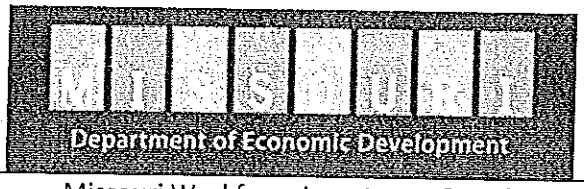
Jeremiah W. (Jay) Nixon
Governor

Chris Pieper
Acting Director

Keith Gary, PhD
Chair



Missouri Workforce Investment Board

Julie Gibson, Director
Division of Workforce Development

Maida Coleman, Exec. Director
Missouri Workforce Investment Board

Full Board Meeting
Friday, July 13, 2012
10:00a.m.
Governor's Office Building
Jefferson City, Missouri

Members Present: Keith Gary (Chairman), Garland Barton, Martha Ellen Black, Don Cook, David Cramp, Herb Dankert, Mike Deggendorf, Wayne Feuerborn, John Gaal, Rick Gronniger, Reginal Hoskins, Rep. Michele Kratky, Sen. Will Kraus, Birdie LeGrand, Neil Nuttall, Mike Pantleo, Chris Pieper, Jeanette Prenger, Larry Rebman, Joshua Tennison, Cheryl Thruston, Ray Tubaugh, Lisa Turner, Kelly Walters

Member Designees: Alyson Campbell (DSS Designee for Brian Kinkade); Steve Coffman (DESE Designee for Chris Nicastro); Ellie Glenn (DHSS for Margaret Donnelly)

Members Absent: Matt Aubuchon, Neal Boyd, Fred Bronstein, Cara Canon, Eva Danner-Horton, Sen. Tom Dempsey, David Russell, LeRoy Stromberg Jr., Len Toenjes, Anthony Wilson

MoWIB Staff: Maida Coleman, Glenda Terrill

Other Attendees: Roger Baugher (Division of Workforce Development or DWD), Tony Aid (West Plains), Pati Carter (West Central WIB Director), Fred Douglass (St. Louis County WIB Chair), Julie Gibson (DWD Director), Gene Gorden (St. Louis County WIB Director), Lisa Hostetler (NW WIB Director), Jasen Jones (SW WIB Director), Dave Payne (National American University), Molly Tallarico (DWD), Yvonne Wright (DESE)

A. **Call to Order, Welcome and Introductions:**
Chairman Keith Gary called the meeting to order at 10:00a.m.

Dr. Gary welcomed Maida Coleman as the new MoWIB Executive Director. Ms. Coleman thanked the Board for the warm welcome. Ms. Coleman continued saying she looks forward to getting to know each member and working with the Board in the development of policies to move MO businesses and workforce forward in the 21st Century. Dr. Gary asked for introductions from the Board. A special welcome was made to new members: Herb Dankert, Sen. Will Kraus, Roberta (Birdie) LeGrand, Mike Pantleo, Chris Pieper, Ray Tubaugh, and Melissa (Lisa) Turner. A new member's orientation was held prior to the full Board meeting.

B. Approval of Board Meeting Minutes

Dr. Gary called for revisions and/or comments to both the September 15, 2010 and April 1, 2011 meeting minutes. With no opposition voiced, a motion was made by John Gaal to approve the September 15, 2010 meeting minutes, seconded by Garland Barton. A second motion was made by Martha Ellen Black to approve the April 1, 2011 meeting minutes, seconded by Rick Gronniger. Both motions were approved unanimously.

Special Presentation

Dr. Gary acknowledged Michael (Mike) Deggendorf for his prior leadership to MoWIB by presenting him with a plaque. Mr. Deggendorf served as MoWIB Chairman from March 8, 2008 through April 23, 2012. Mr. Deggendorf expressed thanks to the Board for the recognition.

C. MoWIB – Reality Check and Moving Forward

Dr. Gary reviewed some of MoWIB's history over recent years to establish context in moving forward. He noted that the Board has developed a better understanding of its role and what areas it could expect to have impact for the State. Dr. Gary applauded the hard work of the Board to develop a Strategic Plan that was further refined through work of the Access, Alignment, Accountability and Awareness Committees. Concurrent with MOWIB's strategic planning efforts, the Department of Economic Development completed a process to develop the *Strategic Initiative for Economic Growth,* introduced by Governor Nixon in April, 2011. Several MOWIB members were involved in DED's process and currently serve on the Workforce Work Group, chaired by MoWIB business member, Len Toenjes and championed by Ms. Julie Gibson, Director of the Division of Workforce Development.

Given that Workforce Development is a key strategy of the DED strategic plan and the significantly changed economic environment since MOWIB developed our strategic plan, it seems appropriate and timely to review the MOWIB's Strategic Plan and ensure it aligns and integrates with DED's Strategic Plan.

Toward that end, Dr. Gary noted that some strategies/objectives of MOWIB's Strategic Plan were outside the Board's influence and/or could be considered the responsibility of other state entities. For example, strategies defined under Accountability and Awareness cannot be easily influenced by MOWIB and are the primary responsibility of DED, MERIC, DESE, and DHE. Dr, Gary was quick to note that both the Access and Awareness Committees had done commendable work in developing strategies/objectives in their respective areas. He further asserted MOWIB may be of greater service to the State by focusing on Alignment and Access issues, areas where the Board may be of greater influence and assistance. Dr. Gary opened the floor for comments on the proposed change in strategic approach.

Mr. Deggendorf commented that focusing on only the two areas would be fine as long as we are confident and diligent in monitoring that the goals/actions identified under Accountability and Awareness are being done by other state departments. Dr. Nuttall thought it was good to focus more tightly on key plan components, which would likely lead to the Board undertaking important work. He also encouraged the Board to consider potential barriers and strategies to mitigate them. Dr. Gaal stated that we've tried for a few years to tackle the Alignment issue.

Dr. Gaal added that we always get back to the "turf" issues between departments and that the business community must see value in what we are doing. Dr. Gaal reemphasized that it is no longer 2008, when we first started on the Strategic Plan, the economic situation has changed. After some additional comment, the Board agreed to focus on Alignment and Access components of the MOWIB Strategic Plan. Prior to the September meeting MoWIB staff will e-mail the *MoWIB Strategic Plan Implementation* to the Board. Dr. Gary noted that we would spend a good part of our September meeting on the Alignment area.

D. MoWIB Mechanics (Committees, Positions)

Dr. Gary stated that there were several items the Board will need to consider and take formal action at the next meeting:

- Appointing a Vice Chair
- Appointing an Executive Committee
- Reviewing Existing Committee Structure

Dr. Gary invited MOWIB members to contact him regarding potential interest in serving as the Vice Chair and/or serving on the Executive Committee. The latter was viewed as an important mechanism for making timely decisions between formal MOWIB meetings and should reflect a similar (albeit smaller) composition of the full Board.

In light of the previous discussion, the Board should consider whether we keep the current Accountability and Awareness Committees intact. This issue will be revisited at the September meeting.

E. State of Missouri's Workforce Integrated Plan Years 2012-2016, Presentation and Approval

Presenter: Roger Baugher, Division of Workforce Development (DWD), Assistant Director

Mr. Baugher provided an overview of the Missouri State Workforce Plan that is required by the US Department of Labor. The Plan was entitled "Workforce Investment Plan: Missouri's Process for Workforce Investment Program Development, Strategies and Integration."

Mr. Baugher explained that the State Plan serves to describe how the State operates individual programs, programmatic intent, customers being served, and accountability measures employed to ensure both the U.S. Department of Labor (USDOL) and the general public appropriate and responsible use of funds.

Mr. Baugher noted that the State Plan is responsible for four (4) major funding sources from the USDOL: Workforce Investment Act Title 1; Wagner-Peyser Act; the Trade Adjustment Assistance ACT (TAA); and the Agricultural Outreach of the Migrant and Seasonal Farmworker program.

Mr. Baugher provided the following review of the new State Plan:

- The Plan is on a 5-year cycle (Program Year 2012 to Program Year 2016).

- Plan represents long term expectations but can be modified by the State, through MoWIB to the USDOL.
- Once MoWIB approves the State Plan it's posted for 30 days for public comment at http://worksmart.ded.mo.gov.
- MO intends to submit the State Plan to USDOL by August 15, 2012.
- USDOL has until December 31 2012 to approve.
- The State Plan has three components:
    - Section I: State Workforce Strategic Plan
        - Includes the Governor's vision for the Missouri economy and goals for the state's workforce system; analysis and interpretation of labor market information; current understanding of the economic strength and workforce skills needed to be able to provide a workforce meeting the needs of employers; and state strategies to drive targets and desired outcomes.
    - Section II: State Operational Plan
        - This section describes how each individual program will align and implement the strategies and vision outlined in Section I. Almost all of the items in this section are required either by statute or regulation. Also included: overview of the workforce system (including the State Board and local areas); operating systems and policies supporting the state strategies; services to state target populations; Wagner Peyser Agricultural Outreach – Migrant and Seasonal Farmworker (new for this plan); Trade Adjustment Assistance (TAA) (also new for this plan).
    - Section III: Assurance
        - Section III requires the state to affirm that key obligations in the law have been met; many assurances were previously part of the plan.
- What are we measuring?
    - Entered employment rate
    - Employment retention rate
    - Average earnings
    - WIA Youth Measures
        - Place in employment or education
        - Attainment of degree or certificate
        - Literacy and numeracy gains
- Recommendations for MoWIB
    - To consider limiting the "perfection" standard of current performance criteria:
        - Dr. Gary thanked Mr. Baugher for his presentation and asked for questions or comments. Hearing none, he asked for a **motion** that the exiting performance criteria standard for local workforce investment areas be amended by deleting the yellow highlighted language on slide #19 to read as follows: *"Local areas will have "substantially met" WIA Performance if the final Annual Report for the Program Year shows that the area achieved at least 80% of the area's negotiated level on all measures."* Motion to approve was made by Mike Deggendorf with a second by Reggie Hoskins. **Motion passed.**

- If you support the planned programs endorse and recommend State Plan approval.
  - Dr. Gary asked for questions or comments. Hearing none, he asked for a motion saying, "*The State Board endorses the Plan and recommends the Governor approve and submit the new State Workforce Investment Plan to USDOL, after posting it for a 30-day public comment period, and with a USDOL submission date of* ***August 15, 2012.***" Motion to approve was made by Cheryl Thruston with a second by Larry Rebman. **Motion passed.**

F. **SIEG-Strategic Initiative for Economic Growth**

Mr. Chris Pieper, Department of Economic Development (DED), Director provided an overview of SIEG (presentation attached):

On May 21, 2010 Governor Nixon introduced a planning process to produce a strategic initiative for economic growth with strategies and tactics to transform Missouri's economy for the 21st Century. The effort involved over 600 business, labor, economic development and education leaders from across the state. To gain a national perspective, a national economic and workforce consulting firm was retained to assist in the facilitation of the process. The *Final Report of the Strategic Initiative for Economic Growth* (SIEG) was released April 11, 2011. The SIEG meeting summaries and video links are available on-line. The full report can be found at: www.ded.mo.gov/Strategic.aspx. Through the SIEG's eight (8) strategies Missouri will:

1. Attract, retain and develop a **workforce** with the education and skills to succeed in a 21st Century economy.
2. Support local economic-development organizations in the retention and expansion of **existing businesses** and employers.
3. Optimize its **tax, incentive and regulatory policies** to best support the growth of high-value target business sectors.
4. Invest in **technology and innovation** to attract, launch and sustain the growth companies of the future.
5. Aggressively **market** the state to domestic and select international audiences.
6. Develop a best-in-class **foreign trade** initiative.
7. Develop a culture that encourages small and minority business development and **entrepreneurship.**
8. Provide the **infrastructure** necessary for companies and communities to be successful.

The SIEG is a 5-year strategic plan targeting seven evidence-based sectors: Advanced Manufacturing, Energy Solutions, Biosciences, Health Sciences and Services, Information Technology, Financial and Professional Services, and Transportation and Logistics.

Some of the accomplishments to date:

- Marketing the 7 Industry Clusters—focus on our animal health corridor, probably the best in the world.
- Missouri Biosciences Portal

- Creation of the SSBCI (State Small Business Credit Initiative)
- Certified Work Ready Communities
- MO STEP-UP Initiative-MO State Trade & Export Promotion
- International Trade Initiatives--4.6 billion in trade agreements for MO products to be sold to Chinese companies and consumers and $320 million in a first-ever trade agreement with the Brazilian state of Sao Paulo. New offices in India, Brazil and an additional office in China.
- Missouri Automotive Supplier Portal
- Innovation Campus-Announced by Gov. Nixon on March 2, 2012, $10 million initiative will partner local businesses with higher education institutions.
- Legislation Passed-Expansion of Show-Me Heroes—Added the on-the-job training component for Veterans.
- Improvement in National Ratings such as: Kauffman Foundation's "Index of Entrepreneurial Activity, 6th in 2011 from 35th in 2010; Chief Executive (Best states for business) 23rd in 2011 from 26th in 2010.

Ms. Julie Gibson, DWD Director, provided an overview/update of: Strategy 1: *Missouri will attract, retain and develop a workforce with the education and skills to succeed in a 21st Century economy* (Presentation attached).

MoWIB and local business leaders were included in the formation of a strategic team focused on Workforce. The team has met twice and continues to make progress through conference calls. Progress to date:

Tactic 1.2: Develop a statewide assessment to measure and certify core competency skills of Missouri's graduating high school seniors. Assessment would be informed by college and career-readiness criteria. What can we be doing to help qualify Mo students for the universities? A lot of things we could be doing but may get some push back with the budget. Developing a statewide assessment, some work taking place on that, desire from the business community, working with DESE to try to get that going and see how we can be more engaged. DESE needs to have new assessment in place by 2014.

Tactic 1.3: Partner with the state's colleges and universities to help increase the number and proportion of students who remain in MO after graduation. What can we be doing to retain college grads in MO; talked about some innovative things and how we can get businesses more engaged to stay in Mo. Professional development and business trying to do some things to mentor some students in an effort to keep students in Missouri.

Tactic 1.4: Develop optimized and coordinated cluster-based career-training pipeline, protocols and assessments. For the purposes of MoWIB this is an important area. MERIC has been helpful in providing some of the analysis. They intend to do competency studies for each of the seven industry target areas to have a better idea of the skills needed around those areas. The key will be finding out how to share with our education partners to make sure we have those programs. Another key area is to increase skill competence. A number of career

readiness certificates have been obtained. Businesses are already signing on. We have a great partnership with the community colleges and are reaching out to others to participate with us. DWD and the WIBs within the public workforce system will extend to other partners to do more with the MO Career Readiness Certificate.

Tactic 1.5: Provide a streamlined workforce training incentive for expansion and relocation prospects coordinated through Missouri's community college network. This is a huge issue for businesses who want to take advantage of state training programs, available in connection with the community colleges. We have great partnerships with the community colleges working with us on the training programs. I would hope, that as our work continues we could align the work of the *Strategic Initiative for Economic Growth* with MoWIB and have a way to continue with the involvement from Keith Gary, Birdie LeGrand, Len Toenjes and others to come back to this group and say we've identified common work that we can do together, in alignment with the work of MoWIB as you all move forward with your strategic initiative. With that Ms. Gibson turned the meeting back over to Dr. Gary.

Dr. Gary opened the floor for questions. Mr. Deggendorf complimented the work done on the SIEG and asked how well they were coordinating with groups such as the Chambers of Commerce. Mr. Pieper replied that implementation teams and Industry Councils include business representatives, economic development partners, local chambers, and others. DED continues to strive for broad representation on the teams and to take every opportunity to integrate with state initiatives and agencies for a statewide approach.

Mr. Deggendorf suggested placing more focus on internships in helping our students stay in state. Ms. Gibson mentioned the work of the Innovation Campus and added that internships are a great idea. Ms. Gibson added that we should be able to find a way to highlight MO businesses supporting internships. Mr. Deggendorf suggested going one step further with building internship/scholarships, something beyond a clearinghouse. Businesses love to have interns, sometimes hard to find good ones. Ms. Gibson agreed this subject warranted continued evaluation.

Dr. Gary suggested that developing an "internship in-a-box" might be a tool that provides all the policies/procedures companies need to start an internship program. Large companies have the infrastructure to support internship programs, while smaller companies (50-100 employees) often do not have the resource to allow them to provide an internship. The demand for interns across the educational spectrum is huge and expanding the available number of internship positions would help meet that need.

G. NCRC/CWRC

National Career Readiness Certificate and Certified Work Ready Communities (Presentation attached)

Dr. Gary set the stage for the next presentation by reminding the Board of a prior presentation made on the NCRC at the April, 2011 meeting. From his perspective, MoWIB has been looking for opportunities to demonstrate relevance and leadership for the state and this is an opportunity to seriously consider. The career readiness certificates are a tremendous tool for industry to be assured that job candidates exhibit work readiness. The high school diploma has

largely become irrelevant to companies due to the high degree of variability between school districts. I urge you to consider this presentation carefully and evaluate its potential as a MoWIB opportunity.

Ms. Julie Gibson reminded the Board that Career Readiness Certificate (CRC) was introduced in Missouri back in the 1990's There have been fits and starts to introduction of the program, but renewed energy has developed around introducing the National CRC. There was a summit about a year and half ago with representatives from education, business, and the public workforce system to launch the NCRC effort. The CRC is not the panacea that solves all the talent problems and challenges that many businesses face, however, data shows they will tell you about the work readiness of potential employees in a way relevant to the workplace. DWD is taking this on as a major initiative with Molly Tallarico leading the effort. Our local WIBs and community colleges are onboard. We have other partners coming on board. Certified Work Ready Communities is an outgrowth of the CRC. Ms. Gibson thanked Dr. Gary for having a keen understanding of the CRC.

Ms. Molly Tallarico said that today we will introduce the Certified Work Ready Communities (CWRC) and later discuss the National Career Readiness Certificate (NCRC). Ms. Tallarico and Ms. Gibson provided the following information:

Certified Work Ready Communities (CWRC):

- MO was selected as one of 4 states by ACT-Workforce Division to participate in a State Leadership Academy for implementing CWRC. (Other states out of 25 applicants, TX, KY, OR, and S.C)
- States will use the NCRC to skill up workforce
- Employers will partner to help build talent pipeline
- Local communities will have verified data to validate the quality of their workforce.
- MO's CWRC State Leadership Team is made of representatives from DED, DWD, Dept. of Higher Education (DHE), Associated Industries of MO (AIM), MO Chamber of Commerce, Metropolitan Community College, and Jefferson College.
- CWRC vision aligns with the *Strategic Initiative for Economic Growth.*
- We look at all participants coming into our workforce system and see a 10% jump in those with a CRC versus without. Retention rate is also better; it's too early for earning comparisons.
- Benefits:
    - Economic developers and community leaders can quantify the skill level of their workforce; businesses.
    - Industry benefit from a workforce with the foundational skills to be productive.
    - Individuals understand what skills are required by employers and how to prepare themselves.
    - Helps Educators measure skill gaps of students and build career pathways that benefit both individuals and business.
    - This initiative will drive economic competitiveness, and provide more opportunities for employment in Missouri.
    - Will strengthen/expand existing businesses; keep businesses in Missouri and attract new businesses.

- Information is gathered by county.
- NCRC can be obtained through the MO Career Centers—at no cost. Also available through some Community Colleges, DESE Vocational Programs, and Secondary Schools.
- The NCRC is awarded at four levels: bronze, silver, gold and platinum. Evidence-based, industry based and portable currently across 44 states.
- Skills documented by the NCRC:
    - Reading for Information
    - Applied mathematics
    - Locating Information
- In order to get a community certified you must organize by county, enlist partners, complete and submit the application for certification approval.
- A county leadership team might consist of: Chambers of Commerce, economic developers, education leadership (K-12), county commissioners/municipal, community colleges, local Workforce Investment Boards (LWIBs) and businesses.
- CWRC endorsements: MO Economic Development Council, State Chamber of Commerce and Industry, and Associated Industries of Missouri –AIM.

Ms. Gibson continued:

- She requested MoWIB support for the initiative. MoWIB would be a key partner, and as a Board being a majority led by business, MOWIB would have a large stake in the success of this initiative.
- The Certified Work Ready Community brings a purpose and focus to the NCRC initiative as a way for the state's communities to quantify and qualify workforce in individual communities.
- Ms. Gibson suggested looking at Kentucky and the role their State Board has been involved. Applications are submitted to their State Workforce Board after recommendation by a review panel. DWD has a team able to assist MOWIB, however, we propose MoWIB consider playing the lead role with authority to approve a community's work ready status.
- The Governor supports the initiative as an important economic development issue. DED anticipates rolling the initiative out publically at the Governor's Economic Development Conference. Communities will be invited to submit applications. The first round of applications would be submitted by Nov. 30, 2012 and awards made in early 2013.
- Counties would initially be designated as a Certified Work Ready Community in Progress and have 2-3 years to achieve the full CWRC.
- In MO you have the NCRC goals and an additional category of veterans to make the veterans a key part of this, and of course business engagement. Communities are going to be working toward that and what we want to look for on the application: Is the community ready? Do they have the right people? Do they have the right ideas starting off to do this?

Ms. Gibson asked Jasen Jones, Southwest LWIB Director, to comment on what they're doing in SW MO.

Mr. Jones shared the following points:

- The CWRC initiative is imbedded in many of our economic priorities both regionally and in each of our communities.

- CWRC is one of the tactics adopted by the Joplin Chamber, Joplin School District, City of Joplin, and City of Duquesne. Two high schools (Sarcoxie, Carthage) are using the NCRC for all of their students. Of a total of 5 tech centers, it appears that 4 or 5 of them will be adopting the NCRC for all their tech graduates.
- Altogether, of our seven counties, we have eight work groups underway within our various communities. About four years ago we started working with the NCRC being very employer drive, a couple of dozen employers using this. More employers are now using our career center services because of the success we've had with the NCRC.
- The NCRC isn't the only product used at the career center; but it has been a bridge to other programs like job candidate screening, OJT, and incumbent worker training.
- Mr. Jones said he looks forward to MoWIB's endorsement of the NCRC and encouraged members to sign an employer commitment letter. Signing the Employer Commitment Letter is going on record as an employer endorsing the NCRC and making a preference for use in their hiring practice. The company has a choice on whether or not its name's listed on the website.

Dr. Gary commented that success of the effort will depend highly on Employer engagement. He encouraged MOWIB business members to sign the letter of commitment and for MoWIB to endorse the initiative. MoWIB will formally vote on a recommendation to support the CWRC at the September meeting.

H. Staff Report

Ms. Coleman reminded the Board of the Governor's Economic Development Conference in St. Louis, Sept. 5-7. MoWIB members will be provided conference registrations and one night of lodging, either the night before or the first night of the conference. An e-mail reminder of the Conference with additional information will be sent to MOWIB members. Contact Glenda or I for any other assistance you might need. Please have your expense reports for meetings submitted within 2 weeks (by July 27th). Our meeting in St. Louis will start around 8:00am, followed by lunch. Lastly, if there's anything we can do for you, don't hesitate to call us. Let us know of any issues or concerns. Of course, you're always welcome to call or e-mail Dr. Gary. Glenda and I are happy to take care of your needs. Thank you very much for being here today.

K. Adjourn

Dr. Gary adjourned the meeting at 1:57p.m.

Approved:

Keith Gary, PhD
Board Chairman

Maida Coleman
Executive Director