



# Dual Training Competency Grant Annual Report

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

The Minnesota State Grant Program is the largest financial aid program administered by the Office of Higher Education, awarding more than \$210 million annually in need-based grants to Minnesota residents attending eligible colleges, universities and career schools in Minnesota. The agency oversees other state scholarship programs, tuition reciprocity programs, a student loan program, Minnesota's 529 College Savings Plan, licensing and early college awareness programs for youth.

**About This Report**

This is a legislative-mandated report. As requested by Minnesota Statutes, section 3.197, this report cost approximately \$7,267.17 to prepare, including staff time.

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# Executive Summary

The Dual Training Competency Grants (Dual Training Grant) program provides grants that generate collaborative and strategic educational solutions between employers and related instruction training providers across Minnesota. The dual-training model helps employers meet their workforce needs by pairing on-the-job training with formal related instruction to create a robust learning environment resulting in skilled employees and enhanced company culture. Employers or organizations of employers may apply for Dual Training Grant funds to reimburse related instruction expenses toward attaining an industry-recognized degree, certificate, or credential for their employees. The following report includes details about grantees, dual trainees, related instruction, on-the-job training, testimonials, and recommendations. The recommendations include increasing the investment in the Dual Training Grant and Minnesota Dual-Training Pipeline, expand program eligibility to include occupations in the industry of Child Care/Early Childhood Education, and expand program eligibility to include occupations in the industry of Transportation. These recommendations will allow the State of Minnesota to better meet the current and future needs of the workforce.



# Introduction

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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.

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

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

The Minnesota Legislature first amended Minnesota Statute 136A.246 (<https://www.revisor.mn.gov/laws/2016/0/86/>) which became effective on July 1, 2016. The statute (<https://www.revisor.mn.gov/laws/2021/1/2/laws.2.16.0#laws.2.16.0>) was again amended and became effective on July 1, 2021. OHE awards and administers grant rounds as well as any future grant rounds under the current Minnesota Statute 136A.246 (<https://www.revisor.mn.gov/statutes/cite/136A.246>). To date, OHE has awarded DTG funds among ten grant rounds. Below are approximate contract timelines:

- DTG Round 10: Aug. 2021 – Aug. 2022
- DTG Round 9: Aug. 2020 – Aug. 2021
- DTG Round 8: Aug. 2019 – Aug. 2020
- DTG Round 7: Jan. 2019 – Dec. 2020
- DTG Round 6: Aug. 2018 – Aug. 2019
- DTG Round 5: Jan. 2018 – Dec. 2018
- DTG Round 4: Aug. 2017 – Aug. 2018
- DTG Round 3: Jan. 2017 – Dec. 2017
- DTG Round 2: Aug. 2016 – Jun. 2017
- DTG Round 1: Jan. 2016 – Dec. 2016

DTG Rounds 1 through 4, 6, and 8 through 10 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 Rounds 5 and 7 included only previous grantees with dual-trainee populations who were continuing their dual-training programs. Due to the COVID-19 Emergency, OHE extended several contracts for Round 9 to ensure successful programs. The DTG application is currently available once per year in the spring. OHE anticipates opening the DTG Round 11 application in March of 2022.

# Financial Overview

The total DTG appropriation for fiscal years 2022 and 2023 is \$4,000,000. Up to \$200,000 of the appropriation is allowed for administrative costs. The lifetime appropriation for the program has been \$15,000,000, which included up to \$730,000 for administrative costs. To date, OHE has contracted with grantees for \$9,760,749.62 in DTG funds.

Based upon current appropriations and contract amounts, the DTG will have approximately \$2,300,000 available for the upcoming grant application round in fiscal year 2022.

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

OHE has closed all grant contracts associated with DTG Rounds 1 through 8. DTG Rounds 9 and 10 are open totaling a contract balance of \$3,472,899.37.

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

DTG Round	DTG Status	Original Award	Final Contract	Reimbursement	Contract Balance
Round 1	Closed	\$490,548.09	\$197,120.93	\$197,120.93	\$0.00
Round 2	Closed	\$1,026,000.00	\$598,942.89	\$598,942.89	\$0.00
Round 3	Closed	\$918,000.00	\$454,294.31	\$454,294.31	\$0.00
Round 4	Closed	\$1,296,000.00	\$673,094.91	\$673,094.91	\$0.00
Round 5	Closed	\$373,500.00	\$142,067.26	\$142,067.26	\$0.00
Round 6	Closed	\$2,106,000.00	\$1,213,910.25	\$1,213,910.25	\$0.00
Round 7	Closed	\$90,000.00	\$25,261.43	\$25,261.43	\$0.00
Round 8	Closed	\$2,893,480.00	\$1,504,350.42	\$1,504,350.42	\$0.00
Round 9	Open	\$2,719,570.00	\$1,984,632.22	\$1,143,537.14	\$841,095.08
Round 10	Open	\$3,322,875.00	\$2,967,075.00	\$335,270.71	\$2,631,804.29
	<b>Total</b>	<b>\$15,235,973.09</b>	<b>\$9,760,749.62</b>	<b>\$6,287,850.25</b>	<b>\$3,472,899.37</b>

*Notes: Reconciliation is based upon data as of December 1, 2021. Contracts for six DTG Round 10 grantees are pending totaling \$308,800, which is not included in the final contract figure.*

# Grantees

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Employers or organizations of employers who have or plan to implement dual-training programs among approved Minnesota Dual-Training Pipeline industries and occupations are eligible to apply for the DTG. Examples of organizations of employers include, but are not limited to, industry membership organizations, community workforce development organizations, and chambers of commerce. Eligible industries are written into statute (<https://www.revisor.mn.gov/statutes/cite/175.45>), and DLI continues to expand the list of eligible occupations. Currently, DLI has validated competency models for the following 68 occupations among the four industries:

## Advanced Manufacturing:

1. Computer Numerical Control (CNC) Programmer
2. Coordinate Measuring Machine (CMM) Programmer
3. Extrusion Molding Technician
4. Flexo Technician
5. Injection Molding Technician
6. Logistics and Supply Chain Manager
7. Machinist/Tool and Die Maker
8. Machinist/CNC Operator
9. Maintenance and Repair Worker
10. Manufacturing Engineer
11. Manufacturing Production Supervisor
12. Mechatronics Technician
13. Print Press Operator
14. Quality Assurance/Food Safety Supervisor
15. Quality Assurance Technician
16. Robotics Operator
17. Safety Technician
18. Solderer
19. Welder

## Agriculture:

1. Agriculture Equipment Mechanic
2. Agriculture Finance/Lender
3. Agronomist
4. Application Technician
5. Crop Farm Manager
6. Farm Animal Manager
7. Grain Merchandiser

8. Horticulture Farm Manager
9. Quality Assurance/Food Safety Supervisor
10. Swine Technician (grow finish)
11. Swine Technician (sow farm)

## Health Care Services:

1. Addiction Specialist
2. Certified Nursing Assistant (CNA)
3. Community Health Worker
4. Community Paramedic
5. Critical Care Nurse
6. Dental Assistant
7. Dental Hygienist
8. Electronic Health Records Specialist
9. EMT to Paramedic Pathway
10. Health Support Specialist
11. Licensed Practical Nurse (LPN)
12. Medical Assistant
13. Medical Laboratory Assistant
14. Medical Laboratory Technician
15. Ophthalmic Technician
16. Pharmacy Technician
17. Phlebotomist
18. Psychiatric/Mental Health Technician In-Patient
19. Psychiatric/Mental Health Technician Out-Patient
20. Radiologic Technician
21. Registered Nurse
22. Respiratory Therapist
23. Senior Living Culinary Manager

24. Surgical Technologist
25. Wound, Ostomy, Contenance Nurse

5. Data Science/Artificial Intelligence Machine Learning Specialist
6. Database Administrator
7. Information Security Analyst/Specialist
8. IT Project Planner/Manager
9. Network Engineer
10. Software Engineer/Developer
11. Testing and Quality Assurance Analyst
12. Web Developer – Back End
13. Web Developer – Front End

#### Information Technology:

1. Application Developer
2. Business Intelligence Developer/Architect
3. Cloud Architect
4. Computer User Support Specialist

As Minnesota Dual-Training Pipeline immerses within industry communities, the program team assesses and determines whether new occupations are required as well as if revisions are necessary for already validated occupations. Most recently, nearly all of the Information Technology occupations were restructured to better reflect the competencies of the positions and to accurately align with feedback from industry partners. The following were previous occupation labels: 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, and Technical Planning Pathway. Up-to-date information about occupations is available online (<http://www.dli.mn.gov/pipeline>).

If an employer does not have an established dual-training program or wants to pursue training in an occupation not currently validated by the Minnesota Dual-Training Pipeline, the program team is available for consultation about designing a program and validating occupations. In determining the addition of an occupation, some variables Minnesota Dual-Training Pipeline considers are whether two or more employers confirm a need, an employee has a pathway to earning a livable wage of \$18.85 per hour at minimum, the occupation is in-demand based upon labor market data, a career pathway is present, and a dual-training model that is connect to the industry and feasible. Livable wage is based on a household with one full time worker, one part time worker and one child. Although some occupations may be traditionally below the livable wage standard to begin with, they have proven to be career pathways into occupations with livable wages.

Dual-training programs must have [related instruction](#) through an eligible training provider paired with [on-the-job training](#) through an 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>) or Minnesota state financial aid application (<https://www.ohe.state.mn.us/mPg.cfm?pageID=2065>).

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

## Application Process

Employers or organizations of employers submit DTG applications to respond to several criteria in Minnesota Statutes 136A.246, subdivision 4 (<https://www.revisor.mn.gov/statutes/cite/136A.246>) as effective on July 1, 2021:

- (1) The projected number of dual trainees;*
- (2) The competency standard(s) for which training will be provided;*
- (3) The credential the dual trainee will receive upon completion of training;*
- (4) The name and address of the eligible training provider;*
- (5) The period of the training; and*
- (6) The cost of the training charged by the eligible training provider. The cost of training includes tuition, fees, and required books and materials.*

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

A review committee of community experts convenes to review and score grant applications. The committee includes, but is not limited to, individuals from industry, state agencies, workforce development organizations, postsecondary education, secondary education, elementary education, and the K-12 community. Grant reviewers utilize a rubric to score applications on a 100-point scale. The 2021 Minnesota Legislature marginally modified the score criteria, so the following criteria will be applicable during the upcoming and future grant rounds:

1. The dual-training program is robust and complete (**50 Points**):
  - a) Related instruction supports the occupation and aligns with Minnesota Dual-Training Pipeline dual-training competencies (20/50 Points)
  - b) On-the-job training supports the occupation and aligns with Minnesota Dual-Training Pipeline dual-training competencies (20/50 Points)
  - c) Related instruction correlates with on-the-job training (10/50 Points)

2. The applicant demonstrates ability to recruit, train, and retain dual trainees who are recent high school graduates or who recently passed high school equivalency tests **(10 Points)**.
3. The applicant demonstrates effort to recruit, train, and retain dual trainees who are of diverse populations and populations experiencing inequities and/or disparities. Diverse populations may include racial and ethnic communities, including American Indians; LGBTQI communities, disability status, veterans, and geographic diversity within and across Minnesota **(10 Points)**
4. Direct costs of related instruction (tuition, fees, books, and materials) are minimized for dual trainees **(10 Points)**
5. Dual trainees will have additional employment opportunities as a result of dual training **(10 Points)**
6. Projected increase in compensation for dual trainees as a result of dual training **(10 Points)**

Priority for awarding is given to previous grantees with continuing dual-trainee populations as a means to support the completion of degrees, certificates, and industry-recognized credentials. In addition, to the extent possible, grant awards are balanced among applicants with dual trainees working at locations outside and within the metropolitan area; across industries; and employer size.

## Awards

A comprehensive archive of DTG awards can be found online (<https://www.ohe.state.mn.us/mPg.cfm?pageID=2186>). Since program inception, OHE has contracted 276 DTG awards among 128 grantees, of which 24 grantees were new to the grant during DTG Round 10. Grantees have trained with 74 related instruction training providers, of which 17 were new to the grant during the recent grant round. [Appendix C](#) contains a breakdown of awards based upon Minnesota Senate Districts representing application addresses of grantees. To date, the DTG spans across 58 state senate districts. During DTG Round 10, six districts were newly added including districts 32, 43, 46, 48, 61 and 62. The district with the highest volume of grantees is Minnesota Senate District 8 which comprises seven grantees: 3M, Aagard, Alomere Health, KLN Enterprises, Perham Health, Productive Alternatives, and West Central Turkeys.

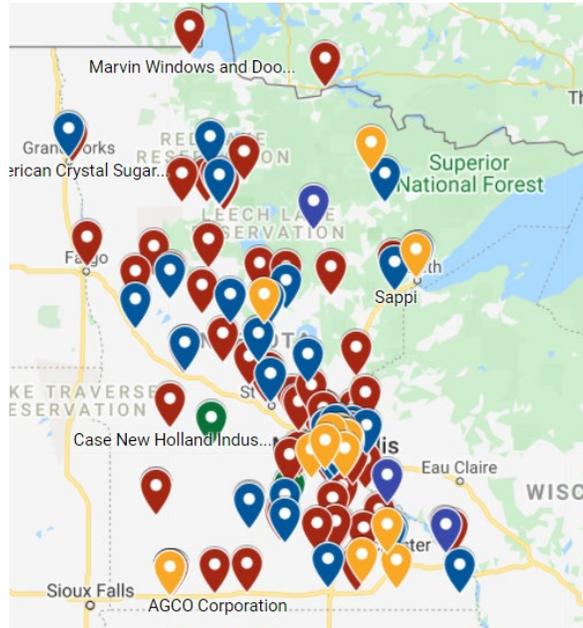
To commend grantees of the DTG and employers committed to dual-training programs, Minnesota Dual-Training Pipeline provides grantees and employers with electronic recognition badges to display on emails and websites. Grantees appreciate the recognition and take advantage of displaying their badges. Below is an example from Homecrest Outdoor Living, LLC:

Ellen Alberg | Human Resources Manager



Homecrest Outdoor Living, LLC  
1250 Homecrest Ave. | Wadena, MN 56482  
218-631-5383 | 218-631-2609 (fax)  
[ealberg@homecrest.com](mailto:ealberg@homecrest.com)  
[homecrest.com](http://homecrest.com) | [Connect With Us On Social Media!](#)

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



*Notes: Grantees of Advanced Manufacturing are displayed in red, Agriculture in green, Health Care Services in blue, and Information Technology in yellow.*

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

Upcoming tables depict recent grant rounds based upon grantee, city, industry, contract amount, and payment. Industries listed on tables correlate with industries listed on DTG applications and may differ from industries commonly associated with grantees. Specifically with Information Technology grantees, as Minnesota Dual-Training Pipeline recognizes all industries as having a need for information technology occupations. Contract Amount indicates amounts signed into contract between grantees and OHE. Final Payment indicates amounts reimbursed to grantees. If both the Contract Amount and Final Payment amount are \$0.00, the grantee elected to withdraw from the grant round.

**Table 2. Dual Training Grant Awards (Round 10)**

Grantee	City	Industry	Contract Amount	Current Payment
Aagard	Alexandria*	AM	\$108,000.00	\$3,000.00
ADT Dental*	Minneapolis	HC	\$6,000.00	\$0.00
Alliance Machine	Elk River	AM	\$36,000.00	\$0.00
Allina Health	New Ulm*	HC	\$42,000.00	\$820.28
American Crystal Sugar	Moorhead*	AM	\$150,000.00	\$75,000.00
Anoka Area Chamber of Commerce*	Anoka	AM	\$120,000.00	\$0.00
Apple Tree Dental	Mounds View	HC	\$34,180.00	\$885.00
Art Unlimited	Angora*	IT	\$6,000.00	\$0.00
Bedford Industries	Worthington*	IT	\$6,000.00	\$2,164.99
BTD Manufacturing	Lakeville*	AM	\$55,700.00	\$0.00
C.A.R.E. Clinic	Red Wing*	HC	\$48,000.00	\$0.00
CentraCare Health System*	St. Cloud*	HC	\$36,000.00	\$5,195.24
Cerensity Senior Care	White Bear Lake	HC	\$150,000.00	\$0.00
Children's Dental Care	Minneapolis	HC	\$12,000.00	\$0.00
Community Dental Care*	Maplewood	HC	\$60,000.00	\$0.00
Compass Electronic Solutions*	Eden Prairie	AM	\$12,000.00	\$0.00
Creekside Dental*	St. Louis Park	HC	\$6,000.00	\$0.00
Cuyuna Regional Medical Center	Crosby*	HC	\$150,000.00	\$26,164.60
Daikin Applied	Faribault*	AM	\$150,000.00	\$0.00
Dan's Prize*	Long Prairie*	AM	\$52,000.00	\$0.00
Design Ready Controls	Brooklyn Park	AM	\$150,000.00	\$0.00
DeZURIK	Sartell*	AM	\$48,000.00	\$0.00
Dotson Iron Castings	Mankato*	AM	\$48,000.00	\$0.00
Elder Care of Bemidji*	Bemidji*	HC	\$12,000.00	\$0.00
Eureka Recycling	Minneapolis	AM	\$16,195.00	\$0.00
Family Tree Clinic*	Saint Paul	HC	\$12,000.00	\$0.00
Goodwill Industries	Saint Paul	IT	\$78,000.00	\$0.00
Grand Village	Grand Rapids*	HC	\$144,000.00	\$0.00
Greater Bemidji	Bemidji*	AM	\$150,000.00	\$72,000.00
Herman Dental Clinic*	Caledonia*	HC	\$0.00	\$0.00
Homecrest Outdoor Living	Wadena*	AM	\$64,000.00	\$32,000.00
IPS Cranes	Saint Paul	AM	\$6,000.00	\$3,606.68
Island Tool & Die*	Pine Island*	AM	\$6,000.00	\$3,122.82
JBS	Worthington*	AM	\$72,000.00	\$0.00
Jones Metal	Mankato*	AM	\$18,000.00	\$3,626.64
K&G Manufacturing	Faribault*	AM	\$30,000.00	\$2,584.92
Kahler Automation	Fairmont*	AM	\$0.00	\$0.00
KLN Enterprises*	Perham*	AM	\$60,000.00	\$0.00
M Health Fairview	Saint Paul	HC	\$100,000.00	\$0.00
Mankato Clinic	Mankato*	HC	\$26,000.00	\$6,842.10

Grantee	City	Industry	Contract Amount	Current Payment
Mechanical Systems	Dundas*	AM	\$12,000.00	\$0.00
Minnesota Department of Veterans Affairs*	Minneapolis	HC	\$14,907.00	\$0.00
MINPACK*	Pine City*	AM	\$6,000.00	\$3,916.50
North Memorial Health	Robbinsdale	HC	\$138,750.00	\$0.00
Pequot Tool & Manufacturing	Pequot Lakes*	AM	\$80,000.00	\$4,442.25
Perham Health*	Perham*	HC	\$30,750.00	\$2,211.73
Plastic Products Company*	Lindstrom*	AM	\$48,000.00	\$0.00
Post Consumer Brands	Northfield*	AM	\$18,000.00	\$4,639.66
Productive Alternatives*	Fergus Falls*	HC	\$6,000.00	\$0.00
Rakhma*	Minneapolis	HC	\$28,800.00	\$0.00
Ready, Set, Smile*	Minneapolis	HC	\$24,000.00	\$0.00
Red Lake Comprehensive Health Services	Red Lake*	HC	\$150,000.00	\$0.00
rms Company	Coon Rapids	AM	\$12,000.00	\$2,549.76
SageGlass	Faribault*	AM	\$7,000.00	\$0.00
Saint Therese	New Hope	HC	\$5,995.00	\$0.00
Sanford Health	Sioux Falls*	HC	\$150,000.00	\$43,525.35
Sauer Health Care	Winona*	HC	\$72,000.00	\$27,972.19
Southwestern Minnesota Opportunity Council*	Worthington*	HC	\$8,133.00	\$0.00
St. Otto's Care Center*	Little Falls*	HC	\$12,000.00	\$0.00
Thern*	Winona*	AM	\$6,000.00	\$0.00
Trex Commercial Products	Brooklyn Park	AM	\$7,066.00	\$0.00
Two Rivers Enterprises*	Holdingford*	AM	\$18,000.00	\$9,000.00
V-TEK	Mankato*	AM	\$12,000.00	\$0.00
Waconia Manufacturing*	Waconia*	AM	\$6,000.00	\$0.00
WellShare International*	Minneapolis	HC	\$24,399.00	\$0.00
West Central Turkeys	Pelican Rapids*	AM	\$50,000.00	\$0.00
Winegar	Waseca*	AM	\$48,000.00	\$0.00
<b>65 Contracts</b>		<b>Total</b>	<b>\$3,275,875.00</b>	<b>\$335,270.71</b>

Notes: Table is based upon data as of December 1, 2021. Grantee followed by (\*) indicates first time participating in the grant. Location followed by (\*) indicates a Greater MN County. Contracts for the following grantees are pending: Dan's Prize, Elder Care of Bemidji, KLN Enterprises, Rakhma, Red Lake Comprehensive Health Services and Thern. The following grantees withdrew from the grant: Herman Dental Clinic and Kahler Automation.

As mentioned in the [Introduction](#) section of this report, OHE approved several DTG Round 9 contract extensions to address disruptions associated with the COVID-19 Emergency. The original expiration date of those contracts was August 31, 2021. The amended expiration date of those contracts is August 31, 2022. The following 15 grantees have amended contracts extending the expiration date:

- AGCO Corporation
- BTD Manufacturing
- Cerenity Senior Care
- Design Ready Controls
- Innovize
- McNeilus Truck and Manufacturing
- Pequot Tool & Manufacturing
- Range Mental Health Center
- Red Lake Comprehensive Health Services
- Sanford Health
- Sappi Fine Paper
- Seneca Foods Corporation
- The Evangelical Lutheran Good Samaritan Society
- Touchstone Mental Health
- University of Minnesota Landscape Arboretum

**Table 3. Dual Training Grant Awards (Round 9)**

Grantee	City	Industry	Contract Amount	Current Payment
Aagard	Alexandria*	AM	\$54,000.00	\$29,849.59
AGCO Corporation	Jackson*	AM	\$72,000.00	\$13,822.75
Alliance Machine	Elk River*	AM	\$18,000.00	\$5,456.74
Allina Health	New Ulm*	HC	\$30,000.00	\$5,489.87
American Crystal Sugar	Moorhead*	AM	\$150,000.00	\$150,000.00
Apple Tree Dental	Mounds View	HC	\$6,000.00	\$3,195.00
Bedford Industries	Worthington*	AM	\$12,000.00	\$7,815.29
BTD Manufacturing	Lakeville	AM	\$53,900.00	\$0.00
C.A.R.E. Clinic	Red Wing*	HC	\$18,000.00	\$13,837.52
Cerenity Senior Care	White Bear Lake	HC	\$144,000.00	\$55,599.42
Daikin Applied Air	Faribault*	AM	\$150,000.00	\$76,143.05
Design Ready Controls	Brooklyn Park	AM	\$100,000.00	\$56,487.37
DeZURIK	Sartell*	AM	\$36,000.00	\$22,281.57
Dotson Iron Castings	Mankato*	AM	\$30,000.00	\$20,577.31
Essentia Health	Duluth*	HC	\$6,000.00	\$1,890.00
Eureka Recycling	Minneapolis	AM	\$21,300.00	\$11,455.00
Goodwill Industries	Saint Paul	IT	\$60,000.00	\$40,831.50
Grand Village	Grand Rapids*	HC	\$24,000.00	\$22,150.28
Greater Bemidji	Bemidji*	AM	\$90,000.00	\$78,000.00
Innovize	Saint Paul	AM	\$24,000.00	\$9,528.76
Intercultural Mutual Assistance Association	Rochester*	HC	\$78,000.00	\$46,593.19
JBS	Worthington*	AM	\$78,000.00	\$36,139.60
Jones Metal	Mankato*	AM	\$24,000.00	\$5,490.86
K&G Manufacturing	Faribault*	AM	\$0.00	\$0.00
Kahler Automation	Fairmont*	AM	\$12,000.00	\$3,000.00
Lamb Weston RDO Frozen	Park Rapids*	AM	\$52,800.00	\$39,600.00
Mankato Clinic	Mankato*	HC	\$20,000.00	\$7,254.31

Grantee	City	Industry	Contract Amount	Current Payment
McNeilus Truck and Manufacturing	Dodge Center*	AM	\$149,686.00	\$33,750.00
Mechanical Systems Inc.	Dundas*	AM	\$18,000.00	\$18,000.00
Miller Ingenuity	Winona*	AM	\$6,000.00	\$6,000.00
Pequot Tool & Manufacturing	Pequot Lakes*	AM	\$80,000.00	\$22,617.43
Post Consumer Brands	Northfield*	AM	\$18,000.00	\$8,360.18
Range Mental Health Center	Virginia*	HC	\$24,000.00	\$0.00
Red Lake Comprehensive Health Services	Red Lake*	HC	\$90,000.00	\$38,558.65
rms Company	Minneapolis	AM	\$6,000.00	\$4,743.30
SageGlass	Faribault*	AM	\$12,000.00	\$9,332.58
Saint Therese of New Hope	New Hope	HC	\$6,000.00	\$4,496.25
Sanford Health Network	Worthington*	HC	\$50,000.00	\$33,450.80
Sappi Fine Paper	Cloquet*	AM	\$150,000.00	\$5,492.32
Sauer Health Care	Winona*	HC	\$90,000.00	\$66,362.67
Seneca Foods Corporation	LeSueur*	AM	\$18,000.00	\$0.00
SFC Global Supply Chain	Marshall*	AM	\$18,000.00	\$5,787.99
The Evangelical Lutheran Good Samaritan Society		HC	\$104,995.00	\$20,058.75
Touchstone Mental Health	Minneapolis	HC	\$36,000.00	\$20,119.67
Trex Commercial Products	Brooklyn Park	AM	\$6,889.00	\$3,347.85
Ultra Machining Company	Monticello*	AM	\$48,000.00	\$10,866.90
Ultra Machining Company	Monticello*	IT	\$0.00	\$0.00
University of Minnesota Landscape Arboretum	Chaska	AG	\$96,000.00	\$18,000.00
V-TEK	Mankato*	AM	\$12,000.00	\$9,702.82
Winegar	Waseca*	AM	\$42,000.00	\$42,000.00
<b>48 Contracts</b>		<b>Total</b>	<b>\$2,445,570.00</b>	<b>\$1,143,537.14</b>

Notes: Table is based upon data as of December 1, 2021. Location followed by (\*) indicates a Greater MN County. Ultra Machining Company is listed twice due to participating in two industries. The following grantee withdrew from the grant: K&G Manufacturing.

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

Grantee	City	Industry	Contract Amount	Final Payment
Alliance Machine	Elk River*	AM	\$30,000.00	\$10,673.84
Allina Health System	New Ulm*	HC	\$36,000.00	\$24,135.08
Alomere Health	Alexandria*	HC	\$0.00	\$0.00
American Crystal Sugar	Moorhead*	AM	\$99,800.00	\$97,800.00
Apple Tree Dental	Mounds View	HC	\$21,105.00	\$20,950.00

Grantee	City	Industry	Contract Amount	Final Payment
Art Unlimited	Angora*	IT	\$6,000.00	\$6,000.00
Bedford Industries	Worthington*	AM	\$18,000.00	\$13,775.65
BTD Manufacturing	Lakeville	AM	\$33,760.00	\$33,750.00
Cardinal CG	Northfield*	AM	\$0.00	\$0.00
Cerinity Senior Care	White Bear Lake	HC	\$132,000.00	\$52,663.20
Children's Dental Services	Minneapolis	HC	\$6,000.00	\$1,980.98
Citon Computer Corporation	Duluth*	IT	\$0.00	\$0.00
Cuyuna Regional Medical Center	Crosby*	HC	\$49,000.00	\$13,719.65
Cybox International	Owatonna*	AM	\$18,000.00	\$971.90
Daikin Applied	Faribault*	AM	\$150,000.00	\$66,000.00
Design Ready Controls	Brooklyn Park	AM	\$100,000.00	\$55,922.02
DeZURIK, Inc.	Sartell*	AM	\$24,000.00	\$17,745.75
Dotson Iron Castings	Mankato*	AM	\$53,270.00	\$40,591.37
Essentia Health	Duluth*	HC	\$24,452.00	\$20,074.57
Fairview Health Services	Saint Paul	HC	\$40,625.00	\$34,405.18
Goodwill Industries	Saint Paul	IT	\$36,000.00	\$24,308.25
Greater Bemidji	Bemidji*	AM	\$150,000.00	\$150,000.00
Homecrest Outdoor Living	Wadena*	AM	\$24,000.00	\$24,000.00
Intercultural Mutual Assistance Association	Rochester*	HC	\$102,000.00	\$40,888.24
Iron River Construction	Chaska	IT	\$6,000.00	\$3,167.22
Iron Shoe Farm	Princeton*	AG	\$0.00	\$0.00
JBS	Worthington*	AM	\$46,824.00	\$43,068.18
Jones Metal	Mankato*	AM	\$30,000.00	\$22,538.04
K&G Manufacturing	Faribault*	AM	\$6,000.00	\$5,732.10
Kahler Automation	Faribault*	AM	\$6,000.00	\$3,000.00
Kato Engineering	Mankato*	AM	\$33,264.00	\$29,479.46
Mankato Clinic	Mankato*	HC	\$12,000.00	\$7,414.99
McNeilus Truck & Manufacturing	Dodge Center*	AM	\$150,000.00	\$81,443.08
Mechanical Systems Inc.	Dundas*	AM	\$36,000.00	\$36,000.00
New Team	Forest Lake	AM	\$4,500.00	\$4,500.00
Olmsted Medical Center	Rochester*	HC	\$0.00	\$0.00
Our Lady of Guadalupe Free Clinic	Worthington*	HC	\$8,400.00	\$2,985.32
Pentair Flow Technologies	New Brighton	AM	\$0.00	\$0.00
Pequot Tool & Manufacturing	Pequot Lakes*	AM	\$100,000.00	\$38,966.72
Post Consumer Brands	Northfield*	AM	\$24,000.00	\$15,997.50
Reell Precision Manufacturing	Saint Paul	AM	\$30,000.00	\$19,335.95
SageGlass	Faribault*	AM	\$12,000.00	\$8,267.52
Sanford Health	Worthington*	HC	\$96,000.00	\$40,049.34
Sappi Fine Paper	Cloquet*	AM	\$100,000.00	\$41,315.45
Seneca Foods Corporation	LeSueur*	AG	\$14,614.00	\$7,191.13

Grantee	City	Industry	Contract Amount	Final Payment
Seneca Foods Corporation	LeSueur*	AM	\$0.00	\$0.00
SFC Global Supply Chain	Marshall*	AM	\$22,500.00	\$6,829.38
Spectro Alloys Corp	Rosemount	AM	\$24,000.00	\$24,000.00
St. Luke's	Duluth*	HC	\$40,000.00	\$24,784.25
Standard Iron & Wire Works	Monticello*	AM	\$43,956.00	\$43,949.95
Syvantis Technologies, Inc.	Baxter*	IT	\$6,000.00	\$5,015.25
The Evangelical Lutheran Good Samaritan Society	Brainerd*	HC	\$30,000.00	\$22,481.25
Thomson Reuters	Eagan	IT	\$58,230.00	\$33,401.22
Touchstone Mental Health	Minneapolis	HC	\$48,000.00	\$27,221.72
Trex Commercial Products	Brooklyn Park	AM	\$6,486.00	\$3,458.32
Ultra Machining Company	Monticello*	AM	\$60,000.00	\$42,929.26
Vital Images	Minnetonka	IT	\$0.00	\$0.00
V-TEK	Mankato*	AM	\$6,000.00	\$5,992.00
West Central Turkeys	Pelican Rapids*	AM	\$25,620.00	\$23,792.15
Winegar	Waseca*	AM	\$72,000.00	\$67,795.00
Yeager Machine	Norwood Young America	AM	\$18,000.00	\$11,892.99
<b>53 Contracts</b>		<b>Total</b>	<b>\$2,330,406.00</b>	<b>\$1,504,350.42</b>

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

Throughout the history of the DTG, Advanced Manufacturing has led in pursuing and benefiting from the dual-training model. During the last three grant rounds, the number of Advanced Manufacturing grantees has remained steady. During the most recent grant monitoring meetings since the start of the COVID-19 Emergency, grantees have reported challenges with health concerns, social distancing, limited staff and strict production schedules. Therefore, scheduling related instruction and on-the-job training has been difficult. These challenges may be reasons for the industry only maintaining participation levels in the grant.

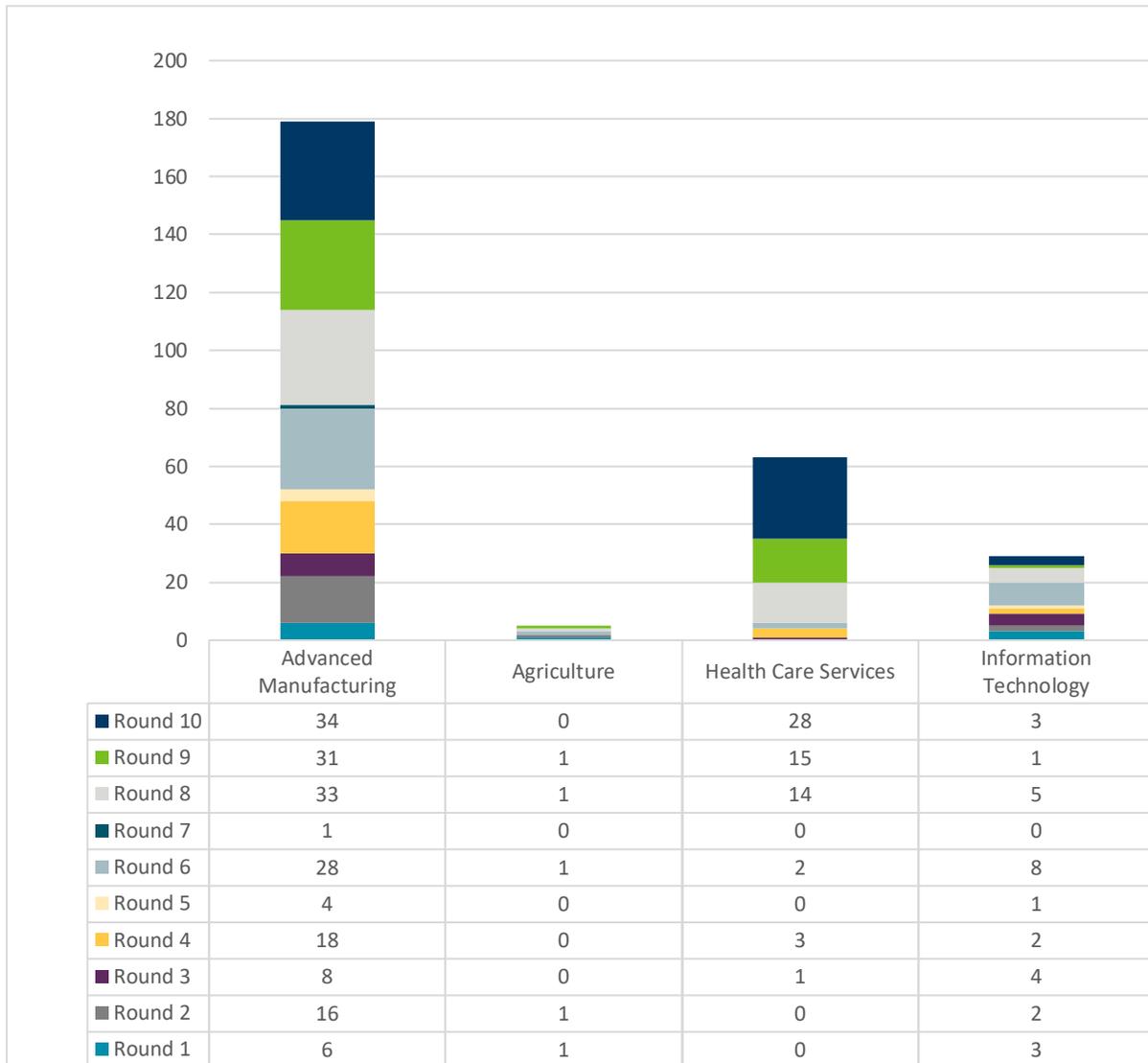
The number of Health Care Services grantees has drastically increased over the recent grant rounds. The industry was nearly nonexistent for the first seven grant rounds. Within the last year, the industry has doubled their participation resulting in 28 grantees during DTG Round 10. Over the last few years, several Health Care Services occupations have become eligible for the DTG. As more and more Health Care Services grantees participate in the grant program, the industry is recognizing how the model benefits dual trainees and organizations. Communication about the successful programs has likely also been a reason for the increase in participation in this industry.

Unfortunately, the industries of Agriculture and Information Technology have lagged in pursuing participation in the DTG. Concerning Agriculture, speculation is the current education structure

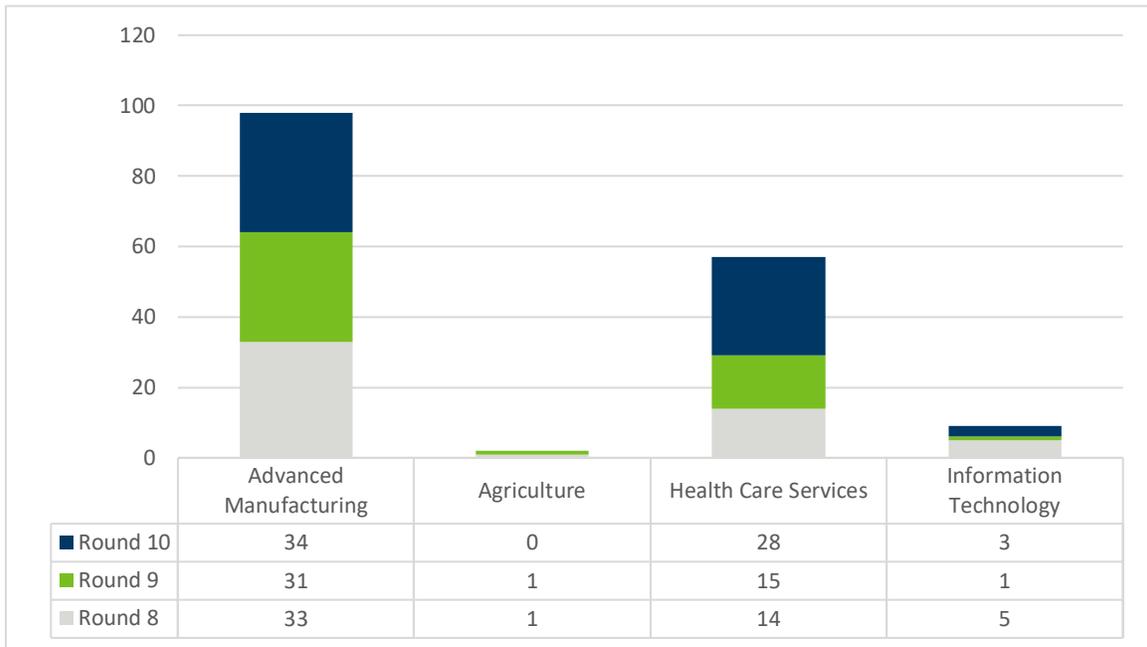
combined with the seasonal nature of the industry, may create challenges for employers to promote dual-training models. Often, students either pursue agricultural academic degrees and go directly into employment upon graduation; or individuals do not pursue degrees and instead learn directly on-the-job without formal related instruction. In regards to Information Technology, several grantees have been very successful in utilizing the DTG. The Minnesota Dual-Training Pipeline recently restructured Information Technology occupations to better align with feedback from the industry. The reform will hopefully result in a renewed interest from employers to consider the DTG as an educational option for their employees.

The following two figures illustrate the number of grant contracts among industries for each grant round:

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



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



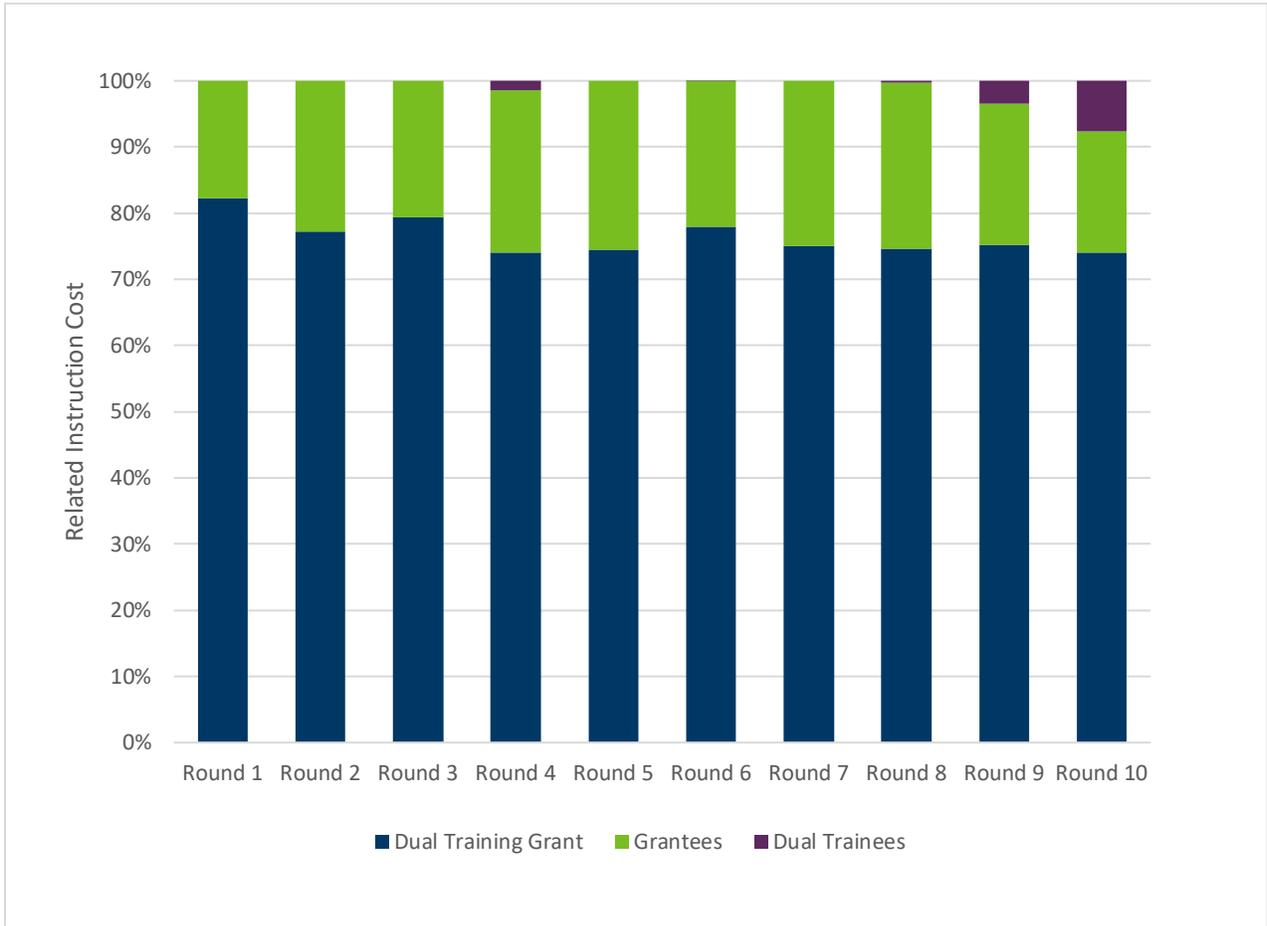
As of December 1, 2021, related instruction for DTG Rounds 1 through 10 has cost a total of \$8,269,390.09. The DTG has paid \$6,287,850.25, grantees have paid \$1,873,987.15, and dual trainees have paid \$107,552.69 of the total cost (Figure 3).

The DTG program has a significant impact on the cost of education for dual trainees. For most dual trainees, the grant and grantees cover all tuition, fee, book and material costs. This allows dual trainees to focus on their education instead of financing. During recent grant rounds, dual trainees have been responsible for some cost, because dual trainees are electing to pursue specialized and/or higher-level degree programs. Two common examples are Bachelor of Science in Nursing and Bachelor of Science in Mechanical Engineering. During DTG Round 9, dual trainees were responsible for about 3% of costs. Throughout the entire grant program, dual trainees have been responsible for only 1% of costs.

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

The following figure is an illustration of funding sources contributing to the related instruction of dual trainees:

**Figure 3. Related Instruction Funding Sources**



Rounds	Dual Training Grant	Grantees	Dual Trainees
Round 1	\$197,120.93	\$42,466.00	\$ -
Round 2	\$598,942.89	\$176,700.10	\$ -
Round 3	\$454,294.31	\$117,805.88	\$ -
Round 4	\$673,094.91	\$223,219.51	\$ 12,373.55
Round 5	\$142,067.26	\$48,557.86	\$ -
Round 6	\$1,213,910.25	\$343,683.71	\$ 953.44
Round 7	\$25,261.43	\$8,420.69	\$ -
Round 8	\$1,504,350.42	\$507,013.34	\$ 6,252.59
Round 9	\$1,143,537.14	\$323,268.04	\$ 53,079.19
Round 10	\$335,270.71	\$82,852.02	\$ 34,893.92

# Dual Trainees

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

Secondly, once 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 their dual trainee population.

Lastly, grantees are required to submit annual reports that include several status updates about dual trainees. Dual trainees listed on these 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 rate of matriculation is calculated by number of **Identified** dual trainees divided by number of **Awarded** dual trainees. **Identified** dual trainees are officially included in grant records, and they have benefited from the DTG. Therefore, the matriculation rate is based upon **Identified** as opposed to **Reported** dual trainees. The average rate of matriculation is 75%, and the overall rate of matriculation for dual trainees is 71%.

Due to the grant timeline, grantees of DTG Rounds 1 through 9 have been required to submit reports as of August 31, 2021. Throughout the reporting process, one dual trainee may represent multiple dual-trainee data points, due to participating in multiple DTG rounds. Important to note, community health emergencies during 2021 affected several grantees resulting in extensions of grant contracts. Therefore, several grantees from DTG Round 9 will update report data by August 31, 2022. Depicted in the following table and figure is the breakdown among **Awarded**, **Identified** and **Reported** dual trainees for each grant round.

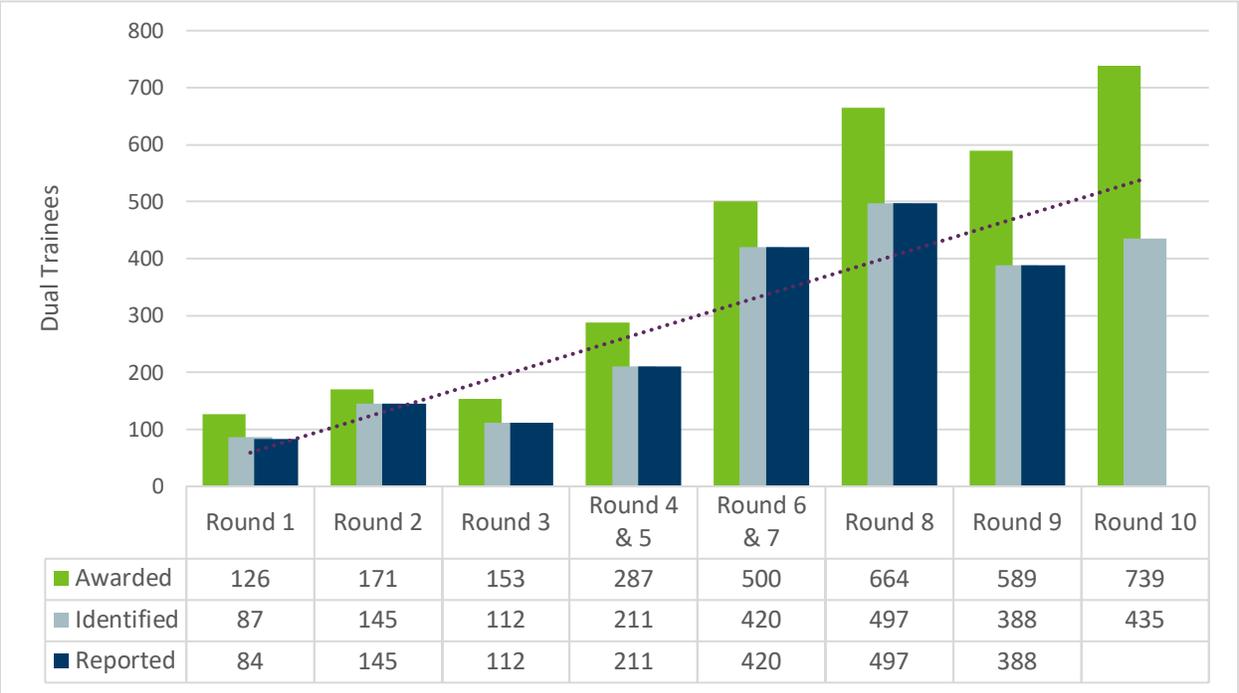
**Table 5. Number of Dual Training Grant Dual Trainees**

DTG Round	Awarded	Identified	Reported	Rate of Matriculation
Round 1	126	87	84	69%
Round 2	171	145	145	85%
Round 3	153	112	112	73%
Round 4	216	163	163	75%
Round 5	71	48	48	68%
Round 6	485	405	403	84%
Round 7	15	15	15	100%

DTG Round	Awarded	Identified	Reported	Rate of Matriculation
Round 8	664	497	497	75%
Round 9	589	388	388	66%
Round 10	739	435	N/A	59%
<b>Total</b>	<b>3,229</b>	<b>2,295</b>	<b>1,855</b>	<b>71%</b>

Notes: Table is based upon data as of December 1, 2021. DTG Round 9 and 10 are still open and identifying additional dual trainees.

Figure 4. Number of Dual Training Grant Dual Trainees



Notes: Figure is based upon data as of December 1, 2021. DTG Round 9 and 10 are still open and identifying additional dual trainees. DTG Rounds 5 and 7 were combined with previous rounds, because they included only previous grantees with restricted dual-trainee populations who were continuing their dual-training programs.

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

- Gillette Children’s Specialty Healthcare, St. Paul, MN
- Hartfiel Automation, Eden Prairie, MN
- UMA Precision Machining, Zimmerman, MN
- Xylo Technologies, Rochester, MN

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

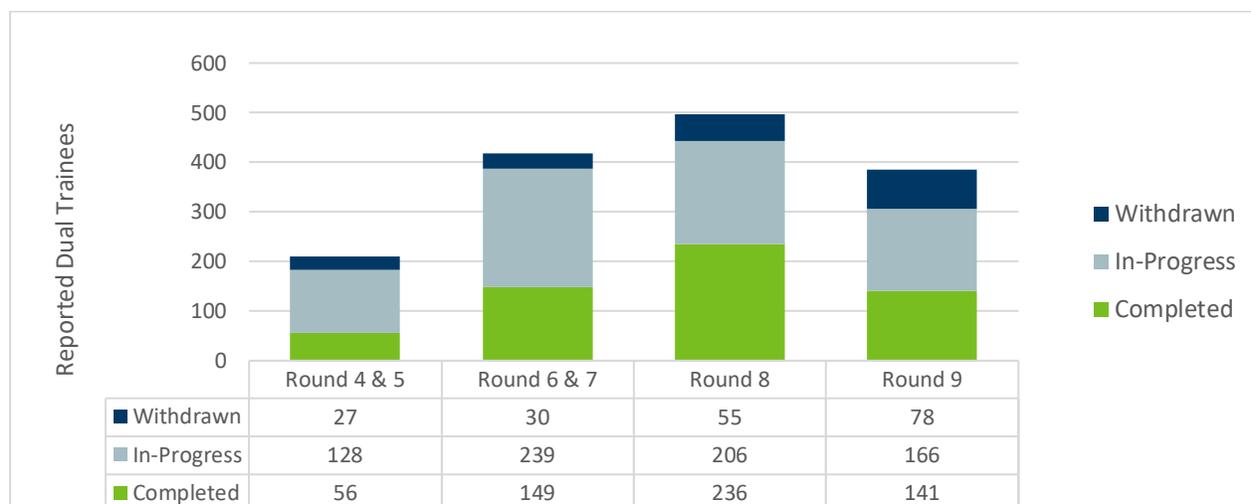
To date, 35% of the 1,885 **Reported** dual trainees have completed DTG programs. Dual trainees who have completed their programs in addition to dual trainees who were or are in-progress accounts for 88% of the entire dual trainee population. Based upon monitoring reports and general conversations, dual trainees who begin dual-training programs gain some level of skill even if they do not complete the program. The skills learned benefit both dual trainees and grantees.

Unfortunately, due to technology limitations, OHE is unable to track a dual trainee consecutively throughout a program. Therefore, a dual trainee may be in-progress during Round 8 and complete in Round 9, but the Round 8 in-progress status will still be present in the data. Hence, attention should be focused on the 88% of the population who have begun and not withdrawn from programs as opposed to only the population who has completed programs.

Elatedly, only 12% of dual trainees have withdrawn from DTG programs, which is slightly higher than the 9% reported last year. A majority of the withdrawn dual trainees were from Round 9 (35%) with half representing Advanced Manufacturing and half representing Health Care Services. Within Advanced Manufacturing, a majority of the withdrawn dual trainees were from the Mechatronics Technician occupation. Within Health Care Services, a majority of the withdrawn dual trainees were from the Certified Nursing Assistant occupation. Based upon conversations with grantees, the COVID-19 Emergency was likely the main contributing factor for dual trainees withdrawing from these programs.

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

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

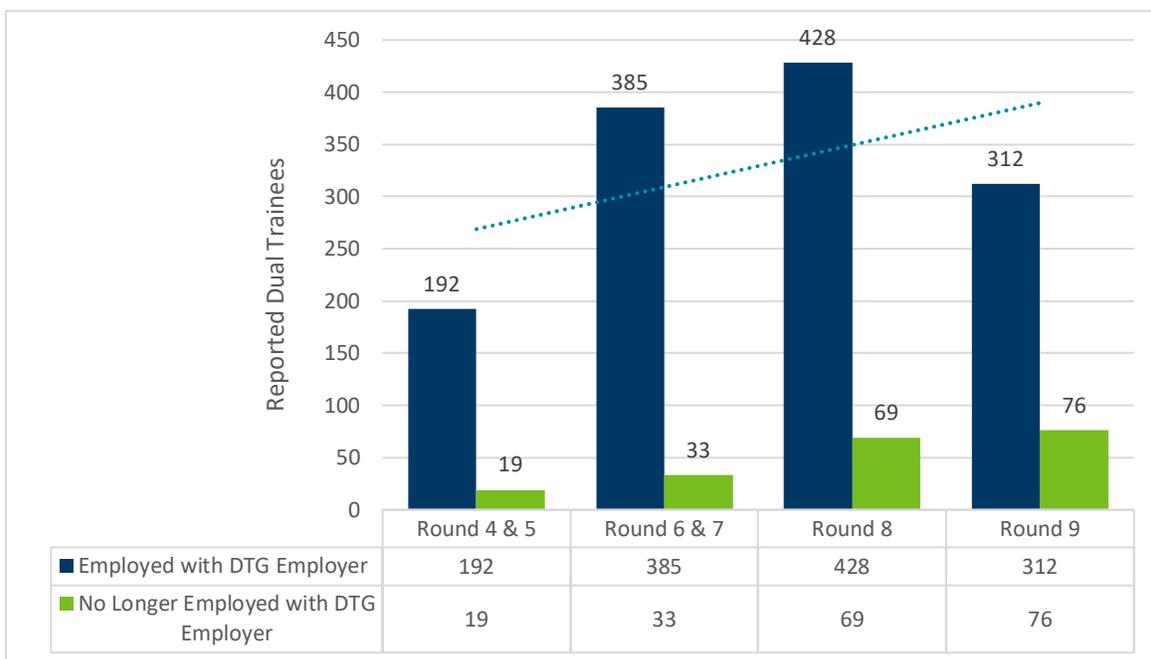


*Notes: DTG Round 9 is still open and will report on additional dual trainees by August 31, 2022. DTG Rounds 5 and 7 were combined with previous rounds, because they included only previous grantees with restricted dual-trainee populations who were continuing their dual-training programs.*

Through employer applications, dual trainees may continue dual-training programs in future DTG rounds until reaching four years of participation. Only about 8% of **Identified** dual trainees have reached the lifetime participation maximum. Ultimately, a dual trainee can benefit from up to \$24,000 toward one or more dual-training programs resulting in industry-recognized degrees, certificates, or credentials. The multiple years of eligibility provides dual trainees with greater opportunities to pursue career pathways and continue to build upon their skills. An example is a dual trainee who begins in the grant by pursuing a Certified Nursing Assistance certificate, then transitions into a Licensed Practical Nurse degree, and finishes with a Registered Nurse degree. One item to note, dual trainees do not need to participate in consecutive years to remain eligible for the DTG. Dual trainees often work within their career fields and then return to the grant program later; hence, the significance of the in-progress status of **Reported** dual trainees shown in Figure 5. The in-progress status is as valuable as the completed status, because both represent dual trainees who are successful at obtaining workforce skills in the short term and pursuing careers leading to livable wages in the long term.

In addition to the progress of dual-training programs, a majority of **Reported** dual trainees remain employed with their DTG employers. Based upon reports submitted by grantees of Rounds 1 through 9, 88% of dual trainees remained employed with their employers who participated in the DTG. Employment status for recent grant rounds is represented below:

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

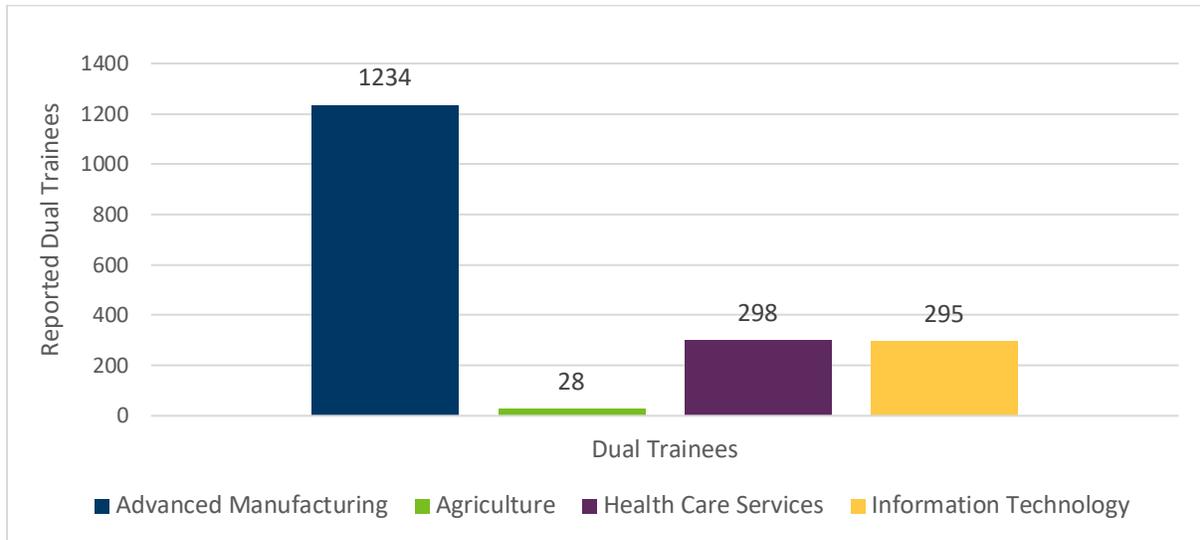


*Notes: DTG Round 9 is still open and will report on additional dual trainees by August 31, 2022. DTG Rounds 5 and 7 were combined with previous rounds, because they included only previous grantees with restricted dual-trainee populations who were continuing their dual-training programs.*

## Industries and Occupations

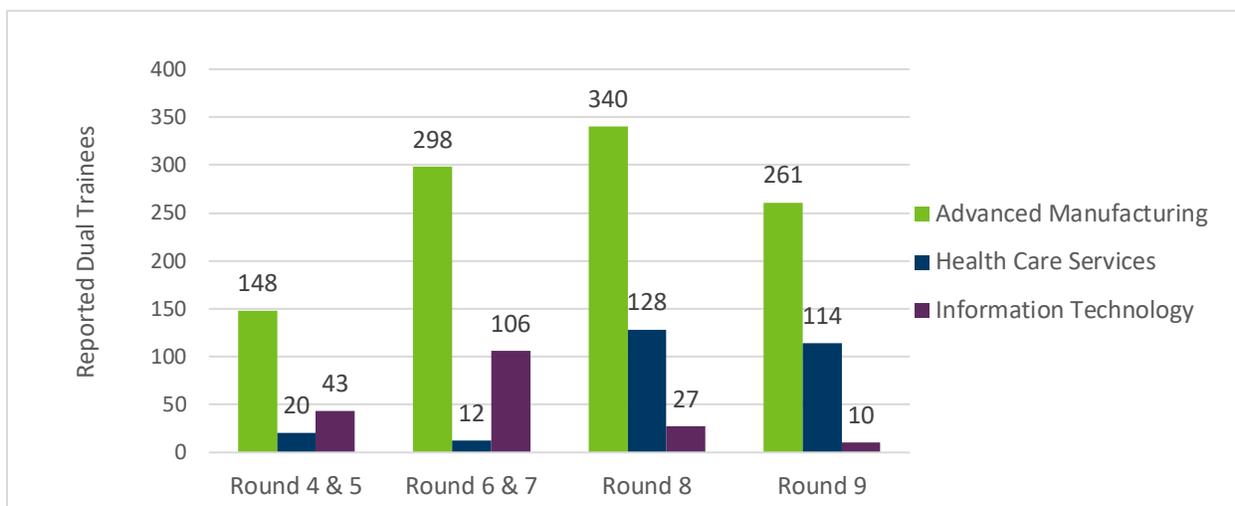
Four industries have remained continually eligible for the DTG, but eligible occupations have continued to expand each year along with the number of dual trainees. Advanced Manufacturing hosts the largest dual-trainee population with Health Care Services steadily emerging. The upcoming figures depict **Reported** dual trainees among industries and occupations.

**Figure 7. Dual Training Grant Reported Dual Trainees per Industry (Rounds 1 - 9)**



*Notes: DTG Round 9 is still open and will report on additional dual trainees by August 31, 2022.*

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



*Notes: DTG Round 9 is still open and will report on additional dual trainees by August 31, 2022. DTG Rounds 5 and 7 were combined with previous rounds, because they included only previous grantees with restricted*

dual-trainee populations who were continuing their dual-training programs. Data for the industry of “Agriculture” has been suppressed (see [Appendix E](#)).

**Table 6. Dual Training Grant Reported Dual Trainees per Occupation (Rounds 1 - 9)**

Industry	Occupation	Reported Dual Trainees
Advanced Manufacturing	Computer Numerical Control (CNC) Programmer	<10
	Coordinate Measuring Machine (CMM) Programmer	<10
	Flexo Technician	22
	Machinist/CNC Operator	259
	Machinist/Tool and Die	<10
	Maintenance and Repair Worker	103
	Mechatronics Technician	620
	Quality Assurance Technician	21
	Welder	197
Agriculture	Agriculture Equipment Mechanic	24
	Agronomist	<10
	Horticulture Farm Manager	<10
Health Care Services	Certified Nursing Assistant	62
	Community Health Worker	54
	Dental Assistant	16
	Dental Hygienist	<10
	Health Support Specialist	<10
	Licensed Practical Nurse (LPN)	56
	Medical Assistant	13
	Medical Laboratory Technician	<10
	Psychiatric/Mental Health Technician Out-Patient	<10
	Registered Nurse	25
	Senior Culinary Manager	53
Surgical Technologist	<10	
Information Technology	Information Management and Analytics Pathway	15
	Information Security Pathway	<10
	Infrastructure Administration Pathway	28
	Security Analyst	31
	Service Desk/Front Line Support or Computer User Support Specialist	162
	Software Developer	28
	Support Pathway	<10
	Technical Planning Pathway	10
Web Developer – Front and/or Back End	10	

Notes: DTG Round 9 is still open and will report on additional dual trainees by August 31, 2022. A number of “<10” means grantees did report dual trainees, and the number of dual trainees was less than ten for the applicable occupation.

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

Advanced Manufacturing:

- Extrusion Molding Technician
- Injection Molding Technician
- Logistics and Supply Chain Manager
- Print Press Operator
- Quality Assurance/Food Safety Supervisor
- Safety Technician
- Solderer

Agriculture:

- Applicator Technician
- Crop Farm Manager
- Farm Animal Manager
- Grain merchandiser
- Quality Assurance/Food Safety Supervisor
- Swine Technician (grow finish)

- Swine Technician (sow farm)

Health Care Services:

- Addiction Specialist
- Electronic Health Records Specialist
- Medical Laboratory Assistant
- Ophthalmic Technician
- Psychiatric/Mental Health Technician In-Patient
- Radiologic Technician

Information Technology:

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

## Financial Aid

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

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

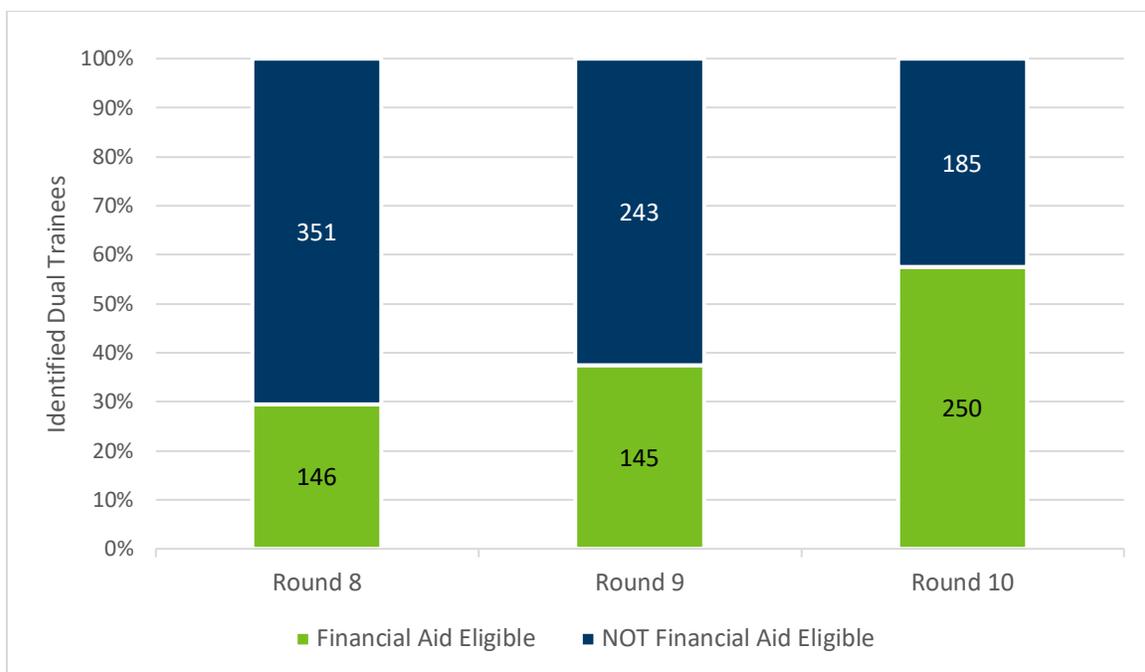
The DTG does not require that a dual-training program be aid eligible; however, a benefit of an aid eligible program is the potential for financial aid resources in addition to the financial benefits of the DTG. Examples of dual-training programs that are not eligible for financial aid include, but are not limited to, postsecondary customized training, short-term certifications, and industry credentialing. Dual trainees are also not required to accept financial aid resources. At minimum, filing the FAFSA or

Minnesota state aid application provides dual trainees with additional knowledge, so they can make better-informed decisions about financing their education goals.

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

Based upon **Identified** dual trainee data from DTG Rounds 8 through 10, 41% of dual trainees participate in dual-training programs that are eligible for federal and/or state financial aid. The number of dual trainees in financial aid eligible programs increased by 72% from Round 9 to Round 10. As shown in the figure below, dual trainees attending aid eligible programs through the DTG have expanded over the last few grant rounds:

**Figure 9. Dual Training Grant Financial Aid among Identified Dual Trainees**



*Notes: Figure is based upon data as of December 1, 2021. DTG Round 9 and 10 are still open and identifying additional dual trainees.*

## Wages

As mentioned earlier in this section, dual trainees who have completed and dual trainees who are still progressing through their dual-training programs are stepping into and moving toward careers with

livable wages. As a reminder, Minnesota Dual-Training Pipeline defines livable wages as \$18.85 per hour at minimum based on a family with one child, one full-time and one part-time employed adult. After 12 months of a dual-training program, **Reported** dual trainees had average wages of \$25.46 per hour. This is \$6.61 above the livable wage goal of Minnesota Dual-Training Pipeline.

A common question from DTG applicants is, “Are wage increases required during and/or as a result of the dual-training program.” Unlike registered apprenticeship programs, the DTG does not require grantees to provide wage increases to dual trainees; however, wage increases are encouraged. A majority of dual trainees do receive wage increases within 12 months of starting a DTG period. The average **Reported** dual trainee received an hourly wage increase of \$1.79. Some dual trainees receive increases through standard performance evaluations, and others receive increases solely based upon their performance in a dual-training program. For example, one grantee shared with OHE that they increased dual trainee wages after each on-site course and again after completion of the two-year program. The grantee highlighted that these wage increases are solely based upon the dual-training program and are in addition to wage increases from standard performance evaluations.

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

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

## Demographics

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

### High School or General Education Development Graduate

During the DTG application process during and prior to Round 10, applicants were given award priority if their applications included dual trainees who had recently graduated from high school or earned a General Education Development (GED) credential. Applicants often had to rely on estimated numbers, because they were not required to identify their dual-trainee populations. Once applicants became grantees and submitted work plans and budgets, data that is more accurate was collected about **Identified** dual trainees. Of the 2,295 **Identified** dual trainees from grant Rounds 1 through 10, 93 (4%) had recently graduated from high school or earned a GED credential.

Effective July 1, 2021 with Minnesota Statutes 136A.246, subdivision 4 (<https://www.revisor.mn.gov/statutes/cite/136A.246>), priority for applications with dual trainees who had recently graduated from

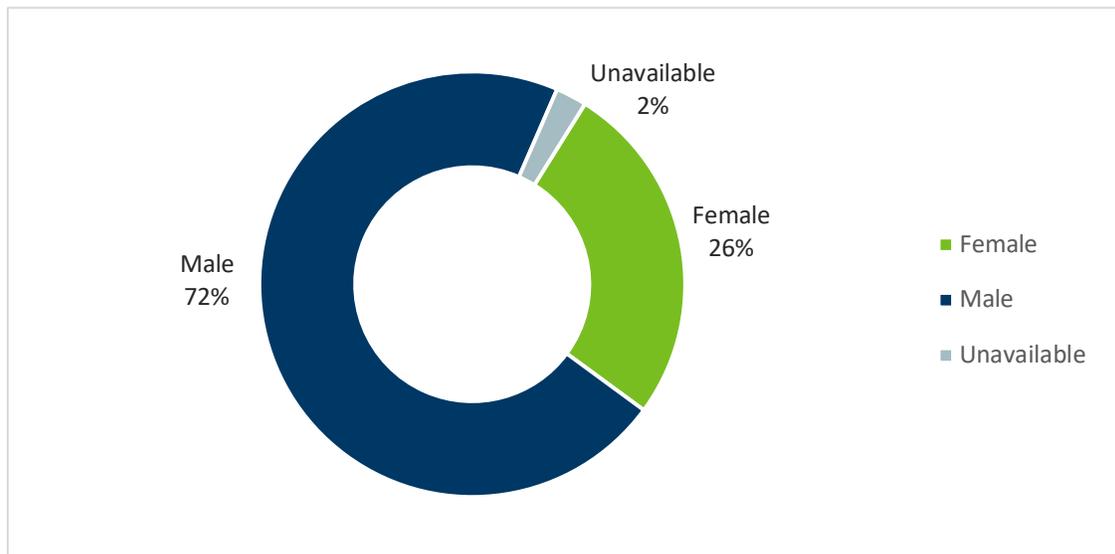
high school or earned a GED credential was removed and replaced with a score criterion. Currently, the DTG is administered with the score criterion of, “The applicant demonstrates ability to recruit, train, and retain dual trainees who are recent high school graduates or who recently passed high school equivalency tests.” A review committee is responsible for assessing and scoring applications based upon this criterion. The change permits applications to be awarded based upon their ability to demonstrate a successful dual-training program.

## Gender

During DTG Round 4, OHE established a secure online process for dual trainees to submit participant agreements. In order to receive benefits from the DTG, dual trainees are required to submit general information and agree to the terms of the grant; but questions about gender, race, and ethnicity are optional. To date, 1,951 **Identified** dual trainees participating in DTG Rounds 4 through 10 have submitted participant agreements.

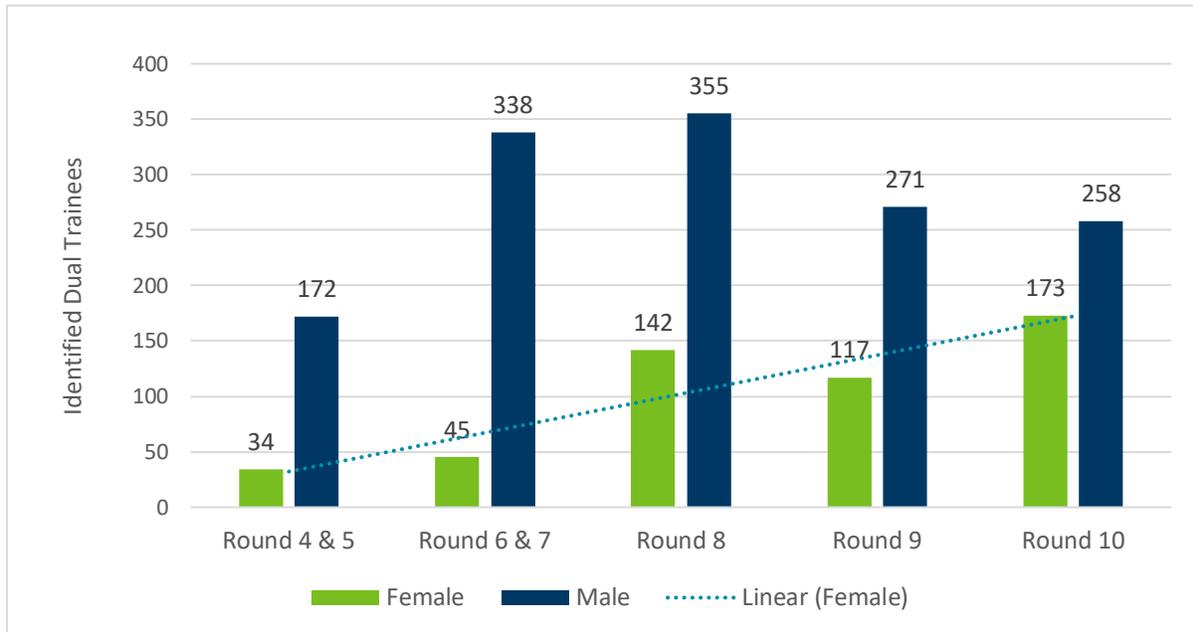
Of the **Identified** dual trainees, 1,394 identified as male, 511 identified as female, and 46 (Unavailable) elected to not provide information. Among dual trainees identified as male, 83% trained in advanced manufacturing, 6% in health care services, and 11% in information technology. The number of dual trainees identified as female continued to increase from 322 reported last year to 511 this year. Of the 511 female dual trainees, 77% trained in health care services, 16% in advanced manufacturing and 7% in information technology.

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



*Notes: Figure is based upon data as of December 1, 2021. DTG Round 9 and 10 are still open and identifying additional dual trainees.*

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

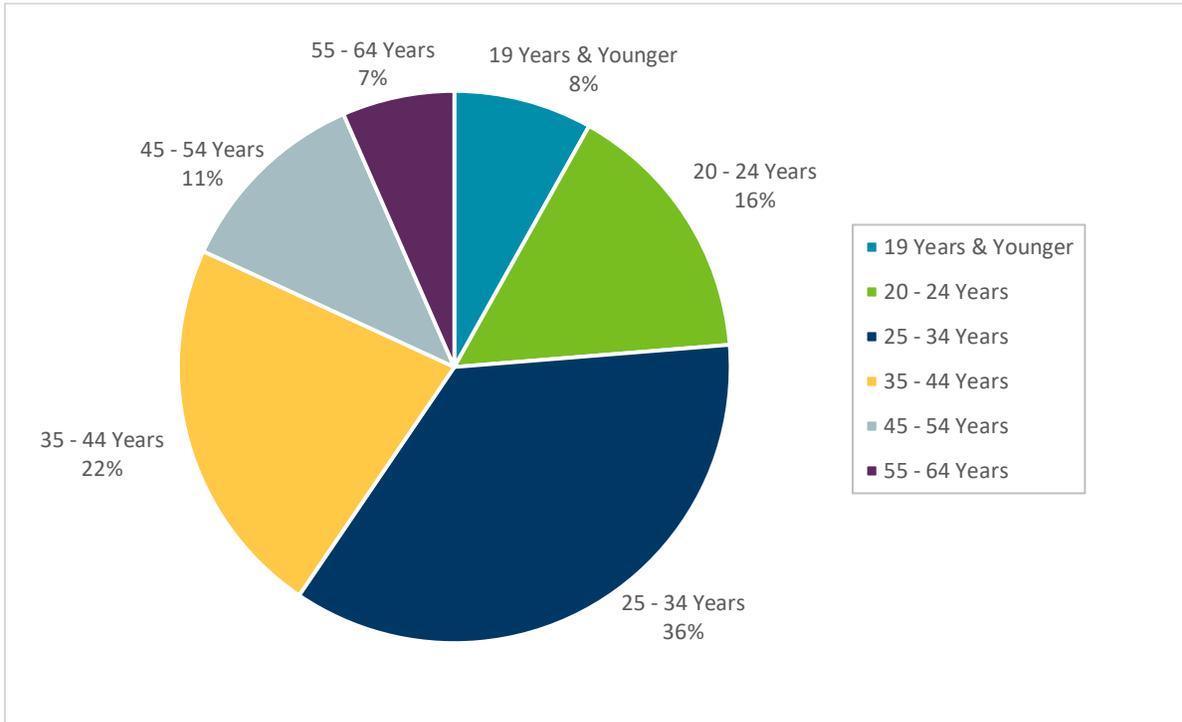


*Notes: Figure is based upon data as of December 1, 2021. DTG Round 9 and 10 are still open and identifying additional dual trainees. DTG Rounds 5 and 7 were combined with previous rounds, because they included only previous grantees with restricted dual-trainee populations who were continuing their dual-training programs. Category of “Unavailable” is suppressed (see [Appendix E](#)).*

## Age

Historically, the Dual Training Grant has benefited dual trainees who could be categorized as adult learners because of being over the age of 25 and having workforce experience. **Identified** dual trainees from DTG Round 4 through 10 who were under the age of 25 when beginning the grant period, account for only 24% of the dual-trainee population. According to 2020 fall student enrollment data from the Minnesota Office of Higher Education ([http://www.ohe.state.mn.us/sPages/student\\_enroll\\_data.cfm](http://www.ohe.state.mn.us/sPages/student_enroll_data.cfm)), students under the age of 25 account for 75% of the undergraduate population in the state. A majority (36%) of **Identified** dual trainees were 25 to 34 years old when beginning the grant period. According to the same data from the Minnesota Office of Higher Education, this is more than double of the same age category for Minnesota students enrolled in undergraduate education (16%). These differences may suggest the dual-training model accommodates adult learners more than the current undergraduate education model.

**Figure 12. Dual Training Grant Age of Identified Dual Trainees (Rounds 4 - 10)**



Notes: Figure is based upon data as of December 1, 2021. DTG Round 9 and 10 are still open and identifying additional dual trainees. Data from the category “65 Years & Older” was suppressed (see [Appendix E](#)).

**Race and Ethnicity**

Dual Trainees who identified with a race or ethnicity category Other Than White increased by 41% from last year. More specifically, dual trainees who identified as Hispanic or Latino increased by 55%, and Asian increased by 48%. Of the 461 dual trainees who identified as a race or ethnicity Other Than White, 50% trained in advanced manufacturing, 42% in health care services, and 8% in agriculture and information technology combined.

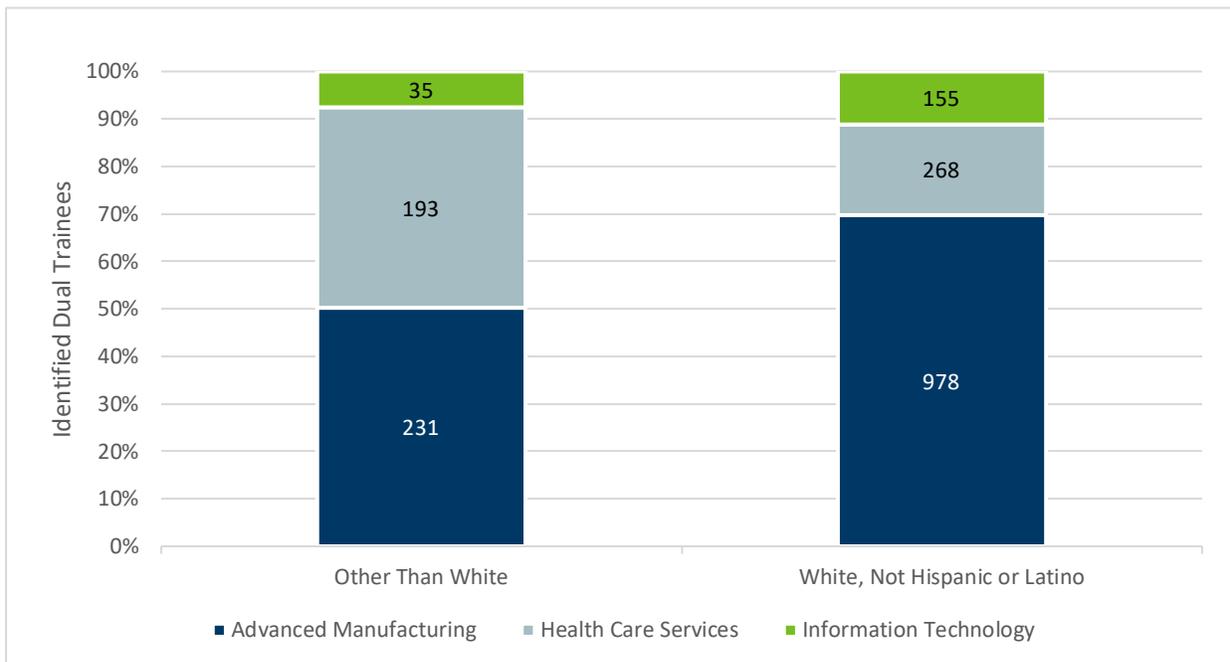
**Table 7. Dual Training Grant Race and Ethnicity of Identified Dual Trainees (Rounds 4 - 10)**

Race/Ethnicity	Identified Dual Trainees 2022 Report	Identified Dual Trainees 2021 Report	Percentage Increase
American Indian or Alaska Native	22	19	16%
Asian	74	50	48%
Black or African American	137	106	29%
Hispanic or Latino	191	123	55%
Native Hawaiian or other Pacific Islander	<10	<10	0%
White, Not Hispanic or Latino	1405	1076	31%
Two or more	34	26	31%

Race/Ethnicity	Identified Dual Trainees 2022 Report	Identified Dual Trainees 2021 Report	Percentage Increase
Unavailable	85	75	13%
<b>Total</b>	<b>1,951</b>	<b>1,478</b>	<b>32%</b>

Notes: Figure is based upon data as of December 1, 2021. DTG Round 9 and 10 are still open and identifying additional dual trainees.

**Figure 13. Dual Training Grant Race and Ethnicity of Identified Dual Trainees per Industry (Rounds 4 - 10)**



Notes: Figure is based upon data as of December 1, 2021. DTG Round 9 and 10 are still open and identifying additional dual trainees. Industry of "Agriculture" is suppressed (see [Appendix E](#)). Race and ethnicity category of "Unavailable" is not reflected in figure.

## Related Instruction

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A vital component of a dual-training program is related instruction. Dual trainees are provided the opportunity to learn the fundamentals of occupations through formal training from a training provider. Simultaneously, dual trainees are able to explore practical implementation through hands-on training from their employer. The Minnesota Legislature recently updated Statutes 136A.246 (<https://www.revisor.mn.gov/statutes/cite/136A.246>) to include definitions for related instruction elements:

*“Eligible training” means training provided by an eligible training provider that:*

- (1) Includes training to meet one or more identified competency standards;*
- (2) Is instructor-led for a majority of the training; and*
- (3) Results in the employee receiving an industry-recognized degree, certificate, or credential.*

*“Eligible training provider” means an institution:*

- (1) Operated by the Board of Trustees of the Minnesota State Colleges and Universities of the Board of Regents of the University of Minnesota;*
- (2) Licensed or registered as a postsecondary institution by the office; or*
- (3) Exempt from the provisions of section 136A.822 to 136A.834 or 136A.61 to 136A.71 as approved by the office.*

*“Industry-recognized degrees, certificates, or credentials” means:*

- (1) Certificates, diplomas, or degrees issued by a postsecondary institution;*
- (2) Registered apprenticeship certifications or certificates;*
- (3) Occupational licenses or registrations*
- (4) Certifications issue by, or recognized by, industry or professional associations; and*
- (5) Other certifications as approved by the commissioner.*

During the application process, DTG applicants explore and identify related instruction training providers who are willing and able to collaborate with them for a successful dual-training program. Applicants determine and document criteria from which to select their training providers. Common criteria are location of program, specific program for occupation, program cost, flexibility in overall program setup, program schedule, integrity of training program, and program format. Per requirements of the application process, applicants consult with a minimum of three training providers for each occupation. Applicants have the final decision of which training providers with which to enter into agreements. Applicants who are awarded DTG funds will enter into formal training agreements with training providers prior to executing grant contracts.

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

In addition to the Related Instruction Inventory, OHE recently established the Dual Training Provider Directory (<http://www.ohe.state.mn.us/sPages/DTGDir.cfm?sort=div>). The establishment of the directory came from applicant and grantee feedback. They were seeking a more direct means of connecting with specific parties among training providers. Contacts listed on the directory have voluntarily provided their contact information. They are willing and prepared to answer questions about dual-training programs. A training provider listed on the directory does not necessarily mean they have previously or are currently participating in a DTG. Applicants and grantees are not required to select a training provider from the directory. The Dual Training Provider Directory is only a resource to better streamline communication between applicants or grantees and training providers.

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

The relationship between grantee and related instruction training provider must be a partnership in order to be successful. Grantees administering dual-training programs in the years of 2020 and 2021 definitely encountered challenges and barriers due to the COVID-19 Emergency. Grantees and training providers had to be flexible and innovative in how best to meet the requirements of the grant, serve the needs of the grantees, and deliver quality education in a safe manner to dual trainees. For example, the 2021 monitoring report for BTM Manufacturing highlighted impacts of the emergency and the importance of a strong partnership with their training provider:

*The COVID-19 Emergency has greatly affected the dual-training program at BTM Manufacturing. There have been health and safety concerns along with an increase in demand for production. Therefore, the grantee has had to delay the related instruction for welding. However, the grantee has been working with dual trainees on a variety of on-the-job training tasks. BTM Manufacturing hopes to begin related instruction in late spring [of 2022] ... A best practice of BTM Manufacturing is creating and maintaining a strong relationship with the training provider. The relationship allows the grantee and training provider to more easily identify the skills dual trainees need to be successful.*

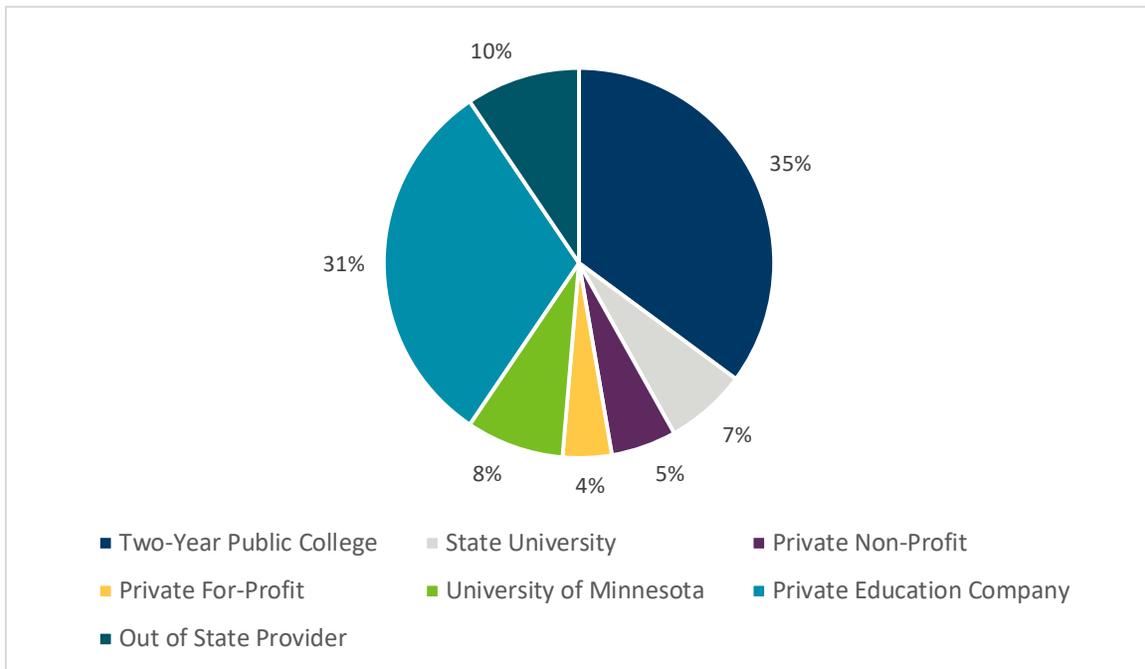
Thus far, 74 related instruction training providers have entered into DTG agreements with grantees. Seventeen of the training providers were newly added during DTG Round 10. Several related instruction training providers support training programs among multiple industries:

- Advanced Minnesota
- Ag Leader Academy
- Alexandria Technical and Community College
- Andersons Training School
- Anoka Ramsey Community College
- Anoka Technical College
- Augsburg University

- Bemidji State University
- Bethel University
- Capella University
- CED Solutions
- Central Lakes College
- Century College
- Collier IT
- Creating IT Futures Foundation
- Dakota County Technical College
- Dunwoody College of Technology
- Farm Journal Corn College
- Flexographic Tech
- Global Knowledge
- Hennepin Technical College
- Herzing University
- Hibbing Community College
- Intertech
- Inver Hills Community College
- Iowa Lakes Community College
- ISACA
- Itasca Community College
- John Deere University
- Knowledge Peak
- Lake Superior College
- Mechanical Systems Inc Safety and Training Division
- Mesabi Range College
- Metropolitan State University
- Minneapolis Community and Technical College
- Minnesota State College Southeast
- Minnesota State Community and Technical College
- Minnesota State University Mankato
- MN West Community and Technical College
- New Horizons
- Normandale Community College
- North Dakota State College of Sciences
- North Dakota State University
- Northland Community and Technical College
- Northwest Iowa Community College
- Northwest Technical College
- Pine Technical and Community College
- Pink Elephant Corp.
- PTM Incumbent Worker Training Program
- Purdue University
- Rasmussen University
- Ridgewater College
- Riverland Community College
- Rochester Community and Technical College
- Saint Paul College
- Sanford Health Nursing Assistant Training
- Sedation Consult LLC
- South Central College
- St. Catherine University
- St. Cloud State University
- St. Cloud Technical and Community College
- Symmetry Solutions (Hawkridge Systems)
- The Idea Circle/Minnesota Innovation Institute
- The Software Guild
- Tooling University
- University of Minnesota Crookston
- University of Minnesota Duluth
- University of Minnesota Extension
- University of Minnesota Landscape Arboretum
- University of Minnesota School of Dentistry
- University of Minnesota Twin Cities
- Viterbo University
- Winona State University
- Wisconsin Indianhead Technical College

A majority of training providers supporting DTG programs are within the sectors of either two-year public colleges or private education companies. Both sectors are able to quickly equip dual trainees with necessary workforce skills. Applicants of the DTG are often seeking training programs that can deliver benefits to their organizations in a short timeframe. Similarly, dual trainees are often interested in participating in dual-training programs that allow them to swiftly learn skills for their occupations and increase compensation from their employers.

**Figure 14. Dual Training Grant Training Providers per Sector (Rounds 1 – 10)**



# On-the-Job Training

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On-the-job training is the second component 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. Minnesota Dual-Training Pipeline has issued guidance for effective on-the-job training (<http://www.dli.mn.gov/business/workforce/guidance-effective-job-training>). The guidance includes four key elements for effective on-the-job training:

- Goals of on-the-job training
- Types of on-the-job training
- Tracking on-the-job training
- On-the-job training roles are clear

The guidance also provides five common types of effective on-the-job training:

- Job shadowing
- Mentorship
- Cohort-based training
- Assignment-based project evaluation
- Discussion-based 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 Minnesota Dual-Training Pipeline occupation-specific competencies. Below is an example of an on-the-job training plan for one dual trainee during a four-month period, which would equate to about 10 hours per week of on-the-job training:

OJT Mode	Dual Trainee Names	OJT Supervisor Title	Dates of Training	Number of Hours	On-the-job Competencies
Job Shadowing	Dual Trainee 3	Weld Supervisor	Sep–Dec 2021	40	Fabrication operations
Job Shadowing	Dual Trainee 3	Weld Supervisor	Sep–Dec 2021	120	Material handling
Job Shadowing	Dual Trainee 3	Weld Supervisor	Sep–Dec 2021	8	Safety

Overall, the average number of on-the-job training hours spent per week by a dual trainee was 12.84 based upon data collected through reports representing DTG Rounds 1 through 9.

# Testimonials

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## Grantees

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

*Our organization has seen great success with the dual-training program. One of our biggest successes has been seeing our employees in the program promoted into higher level positions. We have had employees moved into director roles, engineering tech positions, and team leads – and that is just a sampling. This allows us to promote from within and back-fill more entry level positions. While recruiting for new employees we tout our relationship with the Pipeline Grant, and our on-site classes and student friendly environment as a big draw to our organization. Many of the new employees that we are recruiting are students or potential students, and they seem to have high aptitude for learning new skills, and adapt quickly into our environment. Our organization changed our recruiting model at the end of 2018 away from a temp to hire mentality, and hire directly so that employees can become benefit eligible and receive education reimbursement funds very quickly. The local tech schools have been a big pipeline for new hires. We have also seen improvements in our retention through reduced turnover over the past year from our employee group as a whole, and contribute a portion of this reduction to our relationship with the grant.*

Advanced Manufacturing Grantee

*It has benefited our organization by creating a new way to recruit for our most difficult-to-fill position, that of the Certified Nursing Assistant. While we have not had the numbers we had hoped for, we feel the root of the cause has been the effect of the COVID-19 pandemic on the profession. We are still hopeful that the grant will ultimately assist with hiring and retaining quality caregivers.*

Health Care Services Grantee

OHE invited feedback from DTG Round 10 grantees during the first term of their dual training programs. Nearly 30 grantees responded with encouraging remarks:

*The Dual Training Grant has not only been a wonderful way to keep the education costs of our Dual Trainee team members affordable, it has also proven to be an outstanding recruiting tool as well. I am convinced the DTG is providing a better educational experience to our trainees and providing our company with better prepared interns (and eventually new hires). It is also great for morale!*

Advanced Manufacturing Grantee

*Access to Dual Training Grant Funds is critical to mitigate the training and development of newly hired employees. Community and Technical College enrollment and graduations are not meeting the current workforce needs. We hire for aptitude and initiative and train for competency.*

Advanced Manufacturing Grantee

*As we face enormous challenges in recruiting healthcare staff during the pandemic, this program has been a wonderful boost for our organization and team members. "Growing up" our team is our ideal solution. It provides an incentive for individuals to continue growing in the field while also helping us fill the unprecedented number of open positions we have. This, in turn, allows us to better serve communities throughout Minnesota with the highest quality healthcare possible. Additionally, the process has been well explained, application and reporting documents are easy to complete, and staff has been very accessible. We are so excited to be part of this program!*

Health Care Services Grantee

*Our experience with the Dual Training Grant has been nothing short of amazing. This program allows us as a smaller tech company, to recruit and retain top-notch talent in a competitive talent field. We have been fortunate enough to offer this option to employees as a means to expand their educational knowledge in areas new areas of tech, while still maintaining a full-time job.*

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 A](#).

## Dual Trainees

During spring of 2021, OHE highlighted a project detailing the successes of previous dual trainees. The project included success profiles and an interactive, virtual round-table with the dual trainees (<https://www.ohe.state.mn.us/mPg.cfm?pageID=2428>). Below are a few reflections from the dual trainee success profiles (<https://www.ohe.state.mn.us/mPg.cfm?pageID=2160>):

*Learning the theory helped me gain confidence and the ability to better comprehend the applications by working with coworkers.*

Ashley Madoll, Mechatronics Technician  
Marvin, Warroad, MN

*After graduating high school, I never had plans of furthering my education. However, I am very happy that I did complete the two-year Mechatronics program as it did allow me to advance my skills and my career. I was awarded the Equipment Maintenance Supervisor position after graduation.*

Billy Kor, Equipment Maintenance Supervisor  
Bedford Industries, Worthington, MN

*The grant took away that financial burden for me. Also, right when I was done with school, I was offered a job as a LPN by my employer which made my career change an easy transition ... I would recommend the MN Dual Training Grant to anyone. I wouldn't be where I am today, if it wasn't for this grant.*

Blessing Cahill, Licensed Practical Nurse  
Cuyuna Regional Medical Center, Crosby, MN

*I am thankful that M Health Fairview has placed special trust and confidence in me, and grateful that they could provide the training to employees like myself who truly care to make a difference and are willing to grow in learning.*

Sam Kaighen, IT Supervisor Application Services  
M Health Fairview, Minneapolis, MN

OHE sought feedback from DTG Round 10 dual trainees during the first term of their dual training programs. Over 30 dual trainees responded with overwhelming positive comments:

*Being able to be a part of the dual training grant has given me the opportunity to not only be a better student but to be a better intern for my employer. With being able to train and learn from both places and to be able to correlate the two together has taught me way more than if I was just going to school. Applying for the grant has always be easy on my end of the application. Send in a few forms and fill out a short application. No essays or anything is required.*

Advanced Manufacturing Dual Trainee

*The grant has allowed me to focus on my studies as well as gain work experience in my major. The semesters before the grant held a lot of limitations due to balancing school and working part-time. But with the grant, I have been able to choose work that pertains to my engineering major. This has also kept me interested in my major. It creates a different view of school when I learn something at school and in the same week you are applying it at work.*

Advanced Manufacturing Dual Trainee

*This has been an amazing experience that has allowed me to achieve academic success with financial aid. This program has allowed me to graduate debt free. The process was seamless and my case worker is prompt to answer any and all of my questions.*

Health Care Services Dual Trainee

## Related Instruction Training Providers

OHE requested feedback from DTG Round 10 related instruction training providers during the first term of dual training programs. A handful of training providers responded with comments:

*It's one of the best workforce development programs we've encountered. Our companies are using it for more than an individual development tool. They use it for recruitment, retention and to provide promotional opportunities into hard to fill positions.*

Advanced Manufacturing Training Provider

*I've had great experiences with the Dual Training Grant and the ease of offerings to our students. This is a wonderful incentive for employees/students and also benefits the employer by expanding the education and knowledge to their employees.*

Advanced Manufacturing Training Provider

*Great experience with this. Being able to study and work while getting paid is a great idea.*

Health Care Services Training Provider

# Recommendations

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Following ten rounds of DTG Administration, grantees have consistently provided feedback about the program. In addition, OHE has been observant of resources that would better support employers in sustaining dual-training programs. One recommendation from the 2021 report was considered and implemented by the Minnesota Legislature. The recommendation resulted in the removal of applicants receiving priority awarding to instead being scored based upon the criterion of the employer's demonstrated ability to recruit, train and retain employees who are recent high school graduates or who recently passed high school equivalency tests. In addressing the current climate of the Minnesota workforce, OHE puts forth the following recommendations along with strong encouragement that the Minnesota Legislature take timely action:

## Increase Investment

Recommendation 1: Increase the investment in the Dual Training Grant and Minnesota Dual-Training Pipeline.

DTG appropriations have not been sufficient to meet the requests of applicants. For example, applicants requested \$3,709,970 in DTG funds during Round 9. Unfortunately, only \$2,719,570 was available. OHE was unable to award grant funds to 15 of 64 applicants. In addition, OHE was able to only award partial grant funds to 13 of the applicants. Limited funds left many applicants searching for other means to fund dual-training programs, postponing dual-training programs at least a year until a new DTG application round launched, or deciding to completely end their dual-training program. Applicants had difficult decisions to make that would influence the education of their employees. Grantees who did receive funding in DTG Round 9 also encountered challenges as the COVID-19 Emergency continued to affect their dual-training programs.

Due to the COVID-19 Emergency, some grantees from Rounds 8 and 9 were unable to utilize all of their grant funds, which allowed additional funds to be available during DTG Round 10. OHE was able to award all 69 eligible applicants for a total of \$3,358,875 during Round 10, well over the \$1,900,000 annual appropriation available for the grant program. DTG Round 11 request for applications is set to open in spring 2022, and OHE anticipates having approximately \$2,300,000 available for awards. To promote and support Minnesota's Higher Education Attainment Goal, OHE prioritizes DTG applications that include dual trainees from previous grant rounds, who are continuing toward the completion of their dual training programs, in the selection process. Due to limited DTG funds and several Round 10 grantees having dual trainees continuing programs, OHE expects Round 11 to be highly competitive and result in fewer new applicants receiving awards.

Increasing the investment to the Dual Training Grant and Minnesota Dual-Training Pipeline would secure the opportunity for current dual trainees to finish their dual-training programs and earn their industry-recognized degrees, certificates, and credentials. The investment would also allow new dual trainees to begin their dual-training programs, provide skilled services to their employers, further their career

trajectories, support their families, and contribute to the economy of their communities. As of now, the DTG and Minnesota Dual-Training Pipeline do not have enough funds to meet the needs of Minnesota's workforce, but increases to the programs would allow for the continuation and growth of educated skills for the state's workers.

The following recommendations of expanding program eligibility for the DTG would be contingent upon endorsement of the first recommendation.

## **Child Care/Early Childhood Education Expansion**

Recommendation 2: Expand program eligibility to include occupations in the industry of Child Care/Early Childhood Education.

Before the COVID-19 Emergency and at present-day, Minnesota employers need skilled workers in the industries of Advanced Manufacturing, Agriculture, Health Care Services and Information Technology. Employers continually highlight the value of dual-training programs and their appreciation for the DTG. Their enthusiasm for the program is evident through the increase of grant applications each year and the personal feedback that is provided to OHE.

In addition to the industries already established for grant funds, the COVID-19 Emergency shed further light on in-demand occupations among other industries. In particular, several occupations in the Child Care/Early Childhood Education field require industry training and are in high demand statewide. Governor Walz and Lt. Governor Flanagan have prioritized child care throughout their administration. During 2021, the Minnesota Legislature and various State of Minnesota workgroups dedicated resources and time to better support the Child Care/Early Childhood Education industry. A few examples are the Child Care One-Stop Regional Assistance Network Plan passed into law during the 2021 special session (<https://www.revisor.mn.gov/laws/2021/1/Session+Law/Chapter/7/>) and the Building Child Care Businesses Work Group overseen by the Minnesota Business Vitality Council.

Including the industry of Child Care/Early Childhood Education into the established Minnesota Dual-Training Pipeline and DTG could help alleviate some of the dire workforce challenges faced by the industry. Also, including the industry would demonstrate the State of Minnesota's commitment to employers and employees in those occupations. Industry inclusion would not only effect employees, but also families, employers, and communities who rely upon child care and early childhood education resources. Adding the industry is relevant and practical considering the program and grant structure which is already in place and the potential for an increase in investment.

## **Transportation Expansion**

Recommendation 3: Expand program eligibility to include occupations in the industry of Transportation.

The COVID-19 Emergency also shed further light on several occupations in the Transportation industry, which require industry training and are in high demand statewide. Since the beginning of the COVID-19

Emergency, supply chains have been disrupted and freight transportation has continually been a topic of concern on national and state levels. The lack of industry employees, especially drivers, creates supply chain shortages among numerous other industries. During several DTG monitoring visits, representatives of Advanced Manufacturing grantees have expressed frustration over not being able to receive vital materials on time. The shipment delays have halted production schedules and created further interruptions for expecting customers.

In addition, busing services have experienced staffing shortages. Whether busing services through public transportation or school districts, companies are grappling with how to be adequately staffed when meeting the needs of communities. The staffing shortages have had rippling effects resulting in people not having a mode for getting to work, acquiring daily essentials like groceries, and/or accessing health services. The situation has led to students waiting hours for bus services, parents rearranging schedules to drive students, and schools deciding to cancel after-school programs.

Lastly, automotive repair facilities struggle with obtaining, training, and maintaining employees. As technology has advanced, so has the need for new and advanced training approaches to support the automotive repair and service technician workforce. Freight, busing, and personal transportation rely upon repair facilities to keep the transportation industry moving forward, so education needs to be a priority.

Including the industry of Transportation into Minnesota Dual-Training Pipeline and DTG would provide employers with a reputable tool to skill their workforce. Industry inclusion would ensure that the state of Minnesota is better equipped to move goods and people by having a strong transportation workforce.

In conclusion, the Minnesota Legislature is encouraged to take opportune action on all three recommendations. Minnesota has long been a place where people value each other and their communities. In a survey just released by WalletHub (<https://wallethub.com/edu/best-states-to-raise-a-family/31065>), Minnesota is ranked as the fourth best state to raise a family. The state scored 13 in family fun, 9 in health and safety, 22 in education and child care, and 9 in affordability. Being ranked fourth is commendable; however, there is definitely room for improvement. Minnesota Dual-Training Pipeline and DTG are established programs which have positive impacts on the vitality of Minnesota. Allow these programs to advance Minnesota by increasing the investment and including the industries of Child Care/Early Childhood Education and Transportation.

# Appendix A

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## Letters of Support

### CentraCare Health System: Health Care Services



1406 Sixth Avenue North Phone 320-251-2700  
St. Cloud, MN 56303

December 20, 2021

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

Commissioner Olson:

CentraCare is a proud grantee and supporter of the Dual Training Grant. As a first-time recipient of this grant's support in 2021, we are excited to advance the education and skills of our employees so that they may further their careers and continue caring for our patients and communities.

As a not-for-profit healthcare provider in Central Minnesota, CentraCare is heavily dependent on growing talent from within our communities and organization. And, like other healthcare organizations, finding skilled and licensed talent—especially in the midst of a pandemic—has been a significant challenge. Investing in the growth of our talent not only advances their careers, but improves the quality and access to health care in our communities.

Among the many difficult healthcare positions to recruit and retain are Licensed Practical Nurses (LPNs). Those positions are critical to providing care in most care settings, especially long-term care and ambulatory clinics. Shortages of LPNs have often resulted in using Registered Nurses instead, which increases the total cost of care while not allowing those RNs to work at the top of their license.

This grant has allowed CentraCare to support the educational pursuits of existing employees for whom the LPN career represents both a career and financial advancement. For some recipients, the grant has allowed them to complete their PN program; for others, it has enabled them to overcome a financial hurdle to begin their PN education. In addition to the financial benefits, these employee recipients are also receiving critical job shadowing and mentoring opportunities—as required by the grant—that serve

as professional development, encouragement, and career pathway confirmation...all of which make for a better prepared LPN.

CentraCare hopes to build upon our initial success with the Dual Training Grant by applying for future funding to develop additional LPNs and other career pathways. Thank you for this grant opportunity—our sincere appreciation goes out to all who make these critical workforce development funds available to our employees and communities!

Sincerely,

Brent Bultema  
Sr Director, HR Talent Solutions

Sandra Oyinloye, MEd  
Diversity Talent Specialist

Renee Doetkott, RN, MSN  
Director of Ambulatory Nursing Practice

## Community Dental Care: Health Care Services



01/12/2022

To Whom It May Concern:

Thank you for the opportunity to write a letter of support for the Dual Training Pipeline Program. Community Dental Care (CDC) is a 501(c)(3) nonprofit community dental clinic that sees primarily underserved, low-income patients on Medicaid. As a mission driven organization, we often struggle to be competitive with other private practices that only take commercial insurance. In 2021, we were awarded \$60,000 to help pay for 10 people's tuition to Dental Assisting school. This was our first time applying for this grant, and were thrilled when we got accepted. So far, we have had 9 part-time employees that have been able to get their dental assisting tuition and books paid for through these grant funds. We fully expect that most of these grateful employees will be staying with CDC after they graduate and get their licensure. Currently, there is a significant shortage of Licensed Dental Assistants in the State of Minnesota, so anything that we can use to attract, train and retain good employees really helps us out.

For the 2022-2023 grant application period, we are excited to apply for the Dual training Pipeline Grant again and to add on Hygiene schools. There is an even worse shortage of hygienists in the state, and we would love the ability to offer them free tuition as a way to attract them to our clinic and to our mission.

These types of programs not only help organizations such as ours, but they help the individual that is really struggling on how to pay for their education or trade program. The Dual Training Pipeline program funds truly are filling vacant skilled jobs and creating skilled workers in the State of Minnesota.

Sincerely,

Korine Carlson

HR Director

Maplewood Clinic and Business Office, 1670 Beam Avenue, Suite 204, Maplewood, MN 55109

Phone 651-925-8400, Fax 651-925-8439, [www.cdentc.org](http://www.cdentc.org)

## Goodwill-Easter Seals Minnesota: Information Technology



January 10<sup>th</sup>, 2022

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

Dear Commissioner Olson,

On behalf of our organization, I would like to extend our support, gratitude and appreciation for the Dual Training Grant offered by the MN Office of Higher Education. We are currently in the middle of our fourth year of participation and the grant has provided opportunities for many staff members to take part in one of our core values, which is continuous improvement. Over these last years, through the grant, staff have gained knowledge, grown their skills, built confidence in their abilities and advanced in their careers. This has been crucial to both team engagement and retention.

Goodwill-Easter Seals Minnesota is a 501(c)3 nonprofit that provides job training and career navigation services to eliminate barriers to work and independence. Revenue from nearly 50 retail stores — along with grants and financial contributions — supports Minnesotans with digital literacy skills, resume development, understanding government benefits and more. Shopping and donating helps divert over 65 million pounds from landfills annually and have helped connect people to jobs since 1919.

For the first three years of our participation, the grant has gone to members of our Information Technology team for IT skills training. In the most recent year, every member of this team was pursuing a certification through the grant and some members were participating in cohorts of learning with their fellow team members. One of the great parts of the grant is that the instruction with the training providers directly correlates to on-the-job training in the work environment. This hands-on experience reinforces knowledge and contributes to mastery of new competencies. When we added a Software Development group to our IT team, grant participants were able to advance and fill new roles. As we look to expand our focus on security, we expect a similar outcome, with existing staff advancing because of their DTG participation. Both the grant and our commitment to growing staff have played a considerable role in the almost 100% retention rate on the team over the last four years. Additionally, we found that the grant is a great recruiting tool and in the current year we expanded participation beyond the IT team to other staff in the organization.

Jacquelynn Mol Sletten has been a fantastic partner and resource as we've navigated through both the application process and subsequent participation in the program. She is responsive, knowledgeable, and willing to help whenever we have a question or need clarification. Further, the trainings, forums and

webinars offered through the Minnesota Department of Labor and Industry have been useful and relevant.

As far as suggestions for improvement, we have very few. The application process has been simplified since our first year of participation. This was greatly appreciated. My greatest hope is that the Dual-Training Grant program continues into the future, as this vital investment in our non-profit technology-sector workforce is critical and necessary.

Thank you for your support of this innovative program, we are very grateful!

Sincerely,

Christopher McCarty

Director, Information Technology

Goodwill-Easter Seals Minnesota, 553 Fairview Avenue North, Saint Paul, MN 55104

## Post Consumer Brands: Advanced Manufacturing



January 4, 2022

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

Dear Commissioner Olson,

Post-Consumer Brands is a Minnesota based food manufacturer and is one of the food industry's largest producers of ready to eat cereal. Our Northfield – Campbell Mill facility employs over 600 team members and produces more than 300 million pounds of cereal annually.

To be successful, we face many challenges in luring and engaging talented maintenance team members. One of the most successful resources we have employed is the Dual Training Grant program. We are currently in our third year of participation and have enjoyed great success in addressing many challenges to staffing, training and employee retention.

The Dual Training program has helped us in several ways:

- We have leveraged the Dual Training Grant Program to support an apprentice program that provides a pathway for existing team members to promote to positions with greater earning potential and higher job satisfaction.
- We have attracted high potential applicants from outside the company who had relevant experience and then provided specific training to ensure they were successful once on board with Post.
- The Dual Training Grant Program has ensured that we have knowledgeable and confident technicians to backfill jobs vacated by our retiring workforce. This has ensured stability of our production goals.
- As a state funded program, the Dual Training Grant Program has conveyed a significant degree of integrity to our team members. Our employees see the program as an indication of the state's commitment to the future of food manufacturing in Minnesota.
- As we look to the future of our state in dealing with the projected limited work force, we are also working in conjunction with the Minnesota Chamber of Commerce on ways that would enhance the ability to more cost effectively add technology. This would include investments like robotics and predictive maintenance technology that would in hand drive an even larger need for this program as we would look to enhance the skills of current employees or new trainees to become more skilled in advanced technology.

The partnership we have enjoyed with the Office of Higher Education has been overwhelmingly successful in helping us address many of the challenges I know other industries are facing in today's business climate. The program helps to provide staffing stability and to drive skills development. Without these critical cornerstones, we will struggle to remain successful in a continuously changing business environment.

It is with great gratitude that I express my desire to see the Dual Training Grant Program to continue in the future.

With best regards,

Todd R Person  
Plant Technical Director



Post Consumer Brands, LLC • 701 West 5th Street • Northfield, MN 55057 • 507-645-6681

**rms Company: Advanced Manufacturing**



January 5<sup>th</sup>, 2022

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

Dear MN OHE,

On behalf of rms Company, I would like to share our appreciation for the opportunity to participate in the Dual Training Grant Program (DTG). We are in our second year of participation and foresee the company continuing to grow our participation in the future.

rms Company is a leader in medical device manufacturing with proven, continuous growth every year. rms continues to invest in its employees as well as the latest technology to support continuous growth in this field. A large challenge for many in the field of advanced manufacturing is the constant need to recruit, train, and retain skilled workers.

With the support of the DTG we have been able to build stronger relationships with our local technical college partners when it comes to the advanced manufacturing educational programs here in the twin city area. Minnesota has a long history of being a leader in manufacturing and the DTG plays a vital role in keeping these relationships stronger and promote growth.

Today's student learners are tomorrow's leaders and it is critical that we invest in them. With the assistance of the DTG, employers have better opportunities to start filling in the skilled workforce training gaps. It also provides stronger participation in the technical college curriculums. The student learners coming out of these programs help our businesses grow every day.

The representation and support from our partners at the DOL and OHE have been nothing short of fantastic. There is good amount of administrative work involved with this process and Jacquelynn Mol Sletten and Dan Solomon have been there every step of the way for us.

Thank you for the opportunity and support along the way. We hope to see this well-built program continue to support the skilled trades in the future.

Sincerely,

Archie Erickson, Training Specialist

rms company, 8600 Evergreen Boulevard, Coon Rapids, MN 55433, [www.rmsmachining.com](http://www.rmsmachining.com)  
Direct 763.783.6017, Main 763.786.1520, [aperickson@machine.com](mailto:aperickson@machine.com)

# Appendix B

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## Minnesota Dual-Training Pipeline 2021 Accomplishments



### Industry Leader Engagement

- Engaged **3,041 industry leaders in advanced manufacturing, agriculture, health care, and IT** who receive invitations and updates from the Minnesota Dual-Training Pipeline on at least a bimonthly basis.
- Continued to host Industry Forums three times a year that bring partners together for each industry:
  - February 9-10, 2021
  - June 15, 2021
  - October 27-28, 2021
- Hosted three well-attended speaker series events, which emphasize resources for employers:
  - Developing talent through mentoring with Deon Clark of TCI Solutions, March 17, 2021
  - Impactful communication: How to communicate effectively in the workplace with Amelia Reigstad, September 21, 2021.
  - How do we recruit and retain a diverse workforce? The importance of disability inclusion in increasing productivity with nationally recognized disability rights advocate and expert Dr. Richard Pimentel, December 14, 2021.
- Hosted six bimonthly Minnesota Dual-Training Pipeline 101 webinars to offer an introduction for industry leaders on how to start their own dual-training initiatives.

### Competency Model Development

- Validated twelve new occupations this year with input from employers and industry leaders, bringing total number of occupational competency models to **68**.
- Overhauled and refreshed all information technology occupations with a summer IT workgroup that met three times and helped transcend the occupations to be more appealing and responsive to business needs.
- Working to develop at least three additional new occupations to be added in early 2022.

### Outreach and Employer Support Highlights

- Hosted a half day virtual summit entitled “Creating a more diverse, equitable, and inclusive workforce through employment-based training” which had over 200 attendees and featured presentations from Tawanna Black, CEO of the Center for Economic Inclusion, Malissa Adams, President of Stanton-Adams consulting, Jonathan Stuart and Colette Campbell (leader in diversity equity and inclusion for Bremer Bank) and Allison Liuzzi to present data on workforce trends from Minnesota Compass at Wilder Foundation.

- Hosted three virtual ‘Workforce Community Conversations’ in early 2021 targeting communities of Rochester (January 13, 2021), Willmar (January 27, 2021) and Shakopee (February 17, 2021).
- Participated regularly with Minnesota Association of Workforce Board’s Business Services committee.
- Participated in National Governor’s Association Educate4Opportunity with OHE, DEED, MDE, and Governor’s Office.
- Participated regularly with Minnesota’s Health Industry Executive Partnership (HEIP) Committee.
- Participated regularly in Twin Cities Diversity and Inclusion Roundtable.
- Continued promotion of Minnesota Dual-Training Pipeline Badge and Minnesota Dual-Training Partner Badge to recognize work of employers and education partners.
- Offered in-depth cohort-based consulting on improving diversity, equity and inclusion efforts with dual training for 27 companies across Minnesota in May and June of 2021. Participating companies worked with Bellwether Consulting and joined three cohort meetings, individual coaching, DEI assessment and action planning.
- Began “Train the Trainer” coaching initiative in November 2021 by partnering with Bellwether Consulting on a project that will conclude in early February 2022 and offer a cohort-based approach to 20 companies who will participate in three cohort sessions, complete training assessments, receive individualized company consultations and develop action plans to improve training initiatives at their companies.

# Appendix C

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## Dual Training Grantees among Legislative Districts

This summary is organized by Minnesota Senate Districts and lists grantees of the Dual Training Grant within those districts. A few grantees are listed among multiple districts based upon multiple primary locations: 3M, BTD Manufacturing and The Evangelical Lutheran Good Samaritan Society.

The Minnesota Office of Higher Education maintains further information about requests for applications and grant rounds in an online archive (<https://www.ohe.state.mn.us/mPg.cfm?pageID=2186#panel53>).

### District 1

1. Marvin

### District 2

1. Lamb Weston RDO Frozen
2. Red Lake Comprehensive Health Services

### District 3

1. Art Unlimited

### District 4

1. American Crystal Sugar
2. BTD Manufacturing

### District 5

1. Elder Care of Bemidji
2. Grand Village
3. Greater Bemidji

### District 6

1. Range Mental Health Center

### District 7

1. Citon Computer Corporation
2. Essentia Health
3. St. Luke's

### District 8

1. 3M
2. Aagard
3. Alomere Health
4. KLN Enterprises
5. Perham Health
6. Productive Alternatives
7. West Central Turkeys

### District 9

1. Dan's Prize

2. Homecrest Outdoor Living

3. St. Otto's Care Center

### District 10

1. Cuyuna Regional Medical Center
2. Pequot Tool & Manufacturing
3. Syvantis Technologies
4. The Evangelical Lutheran Good Samaritan Society

### District 11

1. MINPACK
2. Sappi Fine Paper

### District 13

1. DeZURIK
2. Two Rivers Enterprises

### District 14

1. CentraCare Health System
2. Park Industries

### District 15

1. Manufacturing Partners

### District 16

1. 3M
2. Allina Health System
3. Schuneman Equipment Co.
4. SFC Global Supply Chain

### District 17

1. Anez Consulting
2. Case New Holland Industrial Plan

### District 19

1. Dotson Iron Castings
2. Jones Metal
3. Kato Engineering

- 4. Mankato Clinic
  - 5. V-TEK
- District 20
- 1. Cardinal CG
  - 2. Mechanical Systems
  - 3. Post Consumer Brands
  - 4. Seneca Foods Corporation
- District 21
- 1. C.A.R.E. Clinic
  - 2. Island Tool & Die
- District 22
- 1. Bedford Industries
  - 2. JBS
  - 3. New Bedford Industries
  - 4. Our Lady of Guadalupe Free Clinic
  - 5. Sanford Health
  - 6. Southwestern Minnesota Opportunity Council
- District 23
- 1. AGCO Corporation
  - 2. Kahler Automation
- District 24
- 1. Amesbury Truth
  - 2. Cybex International
  - 3. Daikin Applied
  - 4. K&G Manufacturing
  - 5. SageGlass
  - 6. Viracon
  - 7. Winegar
- District 25
- 1. McNeilus Truck & Manufacturing
  - 2. Xylo Technologies
- District 26
- 1. Intercultural Mutual Assistance Association
- District 27
- 2. Hormel Foods Corporation
  - 3. IBI Data
- District 28
- 1. Kingsland Public Schools
  - 2. Miller Ingenuity
  - 3. Sauer Health Care
- 4. Thern
- District 29
- 1. Standard Iron & Wire Works
  - 2. Ultra Machining Company
- District 30
- 1. Alliance Machine
- District 31
- 1. UMA Precision Machining
- District 32
- 1. Plastic Products Company
- District 35
- 1. Anoka Area Chamber of Commerce
  - 2. Decopac, Inc.
  - 3. Dynamic Group
  - 4. Zero Zone
- District 36
- 1. Design Ready Controls
- District 37
- 1. rms Company
- District 38
- 1. Cerenity Senior Care
- District 39
- 1. NewTeam
- District 40
- 1. Meyers Printing
  - 2. Trex Commercial Products
- District 41
- 1. Ajax Metal Forming Solutions
- District 42
- 1. Apple Tree Dental
  - 2. Innovize
  - 3. IPS Cranes
  - 4. Reell Precision Manufacturing
- District 43
- 1. Community Dental Care
- District 45
- 1. North Memorial Health
  - 2. Saint Therese of New Hope
- District 46
- 1. Creekside Dental
- District 47
- 1. Iron River Construction

2. The Evangelical Lutheran Good Samaritan Society
3. University of Minnesota Landscape Arboretum
4. Waconia Manufacturing
5. Yeager Machine

District 48

1. Beacon Embedded

District 49

1. Hartfiel Automation
2. Vital Images

District 50

1. Care Providers of Minnesota

District 51

1. Thomson Reuters

District 52

1. Lofton Label

District 56

1. Flexo Impressions

District 57

1. Spectro Alloys Corp

District 58

1. BTD Manufacturing

District 59

1. Children's Dental Services
2. Owens Corning

District 60

1. AWT Labels and Packaging
2. Eureka Recycling
3. M Health Fairview

District 61

1. ADT Dental
2. Rakhma

District 62

1. Ready, Set, Smile
2. WellShare International

District 63

1. Minnesota Department of Veteran Affairs
2. Touchstone Mental Health

District 64

1. Family Tree Clinic

2. Goodwill Industries

District 65

1. Gillette Children's Specialty Healthcare
2. MN.IT Services
3. Sholom Home East

District 66

1. Beltmann Relocation Group
2. Computype

# Appendix D

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

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

The commissioner shall make grants for the training of employees to achieve the competency standard for an occupation identified by the commissioner of labor and industry under section 175.45

(<https://www.revisor.mn.gov/statutes/?id=175.45>) 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. 1a. **Definitions.**

- a) The terms defined in this subdivision apply to this section.
- b) "Competency standard" has the meaning given in section 175.45 (<https://www.revisor.mn.gov/statutes/cite/175.45>), subdivision 2.
- c) "Eligible training" means training provided by an eligible training provider that:
  - (1) includes training to meet one or more identified competency standards;
  - (2) is instructor-led for a majority of the training; and
  - (3) results in the employee receiving an industry-recognized degree, certificate, or credential.
- d) "Eligible training provider" means an institution:
  - (1) operated by the Board of Trustees of the Minnesota State Colleges and Universities or the Board of Regents of the University of Minnesota;
  - (2) licensed or registered as a postsecondary institution by the office; or
  - (3) exempt from the provisions of section 136A.822 (<https://www.revisor.mn.gov/statutes/cite/136A.822>) to 136A.834 (<https://www.revisor.mn.gov/statutes/cite/136A.834>) or 136A.61 (<https://www.revisor.mn.gov/statutes/cite/136A.61>) to 134A.71 (<https://www.revisor.mn.gov/statutes/cite/136A.71>) as approved by the office.
- e) "Industry-recognized degrees, certificates, or credentials" means:
  - (1) certificates, diplomas, or degrees issued by a postsecondary institution;
  - (2) registered apprenticeship certifications or certificates;
  - (3) occupational licenses or registrations;
  - (4) certifications issued by, or recognized by, industry or professional associations; and
  - (5) other certifications as approved by the commissioner.

#### 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. A grantee must have an agreement with an eligible training provider to provide eligible training prior to payment of the grant.

**Subd. 3. Training institution provider.**

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 website with contact information for each program. 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 eligible training provider;
- (7) the period of the training; and
- (8) the cost of the training charged by the eligible training provider. 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) The commissioner shall make at least an approximately equal dollar amount of grants for training for employees whose work site is projected to be outside the metropolitan area as defined in section 473.121, subdivision 2 (<https://www.revisor.mn.gov/statutes/?id=473.121#stat.473.121.2>), as for employees whose work site is projected to be within the metropolitan area.
- b) 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) the employer's demonstrated ability to recruit, train and retain employees who are recent high school graduates or who recently passed high school equivalency tests;
  - (7) projected increases in compensation for employees receiving the training; and
  - (8) the amount of employer training cost match, if required, on both a per employee and aggregate basis.

**Subd. 6. Employer match.**

A large employer must pay for at least 25% of the eligible training provider's charge for the eligible training to the provider. For the purpose of this subdivision, a "large employer" means a business with more than \$25,000,000 in annual gross 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 eligible training provider.
- 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 eligible training provider.

**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 training provider that is an institution under section 136A.103 (<https://www.revisor.mn.gov/statutes/cite/136A.103>) must apply for Pell and state grants as a condition of payment for training that employee under this section.

**Subd. 9. Reporting.**

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

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

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

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

**Subd. 11. Administration expenses.**

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

# Appendix E

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## Minnesota Office of Higher Education 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 disaggregation 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 public reports generated by employees, agents, 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 may not release any other information regarding the group depending on the sensitive nature of the data.

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 or sex, gender identity, race/ethnicity, Tribal affiliation, disability, citizenship, income and wages, expected contributions, cumulative debt, and birth date or birthplace information. Other information also includes aid awarded for the following programs, including but not limited to: Postsecondary Child Care Grants, Minnesota Indian Scholarship Program, MN Reconnect, Public Safety Officer Survivor Grant, Teacher Candidate Grants, Grants for Students with Intellectual and Developmental Disabilities, and State Grant.

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

- the information could identify an individual, or
- 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.

In addition to suppressing small cells, OHE may:

- Recode categories with values of 95 to 100 percent to greater than or equal to 95 percent ( $\geq 95$  percent), and
- Recode categories with values of 0 to 5 percent to less than or equal to 5 percent ( $\leq 5$  percent).

Unforeseen circumstances, such as a pandemic or natural disaster, may affect the integrity of annually collected data. OHE will consider and decide upon potentially adjusted reporting and suppression strategies in such extraordinary times.

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 Minnesota Statutes 2020, section 13.02, subdivision 12 and Minnesota Statutes 2020, section 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.



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