



# Dual Training Competency Grant Annual Report

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**About the Minnesota Office of Higher Education**

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 more than \$207 million in need-based grants to Minnesota residents attending accredited institutions in Minnesota. The agency oversees tuition reciprocity programs, a student loan program, Minnesota's 529 College Savings Plan, licensing and early college awareness programs for youth.

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# Contents

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- Executive Summary.....5
- Introduction .....6
- Financial Overview .....7
  - Table 1. Dual Training Grant Rounds Award Reconciliation.....7
- Grantees.....8
  - Application Process .....9
  - Awards..... 11
    - Table 2. Dual Training Grant Awards (Round #6) ..... 12
    - Table 3. Dual Training Grant Awards (Round #7) ..... 13
    - Table 4. Dual Training Grant Awards (Round #8) ..... 13
  - Figure 1. Dual Training Grant Contract Among Industries ..... 16
  - Figure 2. Related Instruction Funding Sources..... 16
- Dual Trainees ..... 18
  - Table 5. Number of Dual Training Grant Dual Trainees ..... 18
  - Figure 3. Number of Dual Training Grant Dual Trainees ..... 19
  - Industries and Occupations ..... 19
  - Figure 4. Dual Training Grant Reported Dual Trainees per Industry (Rounds #1 - #6)..... 20
  - Table 6. Dual Training Grant Reported Dual Trainees per Occupation (Rounds #1 - #6)..... 20
  - Wages ..... 21
  - Demographics..... 22
  - Figure 5. Dual Training Grant Gender (Rounds #4 - #8) ..... 22
  - Table 7. Dual Training Grant Race and Ethnicity (Rounds #4 - #8)..... 23
  - Figure 6. Dual Training Grant Race and Ethnicity among Industries (Rounds #4 - #8) ..... 23
- Related Instruction ..... 24
  - Figure 7. Dual Training Grant Training Provider Selection Criteria (Round #8) ..... 24
- On-the-Job Training ..... 27
  - Figure 8. Dual Training Grant Reported Dual Trainee On-the-Job Training (Rounds #1 - #6)..... 27
- Testimony ..... 28
  - Grantees ..... 28
  - Dual Trainees ..... 28

Recommendations .....	30
Appendix A.....	33
Minnesota Statute 136A.246 Dual Training Competency Grants .....	33
Appendix B .....	36
Grantees Among Legislative Districts.....	36
Appendix C.....	39
Previous Dual Training Grant Awards.....	39
Appendix D.....	42
Letters of Support.....	42
Apple Tree Dental: Health Care Services.....	42
Iron River Construction: Information Technology.....	44
Seneca Foods Corporation: Agriculture.....	45
Touchstone Mental Health: Health Care Services.....	46
Winegar: Advanced Manufacturing .....	47
Appendix E .....	48
Minnesota Dual-Training Pipeline 2019 Accomplishments.....	48
Industry Leader Engagement.....	48
Competency Model Development .....	48
Outreach and Partnership .....	48
Appendix F .....	49
Data Suppression Policy for Student Information.....	49

# Executive Summary

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The Dual Training Competency Grants (DTG) program is a funding source that generates collaborative and strategic educational solutions between employers and related instruction training providers across Minnesota. The dual-training model pairs on-the-job training with formal related instruction to create a robust learning environment resulting in skilled employees and enhanced company culture. Registered apprenticeship programs have a long history in Minnesota, and the DTG program can successfully act as a gateway to apprenticeship by leveraging many of the techniques utilized in apprenticeship models to help employers upskill their workforce. Employers or organizations of employers may apply for DTG 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 extension of allowable costs that can be reimbursed through the grant; increase maximum annual grant amount per dual trainee; address financial resources for grantee administration; consider a technology infrastructure to support the program; and an appropriation increase to support more grant awards.



# Introduction

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In support of [Minnesota Dual-Training Pipeline](http://www.dli.mn.gov/pipeline) (<http://www.dli.mn.gov/pipeline>) and in response to Minnesota employers, the 2015 Minnesota Legislature established the Dual Training Competency Grants (DTG) program (<https://www.ohe.state.mn.us/mPg.cfm?pageID=2160>). Employers and organizations of employers may apply for 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 Department of Labor and Industry (DLI) who is responsible for administering MN Dual-Training Pipeline. The DTG program is a means of financially supporting the related instruction of employees for MN Dual-Training Pipeline employers. The grant reimburses grantees for related instruction costs of tuition, fees, required books, and required materials of their dual trainees. Following the first round of grant awards, [Minnesota Statute 136A.246](https://www.revisor.mn.gov/laws/2016/0/86/) (<https://www.revisor.mn.gov/laws/2016/0/86/>) was amended. Those amendments became effective on April 25, 2016. Subsequent grant rounds, as well as any future grant rounds, are awarded and administered under the current [Minnesota Statute 136A.246](https://www.revisor.mn.gov/statutes/cite/136A.246) (<https://www.revisor.mn.gov/statutes/cite/136A.246>). To date, eight grant rounds have awarded DTG program funds. Below are approximate contract timelines for each grant round:

- DTG Round #8: August 2019 – August 2020
- DTG Round #7: January 2019 – December 2020
- DTG Round #6: August 2018 – August 2019
- DTG Round #5: January 2018 – December 2018
- DTG Round #4: August 2017 – August 2018
- DTG Round #3: January 2017 – December 2017
- DTG Round #2: August 2016 – June 2017
- DTG Round #1: January 2016 – December 2016

DTG Rounds #1 through #4, #6, and #8 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. The contract for Round #7 was extended 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 each spring. Round #9 is anticipated to open in March of 2020.

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

The total DTG appropriation for fiscal years 2020 and 2021 is \$4,000,000. Of the appropriation, up to \$200,000 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 Round #8 was the first grant application process that had limited funding. Application requests were \$3,484,150 and only \$2,893,480 was available in funds. Unfortunately, 10 of 70 applications were not funded and an additional five applications were partially funded. A total of \$590,670 in requests were not funded through DTG Round #8. During previous grant rounds, eligible applicants were awarded their requested grant amounts in full.

Based upon upcoming appropriations and contract amounts, the DTG will have \$4,396,111.57 remaining for upcoming grant application rounds in fiscal years 2020 and 2021.

Table 1 is a summary of DTG awards. Under Original Awards, the table shows amounts awarded to applicants at the beginning of the grant round. Contract Amount for open DTG rounds refers to amounts signed into contract between grantees and OHE. Contract Amount for closed DTG rounds refers to amounts of reimbursement payments. Reimbursement Payment refers to the amounts of payments reimbursed to grantees. Award Balance refers to the amounts still encumbered but not yet paid on contracts.

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

DTG Round	DTG Status	Original Award	Contract Amount	Reimbursement Payment	Award 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	Open	\$2,106,000.00	\$1,234,958.13	\$1,209,148.57	\$25,809.56
Round #7	Open	\$90,000.00	\$90,000.00	\$11,089.20	\$78,910.80
Round #8	Open	\$2,893,480.00	\$2,683,410.00	\$392,255.83	\$2,291,154.17
<b>Total</b>		<b>\$9,193,528.09</b>	<b>\$6,073,888.43</b>	<b>\$3,678,013.90</b>	<b>\$2,395,874.53</b>

Notes: Reconciliation is based upon data as of January 1, 2020.

All grants associated with DTG Rounds #1 through #5 have been closed. There was an average utilization rate of 57 percent among Rounds #1 through #5 based upon the difference between contract amounts and final payments (see [Appendix C](#)). DTG Round #6 has one open contract totaling an award balance of \$25,809.56. DTG Rounds #7 and #8 are open, totaling an award balance of \$2,370,064.97.

# Grantees

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Employers or organizations of employers who have implemented dual-training programs, or plan to among approved MN Dual-Training Pipeline industries and occupations, are eligible to apply for 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) (<https://www.revisor.mn.gov/statutes/cite/175.45>), and DLI continues to expand the list of eligible occupations. In determining the addition of an occupation, some variables DLI considers are whether two or more employers confirm a need, an employee can earn a livable wage of \$15.40 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. Currently, DLI has validated competency models for the following 48 occupations among the four industries:

## Advanced Manufacturing:

- Computer Numerical Control (CNC) Programmer
- Coordinate Measuring Machine (CMM) Programmer
- Flexo 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

## Health Care Services:

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

## Agriculture:

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

## Information Technology:

- 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. If an employer does not have an established dual-training program or wants to pursue training in an occupation not currently validated by MN Dual-Training Pipeline, DLI is available for consultation about designing a program and validating occupations.

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](https://studentaid.ed.gov/sa/fafsa) (<https://studentaid.ed.gov/sa/fafsa>) (FAFSA) or [Minnesota State financial aid application](http://www.ohe.state.mn.us/mPg.cfm?pageID=2065) (<http://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. Grant funds may only be used for related instruction direct costs of tuition, fees, required books, and required materials. Grantees with annual revenue of more than \$25,000,000 in the preceding calendar year are required to pay 25 percent 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.

During DTG Round #1, grant funds were sent directly to training providers once applicable grantees paid training providers 25 percent of related instruction costs. For all subsequent rounds, grantees were reimbursed directly from the grant after paying 100 percent, up to reimbursable amount, of related instruction costs. In limited instances, grantees have documented that they are unable to pay for related instruction in advance and that training providers should receive grant payment directly from OHE.

## Application Process

Employers or organizations of employers submit DTG applications to address several criteria in Minnesota Statutes [136A.246, subdivision 4](https://www.revisor.mn.gov/statutes/cite/136A.246) (<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 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 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 A](#)) 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, postsecondary education, and secondary education. A rubric is used 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. Cost of related instruction and employer cost match minimizes direct costs to 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 in the current or immediately preceding calendar year in relation to the grant application. Priority is then 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.

Applications have been awarded for eight grant rounds since the program was established. Each spring, a Request for Application is published [online](#) (<https://www.ohe.state.mn.us/mPg.cfm?pageID=2196>) by OHE.

Grant Application Deadlines:

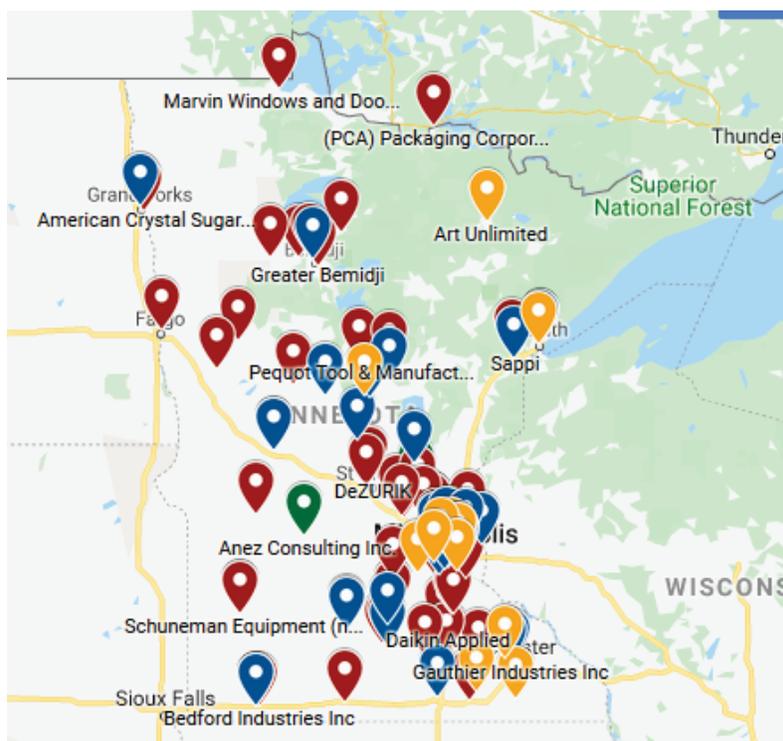
- Grant Round #8: May 17, 2019
- Grant Round #7: November 2, 2018

- Grant Round #6: May 25, 2018
- Grant Round #5: October 30, 2017
- Grant Round #4: July 7, 2017
- Grant Round #3: September 23, 2016
- Grant Round #2: May 22, 2016
- Grant Round #1: November 16, 2015

## Awards

A total of 168 DTG awards have been contracted among 92 grantees to train with 49 related instruction training providers throughout eight grant rounds. [Appendix B](#) contains a breakdown of awards based upon Minnesota Legislative Districts representing application addresses of grantees. Forty-seven legislative districts are represented, and six of those districts were recently added during Round #8. The legislative districts with the highest volume of grantees are districts 19, 22, and 23. In addition, DLI maintains an [interactive map](http://www.dli.mn.gov/business/workforce/pipeline-partner-employers) (<http://www.dli.mn.gov/business/workforce/pipeline-partner-employers>) to view grant recipients.

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



Upcoming tables depict current grant rounds based upon grantee, city, industry, original award amounts and contract amounts. [Appendix C](#) includes data from previous grant rounds. 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 MN Dual-Training Pipeline recognizes that all industries have a need for information technology occupations). Notes included below tables indicate whether grantees withdrew from the grant. Primary reasons for withdrawals included lack of employees willing to be students and lack of employer resources to provide on-the-job training and administer grant duties.

**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

Grantee	City	Industry	Contract Amount	Final Payment
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	\$30,000.00	\$9,241.82
Seneca Foods Corporation	LeSueur*	AM	\$30,000.00	\$0.00
SFC Global Supply Chain	Marshall*	AM	\$30,000.00	\$4,190.44
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
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>\$1,209,148.57</b>

Notes: Location followed by (\*) indicates a Greater MN County. Seneca Foods Corporation is listed twice due to participating in two industries. Final payment for SFC Global Supply Chain is not yet complete and will be updated in a future report along with total final payment amount. The following grantees withdrew from the grant: Condux International, Dynamic Group.

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

Grantee	City	Industry	Original Award	Contract Amount
Sappi Fine Paper	Cloquet*	AM	\$90,000.00	\$90,000.00
<b>1 Contract</b>		<b>Total</b>	<b>\$90,000.00</b>	<b>\$90,000.00</b>

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

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

Grantee	City	Industry	Original Award	Contract Amount
Alliance Machine	Elk River*	AM	\$30,000.00	\$30,000.00
Allina Health System	New Ulm*	HC	\$36,000.00	\$36,000.00
Alomere Health	Alexandria*	HC	\$6,000.00	\$0.00
American Crystal Sugar	Moorhead*	AM	\$100,000.00	\$99,800.00
Apple Tree Dental	Mounds View	HC	\$21,105.00	\$21,105.00
Art Unlimited	Angora*	IT	\$6,000.00	\$6,000.00

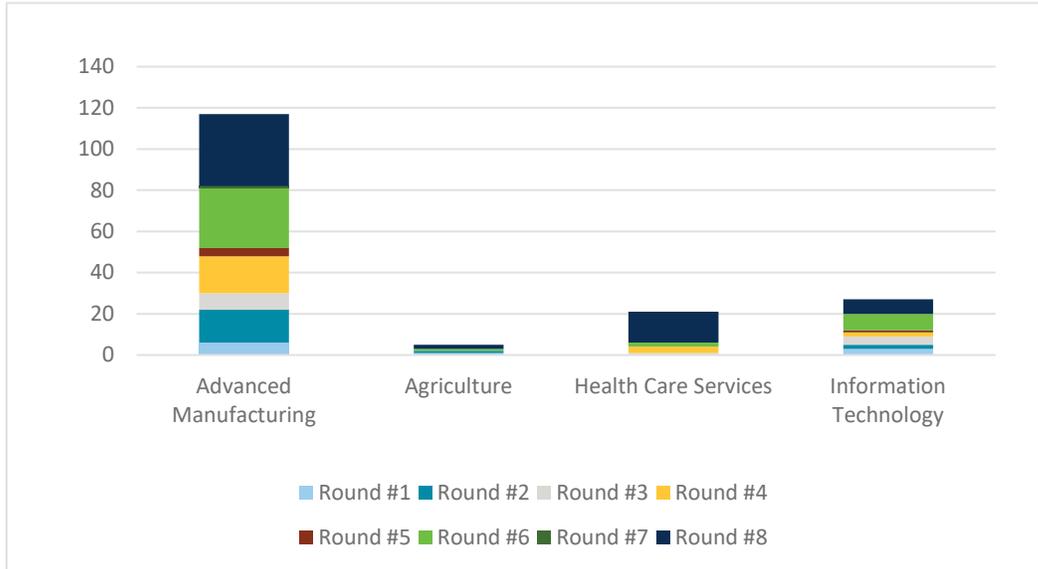
Grantee	City	Industry	Original Award	Contract Amount
Bedford Industries	Worthington*	AM	\$36,000.00	\$24,000.00
BTD Manufacturing	Lakeville	AM	\$33,760.00	\$33,760.00
Cardinal CG	Northfield*	AM	\$12,000.00	\$12,000.00
Cerenity Senior Care	White Bear Lake	HC	\$132,000.00	\$132,000.00
Children's Dental Services	Minneapolis	HC	\$12,000.00	\$12,000.00
Citon Computer Corporation	Duluth*	IT	\$72,000.00	\$72,000.00
Cuyuna Regional Medical Center	Crosby*	HC	\$150,000.00	\$49,000.00
Cybex International	Owatonna*	AM	\$18,000.00	\$18,000.00
Daikin Applied	Faribault*	AM	\$150,000.00	\$150,000.00
Design Ready Controls	Brooklyn Park	AM	\$100,000.00	\$100,000.00
DeZURIK, Inc.	Sartell*	AM	\$30,000.00	\$30,000.00
Dotson Iron Castings	Mankato*	AM	\$53,270.00	\$53,270.00
Essentia Health	Duluth*	HC	\$31,800.00	\$31,800.00
Fairview Health Services	Saint Paul	HC	\$40,625.00	\$40,625.00
Goodwill Industries	Saint Paul	IT	\$42,000.00	\$42,000.00
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	\$102,000.00
Iron River Construction	Chaska	IT	\$6,000.00	\$6,000.00
Iron Shoe Farm	Princeton*	AG	\$30,000.00	\$30,000.00
JBS	Worthington*	AM	\$66,000.00	\$66,000.00
Jones Metal	Mankato*	AM	\$36,000.00	\$36,000.00
K&G Manufacturing	Faribault*	AM	\$30,000.00	\$30,000.00
Kahler Automation	Faribault*	AM	\$6,000.00	\$6,000.00
Kato Engineering	Mankato*	AM	\$33,264.00	\$33,264.00
Mankato Clinic	Mankato*	HC	\$12,000.00	\$12,000.00
McNeilus Truck & Manufacturing	Dodge Center*	AM	\$150,000.00	\$150,000.00
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	\$63,000.00	\$63,000.00
Our Lady of Guadalupe Free Clinic	Worthington*	HC	\$8,400.00	\$8,400.00
Pentair Flow Technologies	New Brighton	AM	\$42,000.00	\$0.00
Pequot Tool & Manufacturing	Pequot Lakes*	AM	\$100,000.00	\$100,000.00
Post Consumer Brands	Northfield*	AM	\$24,000.00	\$24,000.00
Reell Precision Manufacturing	Saint Paul	AM	\$30,000.00	\$30,000.00
Sage Glass	Faribault*	AM	\$12,000.00	\$12,000.00
Sanford Health	Worthington*	HC	\$96,000.00	\$96,000.00
Sappi Fine Paper	Cloquet*	AM	\$100,000.00	\$100,000.00
Seneca Foods Corporation	LeSueur*	AG	\$18,222.00	\$18,222.00
Seneca Foods Corporation	LeSueur*	AM	\$18,222.00	\$18,222.00
SFC Global Supply Chain	Marshall*	AM	\$22,500.00	\$22,500.00

Grantee	City	Industry	Original Award	Contract Amount
Spectro Alloys Corp	Rosemount	AM	\$72,000.00	\$24,000.00
St. Luke's	Duluth*	HC	\$40,000.00	\$40,000.00
Standard Iron & Wire Works	Monticello*	AM	\$43,956.00	\$43,956.00
Syvantis Technologies, Inc.	Baxter*	IT	\$6,000.00	\$6,000.00
The Evangelical Lutheran Good Samaritan Society	Brainerd*	HC	\$30,000.00	\$30,000.00
Thomson Reuters	Eagan	IT	\$78,750.00	\$77,880.00
Touchstone Mental Health	Minneapolis	HC	\$78,000.00	\$78,000.00
Trex Commercial Products	Brooklyn Park	AM	\$6,486.00	\$6,486.00
Ultra Machining Company	Monticello*	AM	\$60,000.00	\$60,000.00
Vital Images	Minnetonka	IT	\$24,000.00	\$24,000.00
V-TEK	Mankato*	AM	\$6,000.00	\$6,000.00
West Central Turkeys	Pelican Rapids*	AM	\$25,620.00	\$25,620.00
Winegar	Waseca*	AM	\$72,000.00	\$72,000.00
Yeager Machine	Norwood Young America	AM	\$18,000.00	\$18,000.00
<b>58 Contracts</b>		<b>Total</b>	<b>\$2,893,480.00</b>	<b>\$2,683,410.00</b>

Notes: Location followed by (\*) indicates a Greater MN County. Seneca Foods Corporation is listed twice due to participating in two industries. Contract amounts for Cardinal CG, Citon Computer Corporation, Fairview Health Services, Goodwill Industries, Iron Shoe Farm, and Vital Images are not yet final and will be updated in a future report. The following grantees withdrew from the grant: Alomere Health and Pentair Flow Technologies.

A majority of DTG grantees are among the Advanced Manufacturing industry. The industry has been a leader in utilizing the dual-training model. Although there is a substantial difference between grantees in Advanced Manufacturing and other industries, Health Care Services and Information Technology are gaining momentum as well. A majority of Health Care Services grantees are from DTG Round #8. This is likely due to the additional occupations available in the industry (starting with DTG Round #8), such as Certified Nursing Assistant (CNA) and Licensed Practical Nurse (LPN). Figure 1 is an illustration of the number of grant contracts among industry for each grant round:

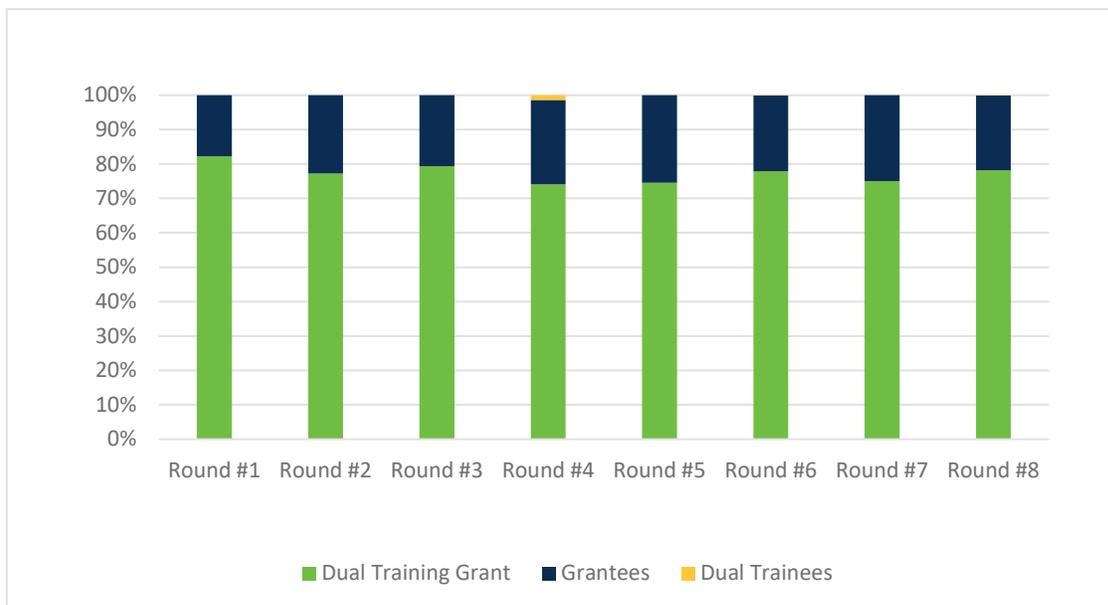
**Figure 1. Dual Training Grant Contract Among Industries**



*Notes: Seneca Foods Corporation has one award among two industries during two grant rounds: Advanced Manufacturing and Agriculture.*

As of January 1, 2020, related instruction for DTG Rounds #1 through #8 has cost a total of \$4,755,417.91. The DTG has paid \$3,678,013.90, grantees have paid \$1,063,764.06, and dual trainees have paid \$13,639.95 of the total cost (Figure 2).

**Figure 2. Related Instruction Funding Sources**



*Notes: Costs as of January 1, 2020.*

Grantees have contributed a documented 22 percent of total related instruction costs. As a reminder, grantees with annual revenue greater than \$25,000,000 in the previous calendar year are required to pay training providers a match of 25 percent of related instruction costs which includes 30 percent of grantees. Although official cost totals are not recorded, a portion of the dual-trainee population have also qualified for state and federal student financial aid in addition to the DTG and employer contributions. Those aid resources were utilized by dual trainees for costs beyond tuition, fees, and books (e.g. travel, lodging, and meals). Over 25 percent of identified dual trainees participated in dual-training programs that may have been eligible for federal and/or state student financial aid.

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.

# Dual Trainees

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Dual-trainee population data is collected 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.

Second, 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. **The notes section of Table 5 provides detailed information about grantees who have not met reporting requirements.**

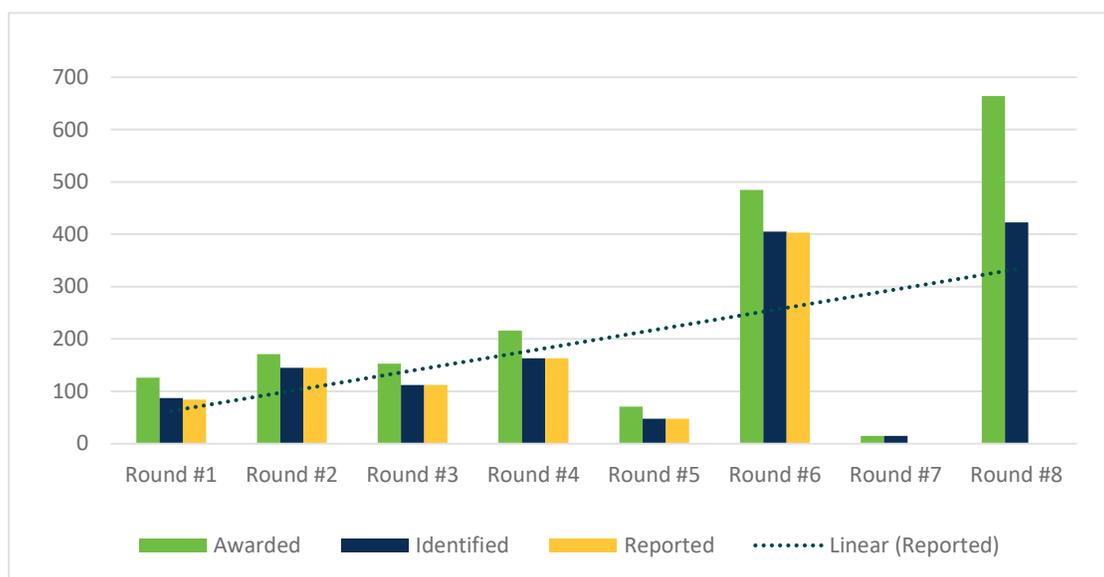
Due to the grant timeline, grantees of DTG Rounds #1 through #6 have been required to submit reports as of August 31, 2019. Throughout the reporting process, one dual trainee may represent multiple dual-trainee data points, due to participating in multiple DTG rounds. Depicted in Table 5 and Figure 3 is the breakdown among **Awarded, Identified** and **Reported** dual trainees for each grant round:

**Table 5. Number of 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	423	N/A
TOTAL	1,901	1,398	955

*Notes: During grant round #1, two grantees did not submit reports: Hartfiel Automation and Xylo Technologies. During grant round #3, two grantees submitted initial reports but did not submit final reports: Case New Holland Industrial Plant and North Memorial. During grant round #6, two grantees did not submit reports: Gillette Children’s Specialty Healthcare and UMA Precision Machining.*

**Figure 3. Number of Dual Training Grant Dual Trainees**



*Notes: DTG rounds #5 and #7 included only previous grantees with dual-trainee populations who are continuing their dual-training programs.*

To date, 27 percent of the 955 **Reported** dual trainees have completed DTG programs as compared to 17 percent reported last year. Only 8.5 percent withdrew from DTG programs as compared to 11 percent reported last year. The remaining 64.5 percent of **Reported** dual trainees were indicated as still progressing through DTG programs. The status of in-progress dual trainees falls into several categories:

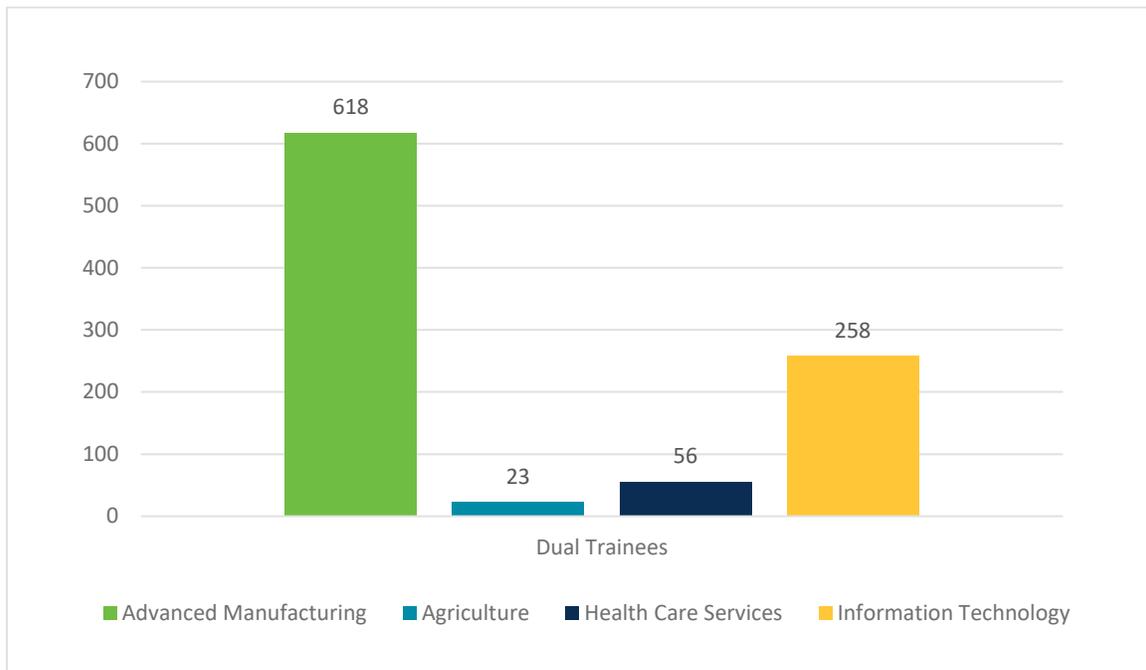
- Participating in current DTG
- No longer participating in DTG, but continuing training (dual training and other) through employer
- No longer participating in DTG and no longer participating in training through employer

Although 11 of the in-progress dual trainees have reached the four-year maximum allotment for DTG participation, the remaining 601 dual trainees have eligibility for additional years of participation. Therefore, through employer applications, these dual trainees may continue dual training through a future DTG round until reaching four years of participation which may result in up to \$24,000 per dual trainee in DTG funds.

## Industries and Occupations

Based upon reports submitted by grantees of Rounds #1 through #6, 93 percent of dual trainees remained employed with the grantee. Figure 4 represents the division of 955 **Reported** dual trainees among the four industries. Advanced Manufacturing includes the largest dual-trainee population among the four grant rounds. Information Technology includes the second largest dual-trainee population with 27 percent of all DTG dual trainees.

**Figure 4. Dual Training Grant Reported Dual Trainees per Industry (Rounds #1 - #6)**



**Table 6. Dual Training Grant Reported Dual Trainees per Occupation (Rounds #1 - #6)**

Advanced Manufacturing Occupation	Reported Dual Trainees
Flexo Technician	22
Machinist/CNC Operator	153
Machinist/Tool and Die	<10
Maintenance and Repair Worker	35
Mechatronics Technician	327
Quality Assurance Technician	<10
Welder	71

Agriculture Occupation	Reported Dual Trainees
Agronomist	<10
Agriculture Equipment Mechanic	>10

Health Care Services Occupation	Reported Dual Trainees
Community Health Worker	≥10
Health Support Specialist	<10
Medical Assistant	<10
Senior Culinary Manager	38

Information Technology Occupation	Reported Dual Trainees
Information Management and Analytics Pathway	14
Information Security Pathway	<10
Infrastructure Administration Pathway	26
Security Analyst	31
Service Desk/Front Line Support or Computer User Support Specialist	144
Software Developer	24
Support Pathway	<10
Technical Planning Pathway	<10
Web Developer – Front and/or Back End	<10

To expand upon the division of occupations associated with **Reported** dual trainees as illustrated in Figure 4 and Table 6, OHE has not received grant applications in fourteen occupations:

Advanced Manufacturing:

- Logistics and Supply Chain Manager
- Quality Assurance/Food Safety Supervisor
- Safety Technician

Health Care Services:

- Electronic Health Records Manager
- Psychiatric/Mental Health Technician In-Patient
- Psychiatric/Mental Health Technician Out-Patient

Agriculture:

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

Information Technology:

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

## Wages

Data collection included hourly wages associated with dual training (pre and post) from employer initial applications, the work plan and budget process, and again through annual reporting requirements. Increased wages are an expectation but not a requirement of the DTG. Seventy percent of **Reported** dual trainees received hourly wage increases within six to 12 months from the start of dual training. The average hourly wage increase was \$1.63.

In addition to wage increases, grantees have reported other means of compensation upon completion of dual-training programs. Dual trainees have received promotional titles within their given department or promotional positions outside their department. Also, dual trainees have been promoted to more desirable work shift

schedules. This type of benefit has been common among Advanced Manufacturing employers with 24-hour production schedules.

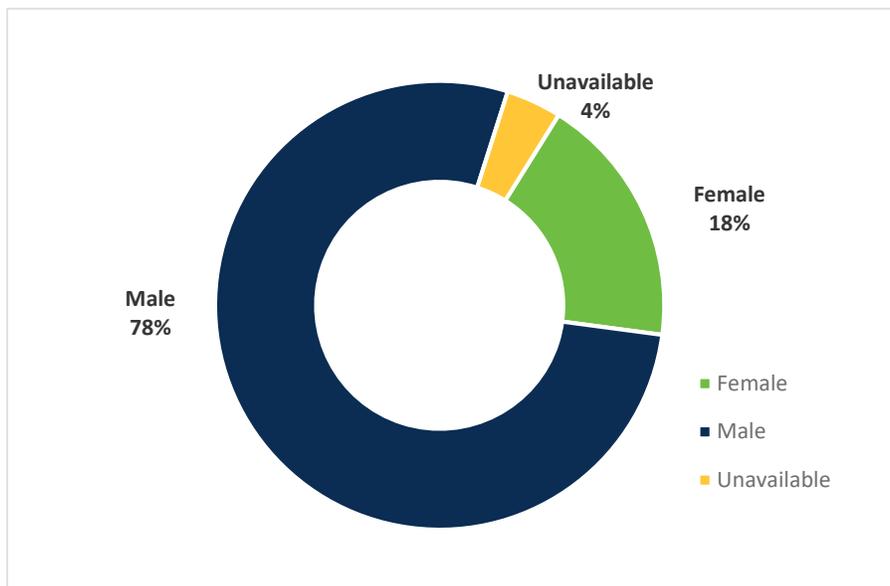
## Demographics

All demographic information in this section has been reported by either the grantee or dual trainee.

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 GED in the current or immediately preceding calendar year. 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, more accurate data was collected about the **Identified** dual trainees. Of the 1,398 **Identified** dual trainees from grant rounds #1 through #8, 38 (2.7 percent) had recently graduated from high school or earned a GED.

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; however, questions about gender, race, and ethnicity are optional. To date, 1,054 **Identified** dual trainees participating in DTG Rounds #4 through #8 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 5. Dual Training Grant Gender (Rounds #4 - #8)**



The number of dual trainees identified as female more than doubled, with an increase of 123 dual trainees from last year. Of the 192 female dual trainees, 56 percent trained in health care services, 27 percent in advanced manufacturing, and 17 percent in information technology. The percentage of male dual trainees slightly decreased from 80 percent last year to 78 percent this year. Of the 820 male dual trainees, 82 percent trained in advanced

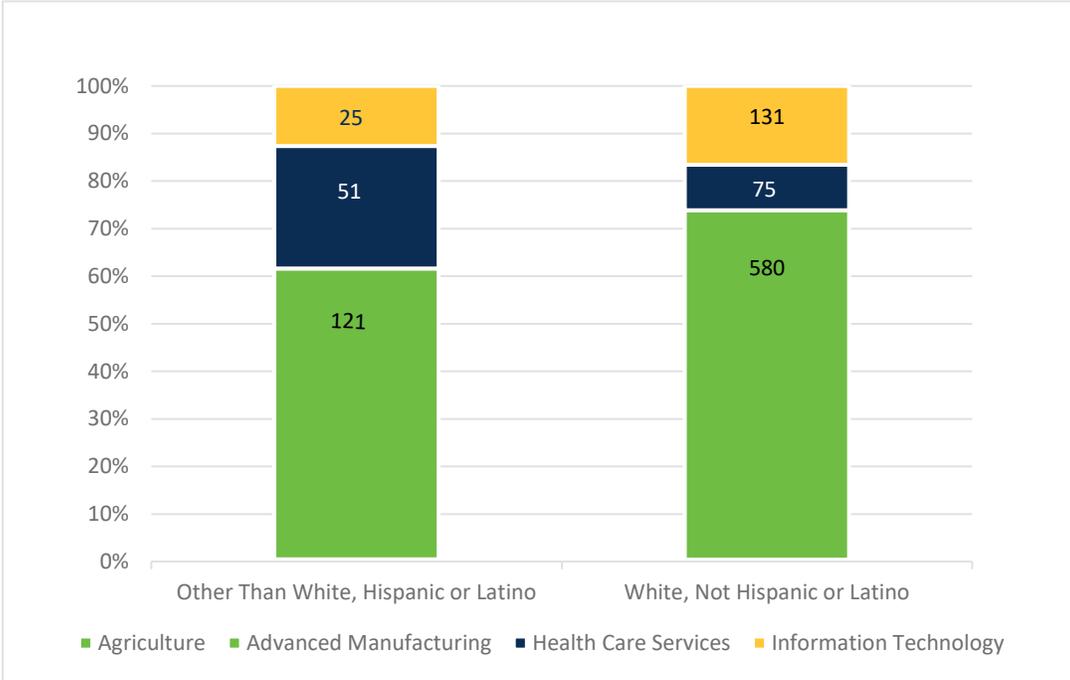
manufacturing, 15 percent in information technology, and 3 percent in agriculture and health care services combined.

**Table 7. Dual Training Grant Race and Ethnicity (Rounds #4 - #8)**

Race/Ethnicity	Identified Dual Trainees
American Indian or Alaska Native	<10
Asian	36
Black or African American	58
Hispanic or Latino	82
Native Hawaiian or other Pacific Islander	<10
White, Not Hispanic or Latino	790
Two or more	19
Unavailable	66
Total	1,054

Dual trainees identified with a race or ethnicity category other than White, Not Hispanic Latino increased by 138 percent from last year. Of the 198 dual trainees among those categories, 61 percent trained in advanced manufacturing, 26 percent in health care services, and 13 percent in agriculture and information technology combined.

**Figure 6. Dual Training Grant Race and Ethnicity among Industries (Rounds #4 - #8)**



*Notes: Race and ethnicity category of “Unavailable” is not reflected in figure.*

# Related Instruction

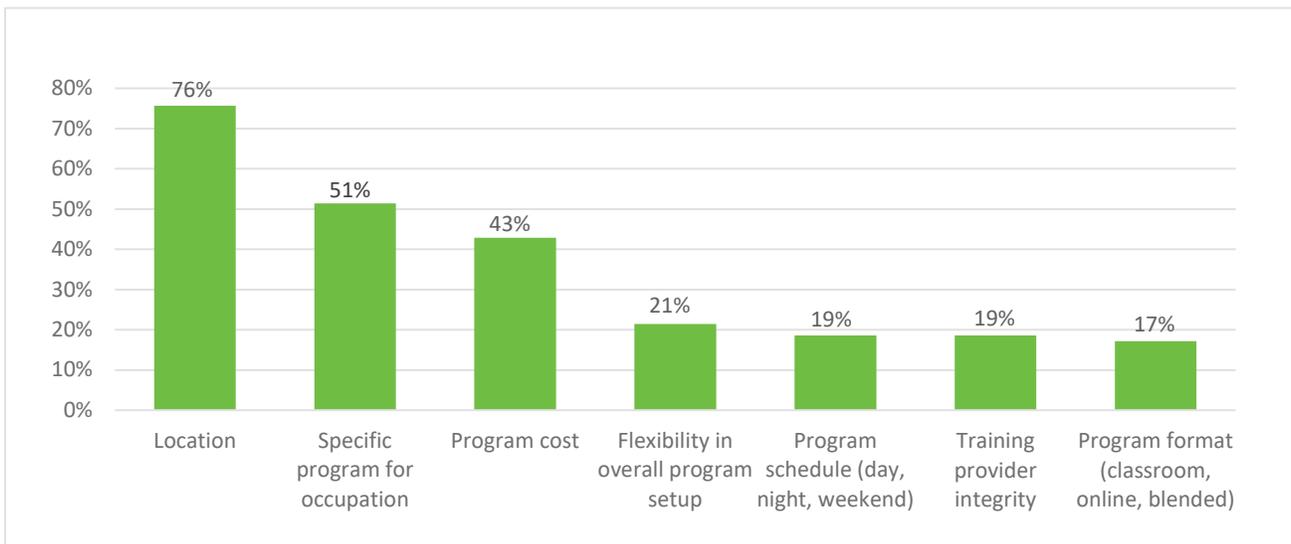
Related instruction is one requirement of the dual-training model. For DTG eligibility, related instruction is formal training provided by qualified instructors to dual trainees of grantees:

*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 training providers prior to or during the application process. Applicants determine criteria from which to select their training providers. Based upon data collection from 70 applicants of DTG Round #8, seven criteria emerged as the most utilized by employers when selecting training providers (Figure 7). Criterion of location was again the most sought criterion among nearly 76 percent of applicants. Specific program for occupation and program cost criteria followed with being pursued by about 50 percent of applicants. Then, four criteria among about 20 percent of applicants were considered: flexibility in overall program setup, program schedule (day, night, weekend), training provider integrity, and program format (classroom, online, blended). The two criteria that were more of a priority during DTG Round #8 than Round #6 were flexibility in overall program setup and training provider integrity.

**Figure 7. Dual Training Grant Training Provider Selection Criteria (Round #8)**



Training providers include postsecondary education institutions and private educational companies. Per statute, OHE and DLI maintain 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 partner 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. The grant has also revealed a need for dual-training programs and motivated employers to create related instruction programs. For example, some grantees and training providers have worked together to create customized training programs specifically for the DTG. A few grantees sought authoritative credentialing abilities, and these grantees functioned 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.

A total of 49 related instruction training providers have entered into agreements with grantees. Several related instruction training providers support training among multiple industries:

Agriculture Training Providers (7):

- Ag Leader Academy
- Farm Journal Corn College
- John Deere University
- Ridgewater College
- South Central College
- University of Minnesota
- University of MN Extension
- 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, Twin Cities

Advanced Manufacturing Training Providers (25):

- 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
- Hexagon Metrology
- Lake Superior College
- Mechanical Systems Inc. Safety and Training Division
- Minneapolis Community and Technical College
- Minnesota Innovation Institute/The Idea Circle Inc.
- Minnesota State Community and Technical College
- MN State University, Mankato
- MN West Community and Technical College

Health Care Services Training Providers (15):

- Central Lakes College
- Century College
- Dakota County Technical College
- Hennepin Technical College
- Inver Hills Community College
- Minneapolis College
- MN West Community and 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
- Wisconsin Indianhead Technical College

Information Technology Training Providers (18):

- CED Solutions
- Collier IT
- Creating IT Futures Foundation
- Elasticsearch

- Global Knowledge
- HDI
- Intertech
- 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

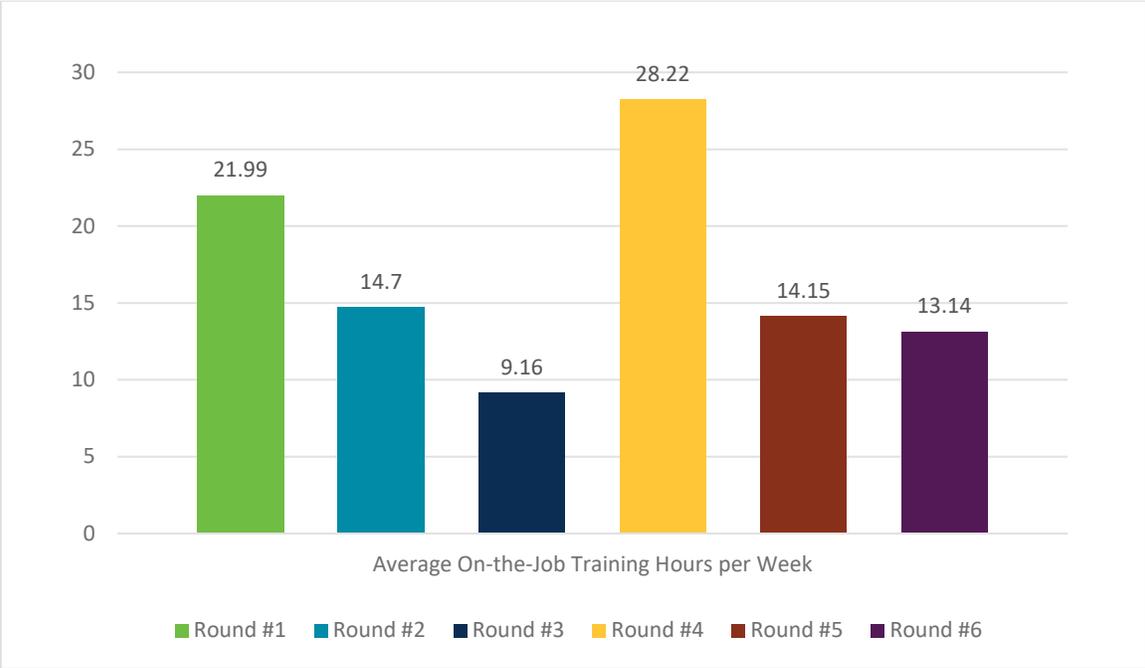
# On-the-Job Training

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.

The average number of on-the-job training hours spent per week by a dual trainee was 16.89, based upon data collected through reports representing DTG Rounds #1 through #6.

**Figure 8. Dual Training Grant Reported Dual Trainee On-the-Job Training (Rounds #1 - #6)**



# Testimony

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## Grantees

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

*The dual-training program has benefited our company by keeping training content relevant, which in turn, keeps us competitive in the marketplace. The program has helped strengthen our workforce through recruitment, retention and sometimes “retraining” employees. Our employees are now seeing multiple career path opportunities, so they see a long-term future with us.*

-Advanced Manufacturing Grantee

*Retention and recruitment of employees for long-term care is an on-going constant process. Workforce shortages cause competition for people interested in the health care field. The Dual Training Grant has provided an additional marketing tool for [Employer] for hiring situations, advertising, job fairs, and on our website employment opportunities. This program has assisted us in decreasing our pool staff and converting them to permanent employees. It also, offers a tremendous benefit to our front line staff: nursing assistants, culinary assistants and other employees interested in advancing their career as an LPN or Senior Living Culinary Managing. Improving our training models has increased the skill levels of all staff. Many of these individuals are single parents and would not be able to afford the cost of this education on their own. The Dual Training [Grant] program empowers individuals to improve their knowledge, their job options, income, and life style.*

-Health Care Services Grantee

*The DTG [Dual Training Grant] has had a tremendous impact on morale. Employees feel invested in by both their State and their employer. They can take this knowledge to any role in any company and this makes a big difference in technical fields that are traditionally focused on learning only proprietary processes that are largely non-transferable.*

-Information Technology 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 D](#).

## Dual Trainees

Dual trainees are encouraged to provide feedback to their employers or OHE about their dual-training experience. The following quotes were submitted to OHE:

*The Machine-based Setup & Operations Training that I have received through the Pipeline [Dual Training] Grant focused on technical machine aspects, machine tool theory, setup, and application. As a newer machinist, it seems that I have often paid a “fools-tax” for not having the skills or knowledge to quickly and systematically break down problems. The training that I received filled a gap of knowledge and experience that would have taken me years to acquire. The training has not only advanced my career, but it has put me in a position to better support those around me.*

-Advanced Manufacturing Dual Trainee

*I am happy with the pipeline grant and I think it is doing great things. Going back to college is hard enough already without the added stress of coming up with thousands of extra dollars. Now I can go to my school program and give my best effort to learn what I can without any distractions ... At college I get to explore and learn many different machines, then I go to work and apply those skills on the machine I’m assigned to. Without college I wouldn’t know what machines suit me best, I wouldn’t know how to fix machine problems on my own. If the machine at work is screwed up, we have maintenance fix it. At school we learn to fix simple problems that I can now fix similar problems at work saving peoples’ time and money. I am very happy with the state grant and I hope it continues. What we learn at school is a great supplement for what we do at work. They go hand in hand and I am thankful for having the help to have both. In short, the pipeline program is awesome!*

-Advanced Manufacturing Dual Trainee

*As for myself, I currently live about an hour away from work and school, so this has been tough for me, juggling school and work, I lack some sleep. I am grateful that [Employer] is working with those of us pursuing the nursing program by current nurses being available to help us with any questions we may have and showing us what they do daily. I am looking forward to finishing this program and becoming a nurse that I have been wanting to be for so long.*

-Health Care Services Dual Trainee

# Recommendations

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Following eight 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. As a result, three recommendations from the report submitted in 2019 continue to be applicable along with an additional two recommendations to better support grantees of the DTG.

Recommendation 1: Include travel, lodging, and meal costs as allowable for reimbursement through the DTG.

Currently, costs of travel, lodging, and meals associated with related instruction are supported by grantees and dual trainees. Many grantees in greater Minnesota have limited options for related instruction training providers based upon geographic location. Hence, to obtain training specific to their occupations, dual trainees must travel or rely upon online programs. This creates a substantial barrier to education for dual trainees. For example, dual trainees of one grantee travel up to five hours and require overnight lodging each month. The grantee emphasized this burden in a recent monitoring report:

We have asked this in the past but we will continue to request use of grant funds to offset travel costs in rural areas. This is an additional burden that companies located in the metro area do not experience. Some of our trainees travel 5 hours to attend monthly labs because this is the only program of its nature in the region.

Few grantees have the resources to reimburse dual trainees for travel, lodging, and meal costs. Of the grantees who are able to provide reimbursement to dual trainees, those grantees often limit the number of dual trainees allowed to participate in the DTG to due to lack of financial resources. An expansion of the costs that can be reimbursed through the DTG would alleviate the burden of related instruction travel, lodging, and meals for dual trainees.

Recommendation 2: Increase the maximum annual DTG amount per dual trainee to further support the full cost of attendance.

The maximum annual grant amount is currently \$6,000 per dual trainee. A majority of dual trainees use the full annual grant amount for tuition, fees, and books, but need to secure other means to finance costs related to instruction, such as travel, lodging, and meals. An increase in the maximum annual grant per dual trainee would provide a margin to include these costs and reduce the overall burden on the dual trainee.

Recommendation 3: Allow the DTG to reimburse grantees for costs related to the setup and administration of the grant program.

A minuscule number of DTG grantees have dedicated grant staff. Grantees rely upon human resource offices, managers, and other staff to setup and administer the DTG in addition to their regular job duties. Several grantees have continually stressed the importance of expanding DTG funds beyond related instruction. In the most recent monitoring report, one of the grantees again suggested that a modification be made to the DTG by “providing funding for infrastructure development and/or administrative support to the individual employers [grantees].” The grantee acknowledged that lack of administrative funding is one reason the organization will apply for a lesser amount of grant funds in the future. The financial burden associated with administering a dual-training program can result in the training of less dual trainees. Allowing DTG funds to be allocated toward costs associated with

grant administration would increase the capacity for grantees to deliver quality dual-training programs for more dual trainees.

Recommendation 4: Increase funding for technology infrastructure at OHE to administer the DTG.

The DTG has greatly expanded from awards of \$197,120 during Round #1 to \$2,683,410 during Round #8. The 1,261 percent in increased awards has revealed an imperative need for a technological foundation to adequately support the longevity of the grant program. For several years, at orientation sessions, grantees have communicated the necessity for OHE to develop and maintain a database to plan, monitor, administer, and strategize dual-training programs supported through the DTG.

During a recent monitoring visit, a grantee strongly highlighted this need. When the grantee originally began a dual-training program and was awarded a DTG, the grantee sought assistance from an outside contractor to create a database for tracking dual training and registered apprenticeship. The grantee reasoned the project by stating, "Accuracy and accessibility of this data is vital as participants transition from dual-training to registered apprenticeship." Unfortunately, after multiple DTG rounds, the project did not meet expectations and the grantee was forced to search for another contractor to create a database. The grantee emphasized the financial burden the project has been for the organization; however, the requirement of a database for a successful dual-training program has obligated the grantee to continue pursuit of an operational system. The grantee requested that OHE consider "the development of an administrative tool to track the completion of training assignments, on-the-job training, competencies, and grant-related expense."

An administrative appropriation for technology infrastructure at OHE would encourage employers to utilize the dual-training model, support grantees in the administration of dual-training models, allow dual trainees to better plan their career pathways, and increase the administrative capacity of OHE.

Recommendation 5: Increase the DTG appropriation.

As mentioned earlier in the report, the grant program was unable to support \$590,670 in requests during Round #8. More importantly, grantees and dual trainees have begun expressing concerns about whether the grant will be available through degree completion. One grantee wrote in a monitoring report, "Many students are worried about starting a degree program and not getting funding for the following year." Another grantee disclosed, "Knowing ahead of time that dual trainees would be supported through each year would be appreciated. We [Grantee] have told dual trainees that tuition is covered by the grant. If we did not receive a grant renewal, we think dual trainees would be less satisfied with us as an employer and would likely not complete the certificate." Applicants of the DTG with dual-trainee populations do receive priority in the awarding process; however, that population continues to increase. Nearly 76 percent of Round #8 grantees have dual-training programs that will require two or more years to complete industry-recognized degrees, certificates, and/or credentials. Without additional funding, dual trainees may not be successful in the completion of their programs.

In summary, the five recommendations for the Dual Training Grant deserve careful consideration and implementation. The mission of the Minnesota Office of Higher Education is to "support the pursuit and completion of a higher education credential by every Minnesotan, regardless of race, gender, or socio-economic status, in order to enhance our democracy, the State's economic vitality, and individual quality of life." The Dual Training Grant has the framework to further this mission, especially the State's economic vitality and individual quality of life. The five recommendations above would provide essential pillars to ensure Minnesotans have access

and support in obtaining higher education credentials. The dual-training model elevates the higher education process by implementing collaboration among employers, employees, training providers, and government agencies so dual trainees can achieve their education and career goals, and employers can meet their workforce needs.

# Appendix A

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## Minnesota Statute 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](#) 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](#), 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 percent 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 five percent of the appropriation made for the purposes of this section for administration of this section.

# Appendix B

## Grantees Among Legislative Districts

MN Legislative District	Dual Training Grant Grantee	Dual Training Grant Rounds							
		1	2	3	4	5	6	7	8
1	Marvin Windows and Doors						X		
3	Art Unlimited				X		X		X
4	American Crystal Sugar								X
	BTD Manufacturing								X
5	Greater Bemidji		X		X	X	X		X
7	Citon Computer Corporation						X		X
	Essentia Health				X				X
	St. Luke's								X
8	3M			X					
	Alomere Health						X		
	West Central Turkeys								X
9	Homecrest Outdoor Living								X
10	Cuyuna Regional Medical Center								
	Pequot Tool & Manufacturing	X			X		X		
	Syvantis Technologies								X
	The Evangelical Lutheran Good Samaritan Society								X
11	Sappi Fine Paper		X	X		X	X	X	X
13	DeZURIK						X		X
14	Park Industries	X							
15	Iron Shoe Farm								X
	Manufacturing Partners						X		
16	3M			X					
	Allina Health System								X
	Schuneman Equipment Co.	X							
	SFC Global Supply Chain		X		X		X		X
17	Anez Consulting		X						
	Case New Holland Industrial Plant			X					
19	Dotson Iron Castings			X		X	X		X
	Jones Metal	X	X		X		X		X
	Kato Engineering								X
	Mankato Clinic								X
	V-TEK								X
20	Cardinal CG		X		X				X
	Mechanical Systems				X				X

MN Legislative District	Dual Training Grant Grantee	Dual Training Grant Rounds							
		1	2	3	4	5	6	7	8
	Post Consumer Brands								X
	Seneca Foods Corporation						X		X
22	Bedford Industries			X	X	X	X		X
	JBS		X		X		X		X
	New Bedford Technologies						X		
	Our Lady of Guadalupe Free Clinic								X
	Sanford Health								X
23	Kahler Automation								X
24	Amesbury Truth			X					
	Cybex International		X		X		X		X
	Daikin Applied				X		X		X
	K&G Manufacturing		X		X		X		X
	Sage Electrochromics		X		X		X		X
	Viracon		X						
	Winegar								X
25	McNeilus Truck & Manufacturing						X		X
	Xylo Technologies	X							
26	Intercultural Mutual Assistance Association						X		X
	Olmsted Medical Center								X
27	Hormel Foods Corporation		X						
	IBI Data			X					
28	Kingsland Public Schools	X							
29	Standard Iron & Wire Works								X
	Ultra Machining Company		X		X		X		X
30	Alliance Machine						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
38	Cerenity Senior Care				X				X
39	NewTeam								X
40	Meyers Printing				X				
	Trex Commerical Products								X
41	Ajax Metal Forming Solutions						X		
42	Apple Tree Dental								X
	IPS Cranes						X		
	Reell Precision Manufacturing			X					X
45	North Memorial			X					
47	Iron River Construction								X

MN Legislative District	Dual Training Grant Grantee	Dual Training Grant Rounds							
		1	2	3	4	5	6	7	8
	Yeager Machine		X		X		X		X
49	Hartfiel Automation	X							
	Vital Images						X		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
59	Children's Dental Services								X
	Owens Corning	X							
60	AWT Labels and Packaging		X		X		X		
	Fairview Health Services	X	X	X	X	X	X		X
63	Touchstone Mental Health								X
64	Goodwill Industries						X		X
65	Gillette Children's Specialty Healthcare						X		
	MN.IT Services		X						
	Sholom Home East				X				
66	Beltmann Relocation Group			X			X		
	Computype		X						

Notes: For more information about grantees, visit the Dual Training Grant Archive online at <https://www.ohe.state.mn.us/mPg.cfm?pageID=2186>.

# Appendix C

## Previous Dual Training Grant Awards

### Dual Training Grant Awards (Round #1)

Grantee	City	Industry	Contract Amount	Final Payment
Accurate Home Care	Otsego	HC	\$0.00	\$0.00
Apex International	Chaska	AM	\$4,285.95	\$0.00
Design Ready Controls	Brooklyn Park	AM	\$91,935.00	\$42,178.71
Fairview Health Services	St. Paul	IT	\$96,505.50	\$66,212.75
Hartfiel Automation	Eden Prairie	AM	\$9,453.60	\$2,054.62
Holden Farms	Northfield*	AG	\$0.00	\$0.00
Jones Metal	Mankato*	AM	\$5,176.00	\$5,133.96
Kingsland Public Schools	Spring Valley*	IT	\$2,995.00	\$2,995.00
Owens Corning	Minneapolis	AM	\$3,722.78	\$1,289.62
Park Industries	St. Cloud*	AM	\$6,421.26	\$6,421.26
Pequot Tool & Manufacturing	Pequot Lakes*	AM	\$109,670.00	\$63,392.00
Rothgreaves & Associates	Long Lake	AM	\$0.00	\$0.00
Schuneman Equipment Co.	Marshall*	AG	\$45,000.00	\$4,585.51
Ultra Machining Company	Monticello*	AM	\$0.00	\$0.00
Xylo Technologies	Rochester*	IT	\$5,715.00	\$2,857.50
<b>10 Contracts</b>		<b>Total</b>	<b>\$380,880.09</b>	<b>\$197,120.93</b>

Notes: Location followed by (\*) indicates a Greater MN County. The following grantees withdrew from the grant: Accurate Home Care, Holden Farms, Rothgreaves & Associates, and Ultra Machining Company. Apex International did not withdraw, but did not utilize grant funding.

### Dual Training Grant Awards (Round #2)

Grantee	City	Industry	Contract Amount	Final Payment
Adhesive Label	New Hope	AM	\$0.00	0.00
Anez Consulting	Willmar*	AG	\$6,000.00	\$1,143.00
AWT Labels and Packaging	Minneapolis	AM	\$48,000.00	\$31,500.00
Cardinal Glass Industries	Northfield*	AM	\$12,000.00	\$3,926.56
Computype	Roseville	AM	\$24,000.00	\$15,750.00
Cybox International	Owatonna*	AM	\$36,000.00	\$13,643.72
Fairview Health Services	Minneapolis	IT	\$150,000.00	\$111,624.00
Flexo Impressions	Savage	AM	\$12,000.00	\$5,250.00
Gauthier Industries	Rochester*	AM	\$0.00	\$0.00
Greater Bemidji	Bemidji*	AM	\$150,000.00	\$147,000.00

Grantee	City	Industry	Contract Amount	Final Payment
Hormel Foods Corporation	Austin*	AM	\$12,000.00	\$5,531.11
JBS	Worthington*	AM	\$120,000.00	\$77,097.50
Jones Metal	Mankato*	AM	\$6,000.00	\$2,840.36
K&G Manufacturing	Faribault*	AM	\$30,000.00	\$8,395.18
MN.IT Services	St. Paul	IT	\$150,000	\$96,713.50
Ornua Ingredients, North America	Byron*	AM	\$0.00	\$0.00
Sage Electrochromics	Faribault*	AM	\$12,000.00	\$5,249.82
Sappi Fine Paper	Cloquet*	AM	\$150,000.00	\$42,024.13
SFC Global Supply Chain	Marshall*	AM	\$30,000.00	\$10,426.35
Ultra Machining Company	Monticello*	AM	\$6,000.00	\$4,453.05
Viracon	Owatonna*	AM	\$18,000.00	\$4,374.61
Yeager Machine	Norwood Young America	AM	\$12,000.00	\$12,000.00
<b>19 Contracts</b>		<b>Total</b>	<b>\$984,000.00</b>	<b>\$598,942.89</b>

Notes: Location followed by (\*) indicates a Greater MN County. The following grantees withdrew from the grant: Adhesive Label, Gauthier Industries, and Ornua Ingredients, North America.

### Dual Training Grant Awards (Round #3)

Grantee	City	Industry	Contract Amount	Final Payment
3M (Alexandria)	Alexandria*	AM	\$6,000.00	\$1,071.72
3M (New Ulm)	New Ulm*	AM	\$12,000.00	\$1,661.76
Amesbury Truth	Owatonna*	AM	\$6,000.00	\$2,145.40
Bedford Industries	Worthington*	AM	\$18,000.00	\$15,216.12
Beltmann Relocation Group	Roseville	IT	\$36,000.00	\$22,542.00
Care Providers of MN	Bloomington	HC	\$144,000.00	\$132,604.84
Case New Holland Industrial Plant	Benson*	AM	\$48,000.00	\$4,230.66
Design Ready Controls	Brooklyn Park	AM	\$48,000.00	\$38,529.04
Dotson Iron Castings	Mankato*	AM	\$36,000.00	\$13,120.78
Fairview Health Services	Minneapolis	IT	\$150,000.00	\$100,428.75
IBI Data	Brownsdale	IT	\$6,000.00	\$2,979.57
Jennie-O Turkey Store	Faribault*	AM	\$0.00	\$0.00
North Memorial	Robbinsdale	IT	\$19,796.25	\$19,796.25
Reell Precision Manufacturing	St. Paul	AM	\$24,000.00	\$22,773.84
Sappi Fine Paper	Cloquet*	AM	\$150,000.00	\$77,193.58
Schuneman Equipment Co.	Marshall*	AG	\$0.00	\$0.00
<b>13 Contracts</b>		<b>Total</b>	<b>\$703,796.25</b>	<b>\$454,294.31</b>

Notes: Location followed by (\*) indicates a Greater MN County. The following grantees withdrew from the grant: Jennie-O Turkey Store. 3M is listed twice due to participating through two separate location contracts.

### Dual Training Grant Awards (Round #4)

Grantee	City	Industry	Contract Amount	Final Payment
Art Unlimited	Angora*	IT	\$12,000.00	\$12,000.00
AWT Labels and Packaging	Minneapolis	AM	\$36,000.00	\$21,000.00
Bedford Industries	Worthington*	AM	\$24,000.00	\$24,000.00
Cardinal Glass Industries	Northfield*	AM	\$12,000.00	\$3,667.65
Cerenity Senior Care	White Bear Lake	HC	\$18,000.00	\$18,000.00
Cybox International	Owatonna*	AM	\$24,000.00	\$12,881.38
Daikin Applied	Faribault*	AM	\$60,000.00	\$35,046.00
Design Ready Controls	Brooklyn Park	AM	\$48,000.00	\$17,282.64
Dynamic Group	Ramsey	AM	\$24,000.00	\$9,517.90
Essentia Health	Duluth*	HC	\$60,000.00	\$3,623.04
Fairview Health Services	St. Paul	IT	\$150,000.00	\$100,237.43
Greater Bemidji	Bemidji*	AM	\$150,000.00	\$138,000.00
IBI Data	Brownsdale*	IT	\$0.00	\$0.00
JBS	Worthington*	AM	\$120,000.00	\$74,282.64
Jones Metal	Mankato*	AM	\$12,000.00	\$5,880.00
K&G Manufacturing	Faribault*	AM	\$30,000.00	\$11,554.55
Kibble Equipment	Montevideo*	AG	\$0.00	\$0.00
Mechanical Systems	Dundas*	AM	\$36,000.00	\$21,187.50
Meyers Printing	Minneapolis	AM	\$18,000.00	\$18,000.00
Pequot Tool & Manufacturing	Pequot Lakes*	AM	\$150,000.00	\$47,061.84
Sage Electrochromics	Faribault*	AM	\$6,000.00	\$3,414.02
SFC Global Supply Chain	Marshall*	AM	\$30,000.00	\$7,966.97
Sholom Home East	St. Paul	HC	\$90,000.00	\$66,000.00
Ultra Machining Company	Monticello*	AM	\$12,000.00	\$10,521.35
Yeager Machine	Norwood Young America	AM	\$12,000.00	\$11,970.00
<b>23 Contracts</b>		<b>Total</b>	<b>\$1,134,000.00</b>	<b>\$673,094.91</b>

Notes: Location followed by (\*) indicates a Greater MN County. Kibble Equipment was formerly known as Schuneman Equipment Co. The following grantees withdrew from the grant: IBI Data and Kibble Equipment.

### Dual Training Grant Awards (Round #5)

Grantee	City	Industry	Contract Amount	Final Payment
Bedford Industries	Worthington*	AM	\$18,000.00	\$4,963.27
Dotson Iron Castings	Mankato*	AM	\$24,000.00	\$7,168.44
Fairview Health Services	Minneapolis	IT	\$150,000.00	\$77,865.00
Greater Bemidji	Bemidji*	AM	\$27,000.00	\$27,000.00
Sappi Fine Paper	Cloquet*	AM	\$90,000.00	\$25,070.55
<b>5 Contracts</b>		<b>Total</b>	<b>\$291,000.00</b>	<b>\$142,067.26</b>

Notes: Location followed by (\*) indicates a Greater MN County.

# Appendix D

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## Letters of Support

### Apple Tree Dental: Health Care Services



**APPLE TREE DENTAL**  
Access • Compassion • Excellence

**Corporate Office**  
2442 Mounds View Boulevard  
Mounds View, Minnesota 55112  
763.316.5400  
[www.appletreedental.org](http://www.appletreedental.org)

December 31, 2019

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 all of Apple Tree Dental and our Board of Directors, I wish to express deep appreciation for PIPELINE Program/Dual Training grant support. This was the first year Apple Tree was awarded funding and we're finding the additional training opportunities to be extremely beneficial to our organization and much welcomed by our staff. One of Apple Tree's strategic objectives is to elevate our staff to work at the top of their licenses, through education and mentoring. This grant funding is helping us to achieve this goal.

Apple Tree is a nonprofit, critical access dental provider founded in 1985. Our mission is to improve the oral health of all people, including those with special access needs who face barriers to care. We have seven Centers for Dental Health across Minnesota and have 145 community partners, such as Head Start centers, nursing homes, and group homes, where we provide mobile dentistry to children, the frail elderly, and people with special needs. We are well-known for our commitment to innovation and excellence. Working together with our community collaborators and partners, we are finding new methods and system-changes that, we believe, will address many of the barriers to care that exist today.

The need for access to dental care in Minnesota is enormous. About 85% of our patients are on state-supported insurance programs and our Centers each have waiting lists of around 1,000 people. Many patients can't find a local dentist who accepts those on Medical Assistance, and, as a result, they must drive long distances to receive care. Advanced training for dental assistants is essential, as it allows them to perform expanded functions, which – in turn – frees up dental hygienists, dental therapists, and dentists to perform higher level dental care.

Minnesota is experiencing a huge shortage of dental professionals, particularly in rural areas. It is difficult for Apple Tree to compete with traditional dental clinics on salary alone, therefore, being able to offer educational opportunities to elevate employees' competencies is important. With this support to provide related instruction and on-the-job training, Apple Tree can attract the high-level clinicians necessary to continue our mission.

Many thanks to Kathleen Gordon, PIPELINE Program Consultant, the Minnesota Department of Labor, and the Minnesota Department of Education for working with Apple Tree, and other

(Continue Next Page)

dental providers and educators, to develop a new dental assistant competency for the PIPELINE Dual Training Grant program. It was their openness to including dentistry in the Healthcare division that allows us to offer these new career advancing benefits to our employees. We are currently working with Kathleen and her team to create a new dental hygienist competency, which would be a tremendous benefit to more of our dental staff and ultimately a benefit to our underserved patient populations.

Through this related instruction and on-the-job training, Apple Tree's PIPELINE dual trainees are improving their skills within their positions and becoming eligible for additional job growth and achievement. With support from this year's grant, a total of twelve Apple Tree dental assistants are benefiting from additional training and education. Nine dental assistants, from both our urban and rural Centers, will earn a Sedation Monitoring Certificate; two assistants will earn a Restorative Expanded Functions Certificate; and one unlicensed assistant is taking the next step in her career to earn her Dental Assistant Licensure. We feel this is a monumental benefit and opportunity for these employees – one that will most likely be life-changing for them.

It is difficult to find fault in such a wonderful program, as it is proving to be a real catalyst for our employees to seek their own career development, while at the same time assisting Apple Tree to expand access to dental care for tens of thousands of Minnesotans. If we were to offer suggestions for improvement, those might include reimbursement, or an expansion of the maximum annual grant amount per trainee, to help cover the costs of travel, housing, and meals, specifically for rural trainees that are required to receive instruction away from their home town. It is our sincere hope that funding for this program will continue in the future.

It is with many thanks that I can, on behalf of the entire organization, express our complete support for the PIPELINE Dual Training Program. Thank you to the Office of Higher Education and the Department of Labor and Industry for your hard work and efforts to make this support possible. We believe it will be instrumental in helping professionals, both in healthcare and other industries, for years to come.

Gratefully yours,



Mary Larkin  
Development and Marketing Director  
Apple Tree Dental  
(763) 600-6824  
mlarkin@appletreedental.org

## Iron River Construction: Information Technology



December 23, 2019

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

Dear Minnesota Office of Higher Education,

I work for Iron River Construction, a woman-owned residential construction and remodeling business based in Chaska, MN, since 2000. On behalf of the Iron River leadership and team I would like to express our appreciation for the opportunity to participate in the PIPELINE Dual Training Grant.

Since 2018, Iron River has been endeavoring to incorporate technology solutions as economic forces continue to compress the construction industry, Iron River is dedicated to developing tools and opportunities for the industry to remain competitive in the market. Traditionally, construction is considered a laggard in new technology adoption, due in part to the lack of available personnel who are able to translate the specific needs of the industry into viable digital solutions. We believe the inevitable creep of digital solutions to every industry is an opportunity to educate teams and transform processes to increase efficiency and transparency between contractors and homeowners in the sales and production.

The grant through Dual Training program allows us to train and develop existing employees with the aptitude and interest to develop the skills necessary to develop from concept to Minimal Viable Product (MVP), whereas the cost to hire an outside team would be prohibitive to our progress. This efficiency is critical to the innovation which our team remains dedicated to bring to the rest of the residential construction industry.

Sincerely,

A handwritten signature in black ink, appearing to read "Catherine Parker".

Catherine Parker  
Office & Claims Administrator

[www.ironriverco.com](http://www.ironriverco.com)

BC271278

(952) 442-1762 | [info@ironriverco.com](mailto:info@ironriverco.com)  
586 Bavaria Lane, Chaska MN 55318

## Seneca Foods Corporation: Agriculture



Farm Fresh Goodness Made Great

January 2, 2020

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

To Whom It May Concern,

Seneca Foods Corporation would like to express our support and gratitude for the Dual Training Grant Program. Seneca Foods is North America's leading provider of packaged fruits and vegetables with facilities located throughout the United States. In Minnesota we have locations in Blue Earth, LeSueur, Glencoe, Montgomery and Rochester. Due to the rural location of several of our facilities we struggle to find qualified mechanics that are able to work in our Agricultural and Maintenance areas. Through our participation in the Dual Training Grant Program we have been able to find several great additions to our Agricultural Mechanic Team and have been using the program as an active recruiting tool for our needed Maintenance Mechanics.

We have received excellent support from South Central College, our education partner and the MN Office of Higher Education. Programs such as this help develop the rural workforce and allow residents who wish to work and live in these towns do so by providing the skills they need to succeed.

Sincerely,

Stephanie Ochocki  
Human Resources Manager

## Touchstone Mental Health: Health Care Services

Inspires Hope, Healing and Well-Being

January 6, 2020

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



To Commissioner Olson:

The purpose of this memo is to express our appreciation for the Dual Training Competency Grant and MN Dual-Training Pipeline. We appreciate the collaborative partnership between the Minnesota Department of Labor and Industry and the Minnesota Office of Higher Education.

We are a non-profit 501(c)3 organization providing an array of innovative person-centered services for people whose lives are affected by mental illnesses. Our programs include an assisted living model that serves adults with a serious mental illness who need 24-hour supportive housing and care.

Our staff members have participated in the dual training health care services opportunities with the Psychiatric / Mental Health Technician Out-Patient competency model and with the Senior Living Culinary Manager competency model. We currently have 5 staff members enrolled at Century College (Mental Health and Behavioral Health Worker Certificate) and 3 staff members enrolled at Saint Paul College (Senior Living Culinary Manager Certificate).

Staff members enrolled at Century College are gaining knowledge in psychology and case management. They are using this new knowledge to support our residents and augmenting their on-the-job training. By earning these college credits, they are also meeting the minimum requirements of other positions in other programs which offers them career progression.

Staff members enrolled at Saint Paul College are gaining skills in nutrition, menu composition and culinary skills. They are using their new skills to provide residents with more varied and nutrition meals and snacks. One of our staff members completed this program previously when the grant was awarded to Care Providers of Minnesota. Since that time, she was promoted from Food Service Worker to Food Service Supervisor.

This program gives staff members critical knowledge, skills and abilities to use in their current roles and to prepare them for future opportunities. We look forward to their continued success.

This program also allows us to offer staff an opportunity to gain post-secondary experiences which would not have been financially available otherwise. Increasing the maximum annual grant amount per dual trainee and providing reimbursement for costs related to the administration of the grant would also allow us to offer opportunities to additional staff members.

We appreciate this innovate strategy to help solve our workforce shortage and feel investments in our workforce will continue to provide stability for those caring for vulnerable Minnesotans.

Warm Regards,

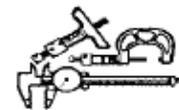
Kari Rosand Scanlon, PHR  
Director Human Resources

[www.touchstonemh.org](http://www.touchstonemh.org)

## Winegar: Advanced Manufacturing

### Winegar, Inc.

1209 South State St.  
Waseca, MN 56093  
Phone: 507-835-3495



**Precision Machining**  
**ISO 9001:2000 Registered**

**Jacquelynn Mol Sletten**  
Financial Aid Administrator  
**Minnesota Office of Higher Education**  
1450 Energy Park Drive, Suite 350  
St. Paul, MN 55108

On behalf of all of us at Winegar, Inc. please accept our thanks for allowing us to participate in the Dual Training Grant program. During the 2019-2020 grant cycle, we received a grant award of \$72,000 to train 12 employees in the occupation of Machinist/CNC Operator.

Winegar, Inc. has been in the contract machining business for 40 years now, and was founded by a former machining instructor at South Central College in Mankato. Over those 40 years employment has grown from 3 to over 80.

This grant has allowed us to provide much needed training right here in Waseca for people who have joined our team but do not have any specific training or even work history in machining. By partnering with South Central College and training onsite at Winegar, we are able increase our workforce skill level, and thus employee pay rates as well.

As a small locally owned company, we fall short in the resource area for being able to provide advanced training to our employees. Our location also makes it difficult to take advantage of programs being offered at institutions requiring an hour of driving for 2-4 hours of instruction. These grants, along with the guidance from South Central College and Office of Higher Education have been instrumental in the development of our entry level machining staff. The success of this training will also have a significant impact on our company competitiveness and being able to keep us competitive in the market with the rapid evolution of machining technology.

The most important aspect of the Dual Training Grant for us, is being able to bring training in to our location and train on the equipment our people are using. If this training did not take place, the vast majority of our participants would not be getting 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 we are able to access these programs again and continue to be able to enhance our employee's capability and overall employability in the manufacturing sector.

We would encourage you to consider smaller companies like ours, and maybe keeping the application process' simpler and less involved for those of us who could use smaller grant amounts

This was a big step for us in the training being provided. The feedback we have received so far from the students and the managers has been overwhelmingly positive.

Thanks again for providing us and our employees with this opportunity.

Tim Wenzel, President  
Winegar, Inc.  
1209 South State Street  
Waseca, MN. 56093

# Appendix E

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## Minnesota Dual-Training Pipeline 2019 Accomplishments



### Industry Leader Engagement

- Currently, **1,746 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:
  - October 22 – 25, 2019,
  - February 20 – 21, 2019, and
  - June 11, 2019
- Hosted four well-attended speaker series events, which emphasize resources for employers:
  - Developing on-the-job training with Jonathan Stuart - March 14, 2019
  - Leading the Development of an Inclusive Workplace, Cecilia Stanton Adams – May 16, 2019
  - Effective Cross-Cultural Mentorship, Sponsorship, and Coaching with Michael Carter – September 19, 2019
  - Good Mental Health in the Workplace: Five Things You Can Do, Kay King, NAMI MN – December 5, 2019

### Competency Model Development

- With employers and industry leaders as key partners, validated 12 additional occupations this year, bringing total to 48.
- On track to validate at least eight more occupations before spring of 2020, which will bring total to **56 occupations with competency models**.

### Outreach and Partnership

- Key Events to Celebrate Success
  - Faribault workforce roundtable during Manufacturing week with DLI Commissioner Nancy Leppink
  - Hosted two events in April to highlight success with both Pipeline and Youth Skills Training with TwinWest Chamber of Commerce and White Bear Lake employers
  - Dual-Training Pipeline Consultants presented to the Competency Model Peer Learning Group, with over 200 attendees via webinar; Pipeline highlighted as a model example at this national event
  - Presented at Government IT Symposium
  - Presented at Minnesota Society for Human Resource Management Conference
  - Participation in National Governor's Association Educate4Opportunity with OHE, DEED, MDE, and Governor's Office
  - Created Minnesota Dual-Training Pipeline Badge and Minnesota Dual-Training Partner Badge to recognize work of employers and education partners
- Workforce Community Conversations; During December 2019 and January 2020
  - Structure: 90-minute discussion which includes brief general presentation on Minnesota Dual-Training Pipeline, focuses on understanding the workforce challenges and successes and provides next steps for companies.
  - Average attendance: 16 individuals at each meeting, with employers leading the charge.
    - Burnsville: January 8, 2019
    - Brainerd: January 15
    - Brooklyn Park: January 22
    - White Bear Lake: January 29
    - Moorhead: March 23
    - Worthington: December 3
    - Hibbing: December 17

# Appendix F

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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;

- and 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 ( $\leq 2$  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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