantees. Twelve of the training providers were newly added during DTG Round #9. Several related instruction training providers support training programs among multiple industries:

Agriculture Training Providers (8):

- Ag Leader Academy
- Farm Journal Corn College
- John Deere University
- Ridgewater College
- South Central College
- University of Minnesota
- University of Minnesota Extension
- University of Minnesota Landscape Arboretum

Advanced Manufacturing Training Providers (29):

- Alexandria Technical & Community College
- Anoka Ramsey Community College
- Anoka Technical College
- Bemidji State University
- Century College
- Dakota County Technical College
- Dunwoody College of Technology
- Flexographic Tech
- Hennepin Technical College
- Iowa Lakes Community College
- Lake Superior College
- Mechanical Systems Inc. Safety and Training Division
- Minneapolis Community and Technical College
- Minnesota Innovation Institute/The Idea Circle Inc.
- Minnesota State College Southeast
- Minnesota State Community and Technical College
- Minnesota State University, Mankato

- Minnesota West Community and Technical College
- North Dakota State University
- Northwest Iowa Community College
- PTM Incumbent Worker Training Program
- Ridgewater Community College
- Riverland Community College
- South Central College
- St. Cloud Technical and Community College
- Symmetry Solutions (Hawkridge Systems)
- Tooling University
- University of Minnesota, Crookston
- University of Minnesota, Twin Cities

Health Care Services Training Providers (20):

- Advanced Minnesota
- Andersons Training School
- Central Lakes College
- Century College
- Dakota County Technical College
- Hennepin Technical College
- Itasca Community College
- Mesabi Range Community College
- Minneapolis College
- Minnesota West Community and Technical College
- Northwest Technical College
- Rasmussen College
- Ridgewater College
- Rochester Community and Technical College
- Saint Paul College
- Sedation Consult

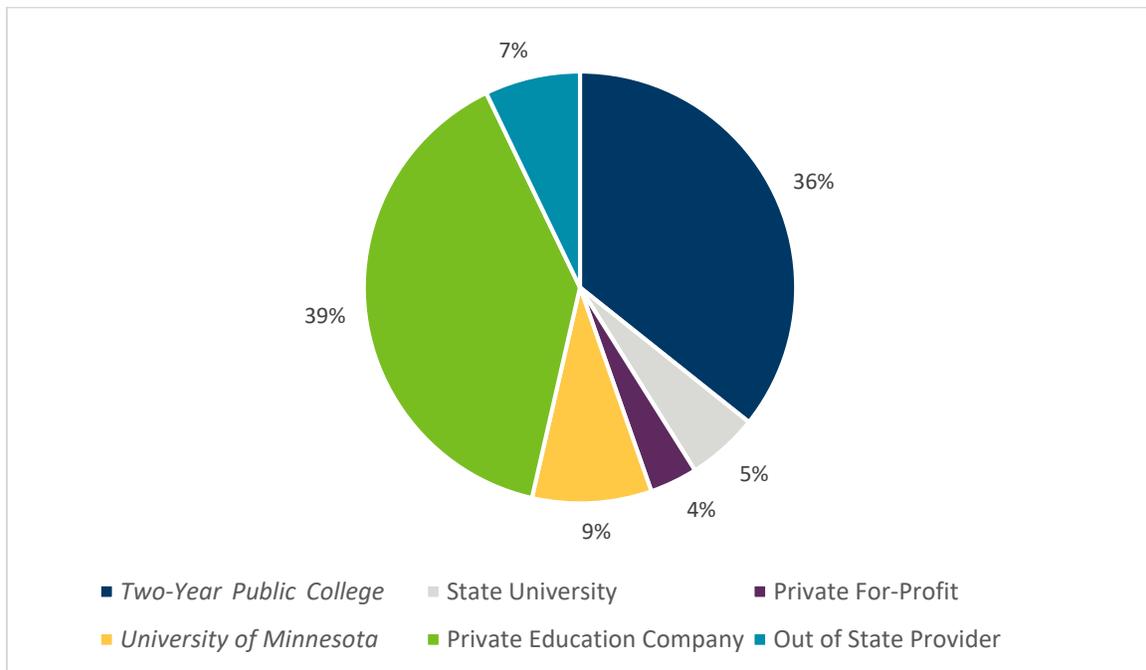
- South Central College
- University of Minnesota School of Dentistry
- Winona State University
- Wisconsin Indianhead Technical College

- ISACA
- Knowledge Peak
- Lake Superior College
- Minneapolis Community and Technical College
- New Horizons
- Pink Elephant Corp.
- Rasmussen College
- Riverland Community College
- Saint Paul College
- The Software Guild
- University of Minnesota, Twin Cities

Information Technology Training Providers (16):

- CED Solutions
- Collier IT
- Creating IT Futures Foundation
- Global Knowledge
- Intertech

**Figure 14. Dual Training Grant Training Providers per Sector**



*Notes: Grantees of the Dual Training Grant have not entered into any agreements with training providers among the "Private Non-Profit" sector.*

# On-the-Job Training

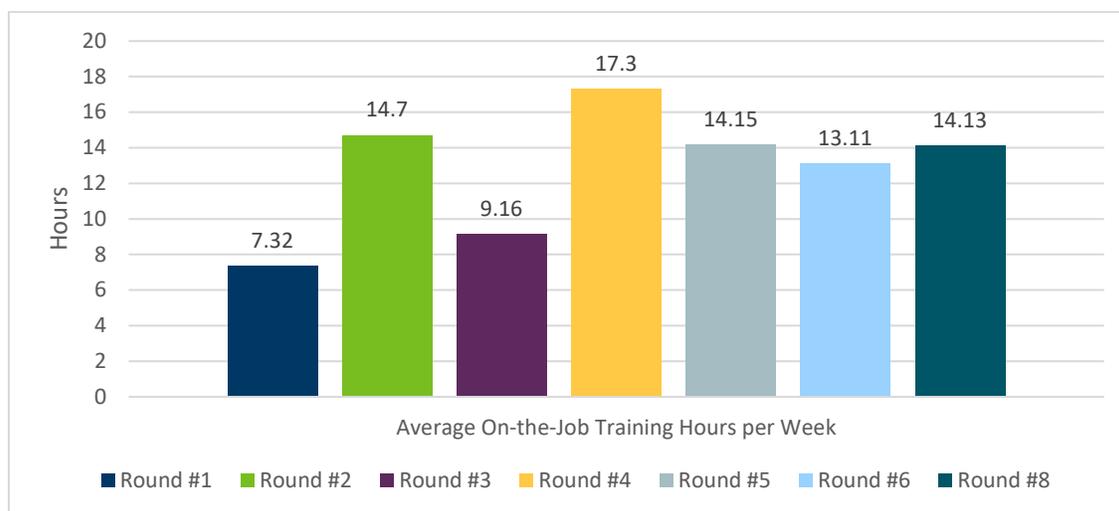
On-the-job training is another requirement of the dual-training model. On-the-job training is hands-on instruction and support completed within the workplace. Related instruction when paired with on-the-job training creates a powerful learning experience for dual trainees. DLI has issued guidance for effective [on-the-job training](http://www.dli.mn.gov/business/workforce/guidance-effective-job-training) (<http://www.dli.mn.gov/business/workforce/guidance-effective-job-training>).

Grantees submit on-the-job training information to OHE through work plan and budget documents which include descriptions of on-the-job training, title of supervisor overseeing on-the-job training, dates of training, number of hours, and competencies being achieved through on-the-job training. Each grantee has flexibility in designing on-the-job training schedules. Grantees are required to design and administer on-the-job training tasks that will support and result in dual trainees obtaining employer and MN Dual-Training Pipeline occupation-specific competencies. Below is an example of an on-the-job training plan for one dual trainee during a four-month period, which would equate to about 10 hours per week of on-the-job training:

OJT Mode	Dual Trainee Names (1/line, press Alt+Enter for new line)	OJT Supervisor Title (Overseeing OJT)	Dates of Training	Number of Hours	On-the-job Competencies (1/line, press Alt+Enter for new line)
Job Shadowing	Dual Trainee 3	Weld Supervisor	Sep–Dec 2020	40	Fabrication operations
Job Shadowing	Dual Trainee 3	Weld Supervisor	Sep–Dec 2020	120	Material handling
Job Shadowing	Dual Trainee 3	Weld Supervisor	Sep–Dec 2020	8	Safety

Overall, the average number of on-the-job training hours spent per week by a dual trainee was 13.50 based upon data collected through reports representing DTG Rounds #1 through #8.

**Figure 15. Dual Training Grant Reported On-the-Job Training Hours (Rounds #1 - #8)**



# Testimony

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## Grantees

Through the DTG monitoring process, grantees have the opportunity to relay information about statutory compliance, challenges, program outcomes, and training/technical assistance. Below are a few reflections from recent grantees about program outcomes:

*“Companies new to the Mechatronics program see an immediate increase in employee skills. Companies who have participated before and have now created a cohort of employees with these skills are now seeing more long-term impacts. They talk about using a common language and terms; approach troubleshooting with a process of elimination to target problems more quickly; and, they are able to recruit within their own ranks to fill positions that were hard to fill. There is a cost savings as well. It is less expensive to train and retain employees with technical trades than it is to try to find these skills externally. This is true even more so in rural areas.”*

-Advanced Manufacturing Grantee

*“The program most certainly helped our retention through the pandemic. I believe many of our students may have easily been overwhelmed with uncertainty and dropped to COC [continuum of care] engagement levels at the beginning of the 2020/2021 academic year. Due to the grant, these students successfully maintained a point status and furthermore recruited some of their fellow students to join our ranks.”*

-Health Care Services Grantee

For a more in-depth understanding of grantee perspectives, several DTG grantees have supplied letters supporting the grant program, which are viewable in [Appendix A](#). Below are some notable quotes:

*“We are also finding the DTG program to be a recruiting tool. One of our participating team members was a student at one of our training providers and approached us about the chance to work part time. We extended an employment offer to this individual and they are now a DTG participant with a strong loyalty to Aagard planning a long-term career in our manufacturing department. We also intend to partner with local high schools and use the DTG program in recruit students to advanced manufacturing careers with Aagard.”*

-Dave Lamb, Corporate Trainer  
Aagard, Alexandria, MN

*“The ability to provide monetary support to these trainees while they pursued their LPN degrees was not the only financial benefit to the program, however. On average, the trainees earned an additional \$9,193 in their new positions; which represents an average increase in total compensation of 47%. This program benefitted our trainees, our organization, and our local and state economies- not to mention the improved access to quality healthcare.”*

-Katie Slette, Director of Human Resources  
Allina Health New Ulm Medical Center, New Ulm, MN

*“Currently, there is a huge shortage in the number of available welders in the job market. The PIPELINE Dual Training Grant has allowed us to send 32 employees through a two week-long welding training conducted by Minnesota State Community and Technical College. A huge benefit for BTM was the ability of MState being able to bring a portable welding trailer on-site to both Detroit Lakes and Lakeville, which made the training readily available to all of those who participated. The program consisted of both classroom and on-the-job training.”*

-Josh Wimmer, Learning & Development Leader  
BTM Manufacturing, Lakeville, MN

*“The Dual Training Grant is allowing CARE Clinic to build health equity in our community. Patients are incredibly grateful that there is someone who answers the phone, explains a procedure, prescribes a medication, gives nutritional education, etc. in their language and within their cultural context. Trust has been built within the community, and future health care leaders from within the diverse populations of our rural area are being developed. The Dual Training Grant is making all of this good work and progress possible.”*

-Julie Malyon, Executive Director  
C.A.R.E. Clinic, Red Wing, MN

*“We have seen first-hand the incredible impact the Dual Training Programs has for our individual grantees, our facility, and our educational partnerships - even amidst the uncertainty of the pandemic. We look forward to continued participation in the program and are eager to identify opportunities to better integrate our On the Job training opportunities with the curriculum developed by our educational partners to do our part in building a better health care future for Minnesota.”*

-Annie Ruppert, Human Resources Director  
Sauer Health Care, Winona, MN

## Dual Trainees

Recently, OHE began a project seeking more in-depth details about successes from previous dual trainees. OHE will finalize the project in spring of 2021. In the meantime, below are a few reflections from previous dual trainees:

*“After graduating high school, I never had plans of furthering my education. However, I am very happy that I did complete the two-year Mechatronics program as it did allow me to advance my skills and my career. I was awarded the Equipment Maintenance Supervisor position after graduation. The program was very hands-on which worked well for my learning style and gave me the confidence to consider more classes in the future ... With the confidence I gained in myself and my skills from the Mechatronics program, I would like to take more courses in the future ... become an even more valuable employee.”*

-Advanced Manufacturing Previous Dual Trainee  
Current Job Title: Equipment Maintenance Supervisor

*“My employer played a huge part in my success with the [Dual Training Grant] program. During the program we had to complete some job shadowing hours ... we got to get hands on experience*

*in the field we were studying. I appreciated that a lot, I got to job shadow the clinical nursing staff in family practice and got hands on experience for what to expect when I was done with school ... I would recommend the Dual Training Grant to anyone. I wouldn't be where I am if it wasn't for this grant. I do plan on pursuing my career and I know I wouldn't have gotten this far without the help of the training grant and my employer. Thank you!"*

-Health Care Services Previous Dual Trainee  
Current Job Title: Licensed Practical Nurse

*"Overall, I think the [Dual Training Grant] program is wonderful. I received valuable training in a timely fashion that came at no cost to me. I walked away with a much deeper understanding of key processes and knowledge pertaining specifically within my IT environment. This training accelerated my learning, enabled me to better support our important healthcare systems, and provided career advancement opportunities, all while still being at work each day. I believe in this model and wish more of this training could exist for our employees! ... Having the expenses covered by the State of Minnesota opened a whole new world to me, giving me a better chance to provide for my family. Thank you!"*

-Information Technology Previous Dual Trainee  
Current Job Title: IT Supervisor Application Services

# Recommendations

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Following nine grant rounds of administering the DTG, grantees have been consistent with providing feedback about the program. In addition, OHE has been observant of resources that would better support employers in sustaining dual-training programs. Recommendations from the report submitted in 2020 continue to be valuable and the Minnesota Legislature should revisit for future consideration:

- Increase the DTG appropriation

If the DTG appropriation is increased to sufficiently support eligible applications ...

- Include travel, lodging, and meal costs as allowable for reimbursement through the DTG
- Increase the maximum annual DTG amount per dual trainee to further support the full cost of attendance
- Allow the DTG to reimburse grantees for costs related to the setup and administration of the grant program
- Increase administrative funding for technology infrastructure at OHE to administer the DTG

Yet, to address the current challenges and long-term sustainability of the Minnesota workforce, OHE puts forth the following recommendations along with strong encouragement that the Minnesota Legislature take timely action:

Recommendation 1: Modify DTG application criteria to evaluate applicants based on the employers' ability to recruit, train, and retain employees who are recent high school graduates and/or GED recipients.

The DTG is awarded through a competitive grant process. A review committee reviews and scores grant applications based on criteria set in statute. The statute currently requires grants be first awarded to applicants seeking to train "employees who graduated from high school or passed commissioner of education-selected high school equivalency tests in the current or immediately preceding calendar year", regardless of the application review score. Then, if there are funds remaining, grants must be awarded based on remaining criteria set in statute. The current grant criteria process results in applications with low review scores being awarded solely because they have employees that are recent high school graduates and/or GED recipients.

This recommendation seeks to modify grant criteria to ensure grants are awarded to the dual-training programs that demonstrate adherence to the grant criteria and receive the highest review scores. The recommendation includes the removal of the requirement for DTG applicants with recent high school graduates and GED recipients be awarded first. Then, grant criteria would be modified to allow applicants to demonstrate their ability to recruit, train, and retain employees who are recent high school graduates or GED recipients.

Recommendation 2: Modify DTG application criteria to evaluate applicants based on the employers' commitment to recruit, train, and retain employees of color and American Indian.

Minnesota's communities of color and American Indian populations lag behind White Minnesotans on various economic outcomes. Supporting Minnesotans of color and American Indian Minnesotans in their pursuit of industry-recognized degrees, certificates, or credentials is crucial to eliminating the inequities that exist. To do that, this recommendation modifies grant criteria to evaluate applications based on the employers' commitment to recruit, train, and retain employees of color and American Indian.

Recommendation 3: Modify DTG application criteria to evaluate applicants based on the employers' commitment to recruit, train, and retain employees with disabilities.

Minnesotans with disabilities lag behind non-disabled Minnesotans on various economic outcomes. Supporting Minnesotans with disabilities in their pursuit of industry-recognized degrees, certificates, or credentials is crucial to eliminating the inequities that exist. To do that, the third recommendation modifies the grant criteria to evaluate applications based on the employers' commitment to recruit, train, and retain employees with disabilities.

While Minnesota consistently ranks as a top state to live and work, this is not true for everyone, and these inequities threaten our long-term competitiveness as a state. The three recommendations for the DTG ensure state dollars are invested in programs which prioritize awards to applicants who demonstrate commitments to recruit, train, and retain employees who are recent high school graduates, recent GED recipients, of color, American Indian, and/or with disabilities. Modifications to the current grant statute to encompass these recommendations are important steps toward government that fosters a great place to live and work, regardless of age, race, and ability.

# Appendix A

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## Letters of Support

### Aagard: Advanced Manufacturing



January 4, 2021

Jacquelynn Mol Sletten  
Minnesota Office of Higher Education  
1450 Energy Park Drive  
St. Paul, MN 55108

Dear Minnesota Office of Higher Education,

On behalf of The Aagard Group, I would like to express our appreciation for the opportunity to participate in the PIPELINE Dual Training Grant (DTG). This was the first year Aagard participated in the grant process and we are deeply grateful to have been awarded funding.

Aagard designs and manufactures custom, high speed packaging solutions. It is a highly competitive field with competitors across the nation and throughout the world. Aagard has been fortunate to be on a robust growth curve for the past decade. One of our biggest challenges in meeting our customer demand is the ability to recruit and train highly skilled manufacturing talent.

The DTG provides Aagard an avenue to address both the training and the recruitment of talent. While working with our training providers - Alexandria Technical and Community College, North Dakota State University, and UM Crookston - this year we have provided seven of our current team members the opportunity to enhance their current skills and build new competencies. The financial support has enabled them to pursue a related degree while remaining full or part time Aagard team members.

We are also finding the DTG program to be a recruiting tool. One of our participating team members was a student at one of our training providers and approached us about the chance to work part time. We extended an employment offer to this individual and they are now a DTG participant with a strong loyalty to Aagard planning a long-term career in our manufacturing department. We also intend to partner with local high schools and use the DTG program in recruit students to advanced manufacturing careers with Aagard.

Our participating team members are building new skills in machine design, programming, advanced mechanical assembly, electrical assembly, pneumatics, machine testing and many other

advanced manufacturing areas. A by-product of the DTG is our OJT program is now more structured and more effective than ever.

The help we received from MN OHE and the Department of Labor was invaluable throughout the grant process. As the administrator of the grant from Aagard's side I could not be happier with the assistance I was provided every step of the way. Our participating team members are extremely grateful to the DTG program for lifting much of their financial burden.

The PIPELINE Dual Training Grant is a great example of how government and business can work together for the benefit of our workers in the state. I sincerely hope funding for the DTG program will continue in the future.

Gratefully yours,



Dave Lamb  
Corporate Trainer  
The Aagard Group  
(320) 763-6043, x290  
dalamb@aagard.com

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3711 Iowa Street, Alexandria, MN 56308 ■ Tel: 320.763.6043 ■ Email: [sales@aagard.com](mailto:sales@aagard.com) ■ Web: [www.aagard.com](http://www.aagard.com)

December 18, 2020

Commissioner Dennis Olson  
MN Office of Higher Education  
Dual Training Grant  
1450 Energy Park Drive, Suite 350  
St. Paul, MN 55108

Dear Commissioner Olson,

On behalf of New Ulm Medical Center, a part of Allina Health, I would like to extend our deepest gratitude for the support received from the PIPELINE Program/Dual Training grant. A pillar of our employment model includes our commitment to "Fostering Learning and Growth" in every member of our team, and the grant funding from the PIPELINE program has allowed us to bring this goal to life in new ways.

New Ulm Medical Center is a 25-bed Critical Access Hospital and fully integrated clinic located in Brown County, MN. The medical center includes over 600 employees and approximately 50 multi-specialty physicians. Additional services include:

- Emergency Medicine and Ambulance Service
- Home Care and Hospice
- Lab
- Medical Imaging
- Optometry
- Rehabilitation
- Respiratory Therapy
- Retail Pharmacy
- Urgent Care Clinic

New Ulm Medical Center has been recognized as a national leader in areas of patient safety, population health, innovation, and data analytics. Recently, The Chartis Group named New Ulm Medical Center in the 100th percentile of the Top 100 Rural Hospitals in America. Despite these accolades, we have struggled to maintain a workforce of Licensed Practical Nurses (LPNs) to serve the hospital, clinic, and home care/hospice patients in our community. Workforce development efforts thus far had included increasing wages, partnering with local high schools to develop a "Medical Careers" class, building student volunteer program, implementing team interviews and realistic job previews as part of our selection process, providing clinical experiences for local tech

students, sustaining employee engagement scores in the top 10% of the nation, and providing scholarships through our Foundation. Despite all of these efforts, at the time of our grant application in May of 2019, we employed 81 LPNs and have 11 LPN positions open.

Because we have an annual need of about 15 new hires due to retirements, turnover, incumbents seeking BSNs, and clinic growth, we were ecstatic when we were granted the PIPELINE grant for the first time last year. We knew that we needed to "grow our own" in order to meet our workforce needs.

Thankfully, when we shared information about the PIPELINE Program Dual Training Grant with our employees, we identified six individuals who were interested in pursuing their LPN degree. The ability to provide monetary support to these trainees while they pursued their LPN degrees was not the only financial benefit to the program, however. On average, the trainees earned an additional \$9,193 in their new positions; which represents an average increase in total compensation of 47%. This program benefitted our trainees, our organization, and our local and state economies- not to mention the improved access to quality healthcare. In a rural community like New Ulm, this program is priceless.

Kathleen Gordon and Jacquelynn Mot Sletten have been amazing resources as we've navigated our first year of the program. Kathleen has been engaged in helping us to identify other "hot jobs" that could be considered for the PIPELINE program, and as such, we will be expanding our application to include Certified Surgical Techs next round. Jacquelynn has been nothing short of exceptional in her responsiveness and guidance through a meticulous process. Her organizational skills, willingness to provide as much support as necessary and gentle corrections when we've misunderstood a step have been extraordinary.

We have very few suggestions for improvement, as this is such a strong program. However, the administrative burden associated with the program did become overwhelming at times. One possible suggestion would be to require more direct responsibility for submission of necessary documentation from the trainees. It was sometimes difficult to be the "middle man" between the trainee and their school, for example, and we spent a fair amount of time trying to track down required information.

Having the trainee submit information directly from the school to the state would be helpful.

We applaud the Office of Higher Education and the Department of Labor and Industry for championing this life-changing program, and sincerely hope that funding for the program continues well into the future. It is having an immediate and profound impact on the delivery of healthcare in our rural community, and for that we are immeasurably grateful!

Sincerely,



Katie Slette  
Director of Human Resources  
New Ulm Medical Center, a part of Allina Health

## BTD Manufacturing: Advanced Manufacturing



January 4<sup>th</sup>, 2021

Minnesota Office of Higher Education  
Commissioner Dennis Olson  
1450 Energy Park Drive, Suite 350  
Saint Paul, MN. 55108

Dear Commissioner Olson,

On behalf of BTD Manufacturing, I would like to express our support and gratitude for the PIPELINE Dual Training Grant Program. This is our second year being awarded funding to help develop our Talent at both our Lakeville and Detroit Lakes facilities, for a total of \$98,900. This Grant has been an excellent resource to help us achieve our mission of being a customer focused, growth-oriented manufacturing partner that invests in our people, to create an environment where talented people thrive.

BTD Manufacturing provides a complete spectrum of custom metalwork services to some of the world's top brands. These services include metal fabrication, forming, welding, tool & die work, machining, powder coating, prototyping, laser cutting, robotic welding, stamping, tubing, and much more. We have four locations: Detroit Lakes, MN; Lakeville, MN; Washington, IL.; and Dawsonville, GA. We currently employ 1,059 employees between all of our sites. Our vision is to be our customers' first choice by doing "it" right and fast, while making "it" easier and better.

Currently, there is a huge shortage in the number of available welders in the job market. The PIPELINE Dual Training Grant has allowed us to send 32 employees through a two week-long welding training conducted by Minnesota State Community and Technical College. A huge benefit for BTD was the ability of MState being able to bring a portable welding trailer on-site to both Detroit Lakes and Lakeville, which made the training readily available to all of those who participated. The program consisted of both classroom and on-the-job training. At the end of the two weeks, our employees were able to take a welding test to receive their AWS Certification upon completion of the training.

The best part of this program was the fact that both our Talent and BTD benefited from this opportunity provided from the grant. If this training did not take place, the vast majority of our participants would not be receiving this level of instruction, which not only helps them in their present jobs, but makes them more employable in the industry as a whole. We sincerely hope that this program is able to continue helping companies like BTD develop our Talent, not only for our success, but for the success of our Talent, to enhance their capabilities and overall employability in the manufacturing industry.

It is our plan to expand this to other areas within our company during the next cycle. We appreciate this innovative program to help invest in our workforce

Sincerely,

Josh Wimmer

Learning & Development Leader

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## C.A.R.E. Clinic: Health Care Services



**C.A.R.E. Clinic – Community Access Resources Education**  
906 College Ave \* Red Wing, MN 55066 \* 651-388-1022 \* info@careclinicrw.com



December 21, 2020

Commissioner Dennis Olson  
Minnesota Office of Higher  
Education 1450 Energy Park  
Drive, Suite 350  
St. Paul, MN 55108

Dear Commissioner Dennis Olson,

On behalf of the CARE Clinic Board, staff, patients and dual-trainees, we express our profound gratitude for the Dual Training Grant offered by the Office of Higher Education. This was the first year CARE Clinic was awarded funding, and the program has benefited CARE Clinic in multiple ways. One of CARE Clinic's strategic objectives is to provide culturally and linguistically competent health care for our patients. CARE Clinic is utilizing the Dual Training Grant to support Hispanic community members pursue careers in health care. By offering health care education and on-the-job-training, future leaders are being developed, and these leaders will strive toward the ultimate goal of health equity for rural Minnesota.

CARE Clinic is a nonprofit clinic providing a "one-stop-shop" for medical, dental, mental health, legal and social services for low-income and under/uninsured residents of Goodhue County. Of the 46,000 residents of Goodhue County, 4,000 are uninsured and over 9,000 are Medicaid enrollees. The majority of these 13,000 people fall below 275% of the Federal Poverty Level and are subsequently eligible to receive care at our clinic. Half of CARE Clinic patients are from Hispanic immigrant families with limited English proficiency. CARE Clinic strives to provide equitable care for the diverse needs of all our patients.

CARE Clinic has sustained a weekly, free, volunteer-based clinic for over a decade. The clinic has operated with 200+ medical, dental, mental health, social service and community volunteers. The clinic continues to identify unmet needs and adapts to better serve our community. In 2018, Goodhue County ranked 4<sup>th</sup> worst of the 88 counties in Minnesota for providing dental services for Medicaid enrollees, therefore, CARE Clinic recently expanded dental services. The dental clinic is now open four days per week. Because our community does not have the volunteer capacity to offer a dental home, the clinic hired staff to operate the dental clinic. As the only dental provider accepting Medicaid and uninsured patients within a 45-mile radius, we have the potential to become a dental home for an estimated 13,000 individuals.

With the goal to provide culturally and linguistically competent care, CARE Clinic advertised and recruited statewide for Spanish-speaking dental assistants and dental hygienists during the inception of the dental home. Unfortunately, we were unsuccessful in attracting Spanish-speaking dental professionals willing to move to our rural community. Goodhue County currently only has only one bilingual dentist, and she already volunteers at CARE Clinic. There were no local bilingual and intercultural dental professionals available to hire in our area.

Through Clare Larkin, a Dental Hygienist and champion for dental care in Minnesota, whom we contracted to guide the dental home start up, CARE Clinic learned about the Dual Training Grant through the Office of Higher Education. We had several bilingual employees who we were training chair-side in dental assisting, and several bright, young, Hispanic volunteers were graduating from high school and planning to pursue degrees in health care. We approached these volunteers and employees to gauge their interest in the MN Dual-Training Pipeline Program. The students were all very enthusiastic for the opportunity. Several of the students had been struggling for several years to complete health care degrees due to a lack of financial aid available to them. CARE Clinic's willingness to offer flexible work scheduled, which is a requirement of the Dual Training Grant, has also been greatly beneficial for the students, making it possible for them to work and attend college.

Currently, CARE Clinic has three Dual Trainees, a Registered Nurse and Two Dental Assistants. Next year, we plan to add a Registered Nurse pursuing her Bachelors of Science in Nursing, a third Registered Nurse, a Dental Assistant pursuing expanded functions, and a Dental Hygienist. All of these students are very grateful for both their on-the-job-training and for the higher educational opportunities they are receiving.

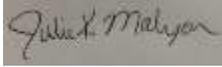
The Dual Training Grant is allowing CARE Clinic to build health equity in our community. Patients are incredibly grateful that there is someone who answers the phone, explains a procedure, prescribes a medication, gives nutritional education, etc. in their language and within their cultural context. Trust has been built within the community, and future health care leaders from within the diverse populations of our rural area are being developed. The Dual Training Grant through is making all of this good work and progress possible.

We thank Jacquelynn Mol Sletten, Financial Aid Administrator in the Office of Higher Education who expertly administers the Dual Training Grant, and we extend our appreciation to Kathleen Gordon, the MN Dual-Training Pipeline Consultant with the Department of Labor & Industry. Kathleen worked with CARE Clinic and other MN Dual-Training Pipeline participants to identify and implement new occupations. Dental Hygiene was a critical addition to the Dual-Training Pipeline occupations in 2020. We appreciate Kathleen's support of employers and on-the-job training efforts. The staff who administer the Dual Training Grants are wonderful to work with and are excellent resources for Dual Training grantees.

Minnesota remains in the middle of the COVID-19 pandemic. The pain of the pandemic has been felt both physically and financially. Difficult decisions are going to have to be made by the MN state legislature to balance the budget during these unprecedented times, but I would challenge the legislators to remember the hard lessons we have learned during the pandemic. Due to health inequities, communities of color have suffered in much higher numbers. Systemic change is needed to improve our health care system to make it function effectively for all Minnesotans. The Dual Training Grant at the Office of Higher Education is engaged in this complex work. Funding this valuable and critical grant will provide opportunities for clinics and hospitals to build a diverse workforce and a more equitable health care system.

Please join me in commending the Minnesota Dual-Training Pipeline at the Department of Labor and Industry and supporting the Dual Training Grant at the Office of Higher Education.

With Gratitude,



*Julie Matyon*

**Executive Director, CARE Clinic**

**906 College Ave, Red  
Wing, MN 55066 (651)  
388-1022**



## Sauer Health Care: Health Care Services



December 1, 2020

MN Office of Higher Education  
1450 Energy Park Drive, Suite 350  
St. Paul, MN 55108

Dear Commissioner Olson,

When our organization decided to submit our first application for participation in the Dual Training Grant program, we had no idea just how vital the opportunity would be for both our student employees and our overall organization. We are a small, standalone nursing home that has been providing skilled long term nursing care, respite, hospice and therapy services to our rural Southeast MN community for more than 50 years.

Even before the pandemic seized our state, we felt the scarcity of skilled health care professionals available to meet the needs of our community and our facility. Having the good fortune of excellent educational partners in Winona State University and Minnesota State College Southeast, we knew the Dual Training Grant program could make a significant positive impact on our student-employees either by easing the burden of student loans to afford them the opportunity to focus their energy on preparedness for their health care careers or to remove an obstacle for front line CNAs to further their education and better their futures through enrollment in a skilled nursing program. Likewise, Sauer Health Care viewed the program as an opportunity to encourage students to consider a rewarding career in long term care, increase engagement within the facility, strengthen our partnerships with area educational programs, and improve retention and recruiting metrics.

Unbeknownst to us when we attended our first Dual Training Grant Community Conversation in January 2020, Sauer Health Care would have the misfortune of being only the 4th facility in the state to find themselves fighting to provide high quality care amidst an active COVID outbreak. We faced this daunting task prior to testing availability and much of the knowledge, guidance and support now available. Throughout that period, we were floored by the fortitude, compassion, and dedication demonstrated by all of our staff- but particularly, our college students whom displayed extraordinary selflessness and resiliency in order to care for our residents through a very stressful and emotionally draining experience. There is no doubt in our minds that these upcoming graduates will be some of the top caregivers entering the health care field.

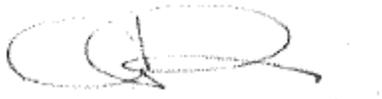
Through the Dual Training Grant program, we were able to recognize these amazing young future health care professionals and encourage them to stay committed to our facility and their health care careers through 2020. Over 10% of all staff participated in the first academic semester the Dual Training Grant program was offered through our facility. We also found tremendous recruiting success, particularly through incumbent grantee referrals, eager to participate in the program through our facility headed into the spring 2021 semester. In addition, two of our December 2020 LPN graduates have decided, due

to their participation in the program, to continue their education and pursue RN licensure moving forward into 2021.

We have seen first-hand the incredible impact the Dual Training Programs has for our individual grantees, our facility, and our educational partnerships - even amidst the uncertainty of the pandemic. We look forward to continued participation in the program and are eager to identify opportunities to better integrate our On the Job training opportunities with the curriculum developed by our educational partners to do our part in building a better health care future for Minnesota. Our experience with Jacquelynn has been top-notch. We consistently receive clear communication, timely response, and well-crafted training sessions. I sincerely value her guidance and support.

Thank you for supporting the success of small health care facilities through this outstanding program.

With appreciation,

A handwritten signature in black ink, appearing to read 'AR', with a stylized flourish extending from the end.

Annie Ruppert  
Human Resources Director

Sauer Health Care 1635 W. Service Drive Winona, MN 55987

# Appendix B

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## Minnesota Dual-Training Pipeline 2020 Accomplishments



### Industry Leader Engagement

- Currently, **2,323 industry leaders in advanced manufacturing, agriculture, health care, and IT** receive invitations and updates from the Minnesota Dual-Training Pipeline on at least a quarterly basis.
- Continue to host Industry Forums three times a year that bring partners together for each industry:
  - February 3-5, 2020
  - July 15, 2020
  - November 2-5, 2020
- Hosted four well-attended speaker series events, which emphasize resources for employers:
  - Supporting employees with disabilities with Ken Rodgers from MnDOT – March 12, 2020
  - COVID-19 Business recovery through employment-based training with Eric Seleznow of Jobs for the Future – May 21, 2021
  - Employment-based dual training: A proven record of success with Katie Spiker of the National Skills Coalition – September 22, 2020
  - Exploring the intersections between the work of equity and inclusion with the needs for workplace training with Jonathan Stuart and Ramon Pastrano – December 16, 2020
- Hosted three Bi-Monthly Minnesota Dual-Training Pipeline 101 webinars starting in August 2020 to offer an introduction for industry leaders on how to start their own dual training initiatives.

### Competency Model Development

- With employers and industry leaders, validated eight new occupations this year, bringing total to 56.
- On track to validate at least eight more occupations before spring of 2021, which will bring total to **64 occupations with competency models**.

### Outreach and Partnership

- Key Events to Celebrate Success
  - Partnered with Minnesota Precision Manufacturing Association to present at their workforce solutions to Covid-19 event in March 2020
  - Partnered with Minnesota State Manufacturing Center of Excellence to share about Minnesota Dual-Training Pipeline in July 2020

- Presented at Minnesota Cooperative Network’s workforce solutions webinar in September 2020
- Participate regularly with Minnesota Association of Workforce Board’s Business Services committee
- Participation in National Governor’s Association Educate4Opportunity with OHE, DEED, MDE, and Governor’s Office
- Continued promotion of Minnesota Dual-Training Pipeline Badge and Minnesota Dual-Training Partner Badge to recognize work of employers and education partners
- Virtual Workforce Community Conversations; During September 2020 through January 2021
  - Structure: 60-minute discussion which includes brief general presentation on Minnesota Dual-Training Pipeline, focuses on understanding the workforce challenges and successes, especially in-light of COVID-19 and provides next steps for companies.
  - Average attendance: Fifteen individuals at each meeting, with employers and educators leading the charge.
    - Duluth and Northeast Minnesota: September 30, 2020
    - Owatonna and Southern Minnesota: October 14, 2020
    - Saint Cloud and Central Minnesota: November 12, 2020
    - Mankato and surrounding communities: November 17, 2020
    - Brainerd and surrounding communities: December 2, 2020
    - Twin Cities area: December 3, 2020
    - *Rochester and Southeastern Minnesota: January 13, 2021*
    - *Willmar and West Central Minnesota: January 27, 2021*

# Appendix C

## Dual Training Grantees among Legislative Districts

MN Senate District	Dual Training Grant Grantee	Dual Training Grant Rounds								
		1	2	3	4	5	6	7	8	9
1	Marvin Windows and Doors						X			
2	Lamb Weston RDO Frozen									X
	Red Lake Comprehensive Health Services									X
3	Art Unlimited				X		X		X	
4	American Crystal Sugar								X	X
5	Grand Village									X
	Greater Bemidji		X		X	X	X		X	X
6	Range Mental Health Center									X
7	Citon Computer Corporation						X			
	Essentia Health				X				X	
	St. Luke's								X	
8	3M			X						
	Aagard									X
	Alomere Health						X			
	West Central Turkeys								X	
9	Homecrest Outdoor Living								X	
10	Cuyuna Regional Medical Center								X	
	Pequot Tool & Manufacturing	X			X		X		X	X
	Syvantis Technologies								X	
	The Evangelical Lutheran Good Samaritan Society								X	
11	Sappi Fine Paper		X	X		X	X	X	X	X
13	DeZURIK						X		X	X
14	Park Industries	X								
15	Manufacturing Partners						X			
16	3M			X						
	Allina Health System								X	X
	Schuneman Equipment Co.	X								
	SFC Global Supply Chain		X		X		X		X	X
17	Anez Consulting		X							
	Case New Holland Industrial Plant			X						
19	Dotson Iron Castings			X						
	Jones Metal			X		X	X		X	X
	Kato Engineering	X	X		X		X		X	X

MN Senate District	Dual Training Grant Grantee	Dual Training Grant Rounds								
		1	2	3	4	5	6	7	8	9
	Mankato Clinic								X	
	V-TEK								X	X
20	Cardinal CG		X		X					
	Mechanical Systems				X				X	X
	Post Consumer Brands								X	X
	Seneca Foods Corporation						X		X	X
21	C.A.R.E. Clinic									X
22	Bedford Industries			X	X	X	X		X	X
	JBS		X		X		X		X	X
	New Bedford Technologies						X			
	Our Lady of Guadalupe Free Clinic								X	
	Sanford Health								X	X
23	AGCO Corporation									X
	Kahler Automation								X	X
24	Amesbury Truth			X						
	Cybox International		X		X		X		X	
	Daikin Applied				X		X		X	X
	K&G Manufacturing		X		X		X		X	
	Sage Glass		X		X		X		X	X
	Viracon		X							
	Winegar								X	X
25	McNeilus Truck & Manufacturing						X		X	X
	Xylo Technologies	X								
26	Intercultural Mutual Assistance Association						X		X	X
27	Hormel Foods Corporation		X							
	IBI Data			X						
28	Kingsland Public Schools	X								
	Miller Ingenuity									X
	Sauer Health Care									X
29	Standard Iron & Wire Works								X	
	Ultra Machining Company		X		X		X		X	X
30	Alliance Machine						X		X	X
31	UMA Precision Machining						X			
35	Decopac, Inc.						X			
	Dynamic Group				X					
	Zero Zone						X			
36	Design Ready Controls	X		X	X		X		X	X
37	rms Company									X
38	Cerensity Senior Care				X				X	X

MN Senate District	Dual Training Grant Grantee	Dual Training Grant Rounds								
		1	2	3	4	5	6	7	8	9
39	NewTeam								X	
40	Meyers Printing				X					
	Trex Commercial Products								X	X
41	Ajax Metal Forming Solutions						X			
42	Apple Tree Dental								X	X
	Innovize									X
	IPS Cranes						X			
	Reell Precision Manufacturing			X						
45	North Memorial			X						
	Saint Therese of New Hope									X
47	Iron River Construction								X	
	The Evangelical Lutheran Good Samaritan Society									X
	University of Minnesota Landscape Arboretum									X
	Yeager Machine		X		X		X		X	
49	Hartfiel Automation	X								
	Vital Images						X			
50	Care Providers of MN			X						
51	Thomson Reuters						X		X	
52	Lofton Label						X			
56	Flexo Impressions		X							
57	Spectro Alloys Corp								X	
58	BTD Manufacturing								X	X
59	Children's Dental Services								X	
	Owens Corning	X								
60	AWT Labels and Packaging		X		X		X			
	Eureka Recycling									X
	M Health Fairview	X	X	X	X	X	X		X	
63	Touchstone Mental Health								X	X
64	Goodwill Industries						X		X	X
65	Gillete Children's Specialte Healthcare						X			
	MN.IT Services		X							
	Sholom Home East				X					
66	Beltmann Relocation Group			X			X			
	Computype		X							

Notes: The following grantees are listed twice due to varying primary locations: 3M, The Evangelical Lutheran Good Samaritan Society. For more information about grantees, visit the Dual Training Grant Archive online at <https://www.ohe.state.mn.us/mPg.cfm?pageID=2186>.

# Appendix D

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## Minnesota Statutes 136A.246 Dual Training Competency Grants

### Subdivision 1. **Program created.**

The commissioner shall make grants for the training of employees to achieve the competency standard for an occupation identified by the commissioner of labor and industry under section [175.45](https://www.revisor.mn.gov/statutes/?id=175.45) (<https://www.revisor.mn.gov/statutes/?id=175.45>) and Laws 2014, chapter 312, article 3, section 21. "Competency standard" has the meaning given in section 175.45, subdivision 2. An individual must, no later than the commencement of the training, be an employee of the employer seeking a grant to train that individual.

### Subd. 2. **Eligible grantees.**

An employer or an organization representing the employer is eligible to apply for a grant to train employees if the employer has an employee who is in or is to be trained to be in an occupation for which a competency standard has been identified and the employee has not attained the competency standard prior to the commencement of the planned training. Training need not address all aspects of a competency standard but may address only the competencies of a standard that an employee is lacking. An employee must receive an industry-recognized degree, certificate, or credential upon successful completion of the training.

### Subd. 3. **Training institution or program.**

The employer must have an agreement with a training institution or program to provide the employee competency standard training prior to the grant award. The training may be provided by any institution or program having trainers qualified to instruct on the competency standard. The Office of Higher Education and the Department of Labor and Industry must cooperate in maintaining an inventory of degree, certificate, and credential programs that provide training to meet competency standards. The inventory must be posted on each agency's Web site with contact information for each program by September 1, 2016. The postings must be updated periodically.

### Subd. 4. **Application.**

- (1) Applications must be made to the commissioner on a form provided by the commissioner. The commissioner must, to the extent possible, make the application form as short and simple to complete as is reasonably possible. The commissioner shall establish a schedule for applications and grants. The application must include, without limitation:
  - (2) the projected number of employee trainees;

- (3) the number of projected employee trainees who graduated from high school or passed the commissioner of education-selected high school equivalency test in the current or immediately preceding calendar year;
- (4) the competency standard for which training will be provided;
- (5) the credential the employee will receive upon completion of training;
- (6) the name and address of the training institution or program and a signed statement by the institution or program that it is able and agrees to provide the training;
- (7) the period of the training; and
- (8) the cost of the training charged by the training institution or program and certified by the institution or program. The cost of training includes tuition, fees, and required books and materials.

An application may be made for training of employees of multiple employers either by the employers or by an organization on their behalf.

**Subd. 5. Grant criteria.**

- a) Except as provided in this subdivision, the commissioner shall award grants to employers solely for training employees who graduated from high school or passed commissioner of education-selected high school equivalency tests in the current or immediately preceding calendar year.
- b) If there are not sufficient eligible applications satisfying paragraph (a), the commissioner may award grants to applicants to train employees who do not meet the requirements of paragraph (a).
- c) The commissioner shall, to the extent possible after complying with paragraph (a), make at least an approximately equal dollar amount of grants for training for employees whose work site is projected to be outside the metropolitan area as defined in section [473.121, subdivision 2](https://www.revisor.mn.gov/statutes/?id=473.121#stat.473.121.2) (<https://www.revisor.mn.gov/statutes/?id=473.121#stat.473.121.2>), as for employees whose work site is projected to be within the metropolitan area.
- d) In determining the award of grants, the commissioner must consider, among other factors:
  - (1) the aggregate state and regional need for employees with the competency to be trained;
  - (2) the competency standards developed by the commissioner of labor and industry as part of the Minnesota PIPELINE Project;
  - (3) the per employee cost of training;
  - (4) the additional employment opportunities for employees because of the training;
  - (5) the on-the-job training the employee receives;
  - (6) projected increases in compensation for employees receiving the training; and

- (7) the amount of employer training cost match, if required, on both a per employee and aggregate basis.

**Subd. 6. Employer match.**

A large employer must pay for at least 25% of the training institution's or program's charge for the training to the training institution or program. For the purpose of this subdivision, a "large employer" means a business with more than \$25,000,000 in annual revenue in the previous calendar year.

**Subd. 7. Payment of grant.**

- a) The commissioner shall pay the grant to the employer after the employer presents satisfactory evidence to the commissioner that the employer has paid the training institution or program.
- b) If an employer demonstrates that it is not able to pay for the training in advance, the commissioner shall make grant payments directly to the training institution or program.

**Subd. 8. Grant amounts.**

- a) The maximum grant for an application is \$150,000. A grant may not exceed \$6,000 per year for a maximum of four years per employee.
- b) An employee who is attending an eligible institution must apply for Pell and state grants as a condition of payment for training that employee under this section.

**Subd. 9. Reporting.**

Commencing in 2017, the commissioner shall annually by February 1 report on the activity of the grant program for the preceding fiscal year to the chairs of the legislative committees with jurisdiction over workforce policy and finance. At a minimum, the report must include:

- (1) research and analysis on the costs and benefits of the grants for employees and employers;
- (2) the number of employees who commenced training and the number who completed training;  
and
- (3) recommendations, if any, for changes to the program.

**Subd. 10. Dual training account.**

A dual training account is created in the special revenue fund in the state treasury. The commissioner shall deposit into the account appropriations made for the purposes of this section. Money in the account is appropriated to the commissioner for the purposes for which it was appropriated.

**Subd. 11. Administration expenses.**

The commissioner may expend up to 5% of the appropriation made for the purposes of this section for administration of this section.

# Appendix E

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## Data Suppression Policy for Student Information

### Purpose

The purpose of this policy is to ensure the protection of private data on students when releasing summary data about our institutions and students.

Increased attention to education has led to an expansion in the amount of information on students and institutions reported by the Minnesota Office of Higher Education (OHE). Such reports offer a challenge of meeting reporting requirements while also meeting legal requirements to protect each student's personally identifiable information (Family Educational Rights and Privacy Act [FERPA]) (20 U.S.C. § 1232g; 34 CFR Part 99). Recognizing this, subgroup disaggregations of the data may not be published if the results would yield personally identifiable information about an individual student (or if the number of students in a category is insufficient to yield statistically reliable information). States are required to define a minimum number of students in a reporting group or subgroup required to publish results consistent with the protection of personally identifiable information (34 CFR § 200.7)

### Scope

This policy applies to all reports generated by OHE, by OHE's contractors and by third parties working on OHE's behalf. This policy does not apply to data shared with employees of OHE or contractors of OHE.

### Policy

OHE may release summary data, including aggregate student counts for all groups including those of less than 10. However, OHE will not release any *other information* regarding the group.

*Other information* is defined as information that, alone or in combination, is linked or linkable to a specific student that would allow a reasonable person in the school (institution) community, who does not have personal knowledge of the relevant circumstances, to identify the student with reasonable certainty. Other information may include, but is not limited to: gender, race/ethnicity, disability, citizenship, income and wages, expected contributions and birth date or birthplace information. *Other information* also includes aid awarded for the following programs: Postsecondary Child Care Grants, Minnesota Indian Scholarship Program, Minnesota GI Bill, State Grant Dream Act and Federal GI Bill.

OHE will suppress other information for aggregate student counts of less than 10 in for the following reasons:

- the information could identify an individual,
- the report will be released to an audience that includes recipients other than individuals to whom OHE may disclose personally identifiable information pursuant to federal or state law,
- the number of students in a grouping is 100% of all students, or the number of students in a suppressed cell can be derived from existing information.

Individuals and organizations to which OHE discloses information will be directed that its re-disclosure to anyone who is not authorized to receive that information under state and/or federal law is prohibited. Disclosure of data by the Minnesota Office of Higher Education is subject to Minnesota Government Data Practices Act (MGDPA, Minnesota Statutes Chapter 13) and the Family Educational Rights and Privacy Act (34 CFR Part 99.31).

Additionally, any use of education records by another state agency, its employees, agents, or contractors is subject to and shall be consistent with applicable provisions of the Family Educational Rights and Privacy Act (FERPA) and the Minnesota Government Data Practices Act (MGDPA) including, but not limited to, FERPA regulations at 34 C.F.R. § 99.32 through 99.35, regarding recordkeeping, re-disclosure, and destruction of education records.

## **Definitions**

- **Personally identifiable information (PII):** Data that identifies the individual. For the purposes of education records, PII is defined by federal law as information that includes, but is not limited to a student's name; the name of the student's parent or other family members; the address of the student or student's family; a personal identifier, such as the student's social security number, student number, or biometric record; other indirect identifiers, such as the student's date of birth, place of birth, and mother's maiden name; other information that, alone or in combination, is linked or linkable to a specific student that would allow a reasonable person in the school (institution) community, who does not have personal knowledge of the relevant circumstances, to identify the student with reasonable certainty; and information requested by a person who the educational agency or institution reasonably believes knows the identity of the student to whom the education record relates.
- **Summary Data:** Statistical records and reports aggregated from data on individuals in a way that individuals are not identified and from which neither their identities nor any other characteristic that could uniquely identify an individual is ascertainable.

## **Classification of Information**

Pursuant to Minn. Stat. § 13.02, subd. 12 and M.S.136A.162, data on students collected and used by the Minnesota Office of Higher Education are private data on individuals, including data on applicants for

financial assistance collected and used by the Minnesota Office of Higher Education for student financial aid programs administered by that office.

### **Best Practices in Reporting**

Per the U.S. Department of Education's SLDS Technical Brief (NCES-2011-603), *Statistical Methods for Protecting Personally Identifiable Information in Aggregate Reporting*, the following best practices may be used to protect each student's personally identifiable information:

1. Minimize the amount of enrollment details reported in the profile of the school (institution), district (sector), or state in reports of outcome measure results. If possible, use enrollment data for a different date than that of the reported outcome measures and label the different dates (e.g., report enrollment data for a date different from the assessment date, such as fall enrollment for a spring assessment). In so doing, tell the readers that the data on student enrollment by grade and by selected student characteristics are included to provide context for the results presented but should not be assumed to exactly match the student composition at the time the outcome was measured.
  - a. Report the percentage distribution of students by grade at the school (institution), district (sector), or state level in a standalone table without any of the outcome measures or reporting subgroup details.
  - b. Report the percentage distribution of students by reporting subgroup at the school (institution), district (sector), or state level in a standalone table without any of the outcome measures or enrollment by grade details.
  - c. Do not report the details of the enrollment data within each reporting subgroup by individual grades.
2. Use a minimum of 10 students for the reporting subgroup size limitation.
  - a. Suppress results for all reporting groups with 0 to 9 students.
  - b. Suppress results for reporting subgroups with 0 to 9 students and suppress each of the related reporting subgroups regardless of the number of students in the subgroup (i.e., suppress the other subgroup(s) of the set of subgroups that sum to the overall group). In instances with 3 or more subgroups, the subgroups with 0 to 9 students can be combined with each other or with the smallest reportable subgroup to form an aggregated subgroup of 10 or more students to allow for the reporting of data for larger subgroups.
3. Use only whole numbers when reporting the percentage of students for each category of an outcome measure (e.g., the percentage assessed).

4. Do not report the underlying counts for the subgroup or group totals (i.e., the denominators of the percentages); also do not report the underlying counts of students in individual outcome categories (i.e., the numerators).
5. For reporting variables/outcomes measures for subgroups, use the following standards to protect student privacy:
  - a. For reporting variables/outcome measures with more than 300 students and no related subgroup with fewer than 200 students, use the following approach:
    - i. Recode categories with values of 99 to 100 percent to greater than or equal to 99 percent ( $\geq 99$  percent).
    - ii. Recode categories with values of 0 to 1 percent to less than or equal to 1 percent ( $\leq 1$  percent).
    - iii. Otherwise, report the percentage of students in each category using whole numbers.
  - b. For reporting variables/outcome measures with 201 to 300 students and no related subgroup with fewer than 200 students, use the following approach:
    - i. Recode categories with values of 98 to 100 percent to greater than or equal to 98 percent ( $\geq 98$  percent).
    - ii. Recode categories with values of 0 to 2 percent to less than or equal to 2 percent ( $\leq 2$  percent).
    - iii. Otherwise, report the percentage of students in each category using whole numbers.
  - c. For reporting variables/outcome measures in which the number of students ranges from 101 to 200, use the following option in this group and all related subgroups with more than 200 students:
    - i. Recode categories with values of 98 to 100 percent to greater than or equal to 98 percent ( $\geq 98$  percent).
    - ii. Recode categories with values of 0 to 2 percent to less than or equal to 20 percent ( $\leq 20$  percent).
    - iii. Recode the percentage in each remaining category in all reporting groups or subgroups to intervals as follows (3–4, 5–9, 10–14, 15–19, . . . , 85–89, 90–94, 95–97).
  - d. For reporting variables/outcome measures in which the number of students in the smallest reporting group or subgroup ranges from 41 to 100, use the

following option in that group or subgroup and use option 5c for each related reporting group or subgroup with more than 100 students:

- i. Recode categories with values of 95 to 100 percent to greater than or equal to 95 percent ( $\geq 95$  percent).
  - ii. Recode categories with values of 0 to 5 percent to less than or equal to 5 percent ( $\leq 5$  percent).
  - iii. Recode the percentage in each remaining category in all reporting groups or subgroups to intervals as follows (6–9, 10–14, 15–19, 20–24, . . . , 85–89, 90–94).
- e. For reporting variables/outcome measures in which the number of students in the smallest reporting group or subgroup ranges from 21 to 40, use the following option for that group or subgroup, use option 5d for each related reporting group or subgroup with 41 to 100 students, and use option 5c for those with more than 100 students:
- i. Recode categories with values of 90 to 100 percent to greater than or equal to 90 percent ( $\geq 90$  percent).
  - ii. Recode categories with values of 0 to 10 percent to less than or equal to 10 percent ( $\leq 10$  percent).
  - iii. Recode the percentage in each remaining category in all reporting groups or subgroups to intervals as follows (11–19, 20–29, . . . , 80–89).
- f. For reporting variables with 10 to 20 students in the smallest subgroup, use the following option for that group or subgroup, use option 5e for each related group or subgroup with 21 to 40 students, use option 5d for those with 41 to 100 students, and use option 5c for those with more than 100 students:
- i. Collapse all outcome measures to only two categories, using the same collapsing rules across all subgroups for each outcome measure (e.g., assessment results collapsed to below the proficient level and at or above the proficient level by sex, racial and ethnic groups, disability status, etc.).
  - ii. Recode categories with values of 0 to 20 percent to less than or equal to 20 percent ( $\leq 20$  percent), and recode the other category to greater than 80 percent ( $> 80$  percent).
  - iii. If both collapsed categories have percents of 21 to 79 percent, recode the percentage in each collapsed category to intervals as follows (21–29, 30–39, . . . , 70–79).

6. For each outcome measure reported at the district (sector) level, if results for a group or subgroup have been collapsed, recoded, or suppressed in only one school (institution) in the district (sector), apply the same collapsing, recoding, or suppression rule for that group or subgroup in a second school (institution) or at the district (sector) level (i.e., for any specific measure and group or subgroup, there must be either no school (institution)-level data suppressed for a specific subgroup or the data for that subgroup must be suppressed for at least 2 schools (institutions) or for one school (institution) and the district (sector)).
7. For each outcome measure reported at the state level, if results for a group or subgroup have been collapsed, recoded, or suppressed in only one district (sector) in the state, apply the same collapsing, recoding, or suppression rule for that group or subgroup in a second district (sector) (i.e., for any specific measure and group or subgroup, there must be either no district (sector)-level data suppressed for a specific subgroup or the data for that subgroup must be recoded or suppressed for at least 2 districts (sectors)).





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