

Missouri Training and Employment Council

Lewis Chartock, Ph.D.
Acting Chair

Rose Marie Hopkins
Executive Director

Missouri Training and Employment Council

Tan-Tar-A Resort
Osage Beach, Missouri
October 11, 2006
7:30 a.m. – 12:10 p.m.

Attendees: Katharine Barondeau, Garland Barton, Ed Bryant, Gloria Carter-Hicks (via conference call), J. C. Caudle, Lewis Chartock, Anita Coulter, John Gaal, Nancy Headrick, Don Hester, Richard Jennett, Mary V. Moore Johnson, Gil Kennon, Mary Kay Meek, Rich Payne, Herb Schmidt, Greg Steinhoff, Ajamu Webster, and Brenda Wrench

Staff: Rose Marie Hopkins, Glenda Terrill, Trish Barnes

Other Attendees: Division of Workforce Development: Rod Nunn, Jason Gatz, Sue Sieg, Anita Henry, Donna Prenger, Dawn Busick, Roger Baugher; MERIC: Mary Bruton, Franciena King, Veronica Giclauskas; Department of Higher Education: Leroy Wade; Department of Elementary and Secondary Education: Steve Coffman; St. Louis Community College: Jane Boyle; Retired, City of O'Fallon: Carolyn Caudle; Central WIB: Jan Vaughn; Jefferson/Franklin Co. Consortium: Shirley Wilson; Northeast WIB: Sharon Hays, Sonny Raines; Ozark Region WIB: Bill Dowling; Northwest WIB: Becky Steele, Richard Gronniger; South Central WIB: Tana Holder; Southeast WIB: June O'Dell, Larry Swindle, Julian Steiner; Southwest WIB: Jasen Jones, Gary Little; St. Charles Co. WIB: Donald Holt; St. Louis County WIB: Gene Gorden, Frederick Douglas; West Central WIB: Larry Hightower; Louisiana Hospital Association: Karen Zoeller; AO/Lakes Country: Bev Kelsay; University of Missouri-St. Louis: Jim Duane; Coffey Communications: Rex Hall; Alchemy Training System: Rip Rowan

Call to Order

Lewis Chartock, Acting Chair, called the meeting to order and had all in attendance introduce themselves.

Minutes

Mary Moore Johnson requested that any reference to her in future minutes be addressed as "Dr. Moore Johnson." Garland Barton moved to approve the minutes of June 21, 2006. Richard Payne seconded the motion. Minutes were approved.

Enhancing Local WIBs through Benchmarking

Jason Gatz stated that when the Workforce Investment Act was passed, the intention was to allow boards to have more responsibility than simply program administration. As this has not necessarily been the case, Missouri's plan is to elevate workforce investment boards (WIBs) to a higher level of service delivery. Through the WIRED regions and the Career Advancement Accounts, the US Department of Labor (USDOL) is looking at how the country's 600 local boards can do more than just program administration. With the assistance of the Corporation for a Skilled Workforce, the Division of Workforce Development (DWD) and MTEC partnered with several Missouri WIBs, identified and visited exemplary WIBs across the nation. The WIBs that participated in the study were: Northwest WIB; Kansas City & Vicinity WIB; Central WIB; and Southwest WIB. Mr. Gatz stated the findings from these visits will be presented at a Governor's Conference session being held on Friday.

In selecting the local boards to visit, the characteristics considered included managing success, managing their boards, recruiting board members, the strategic initiatives they use, improving their local workforce system to move beyond program operation, clientele management development, acquiring funding beyond WIA funds, and programs they offer in addition to the typical programs. Mr. Gatz stated there were common threads but no one perfect region. Repeatedly, the group found great boards but also quality staff that worked with the board to model their approach to reflect the needs of their local workforce system.

On one visit, a board member stated that they know the board is successful by the impact it makes in the community, not by simply meeting performance measures. Repeatedly, the visits saw boards helping the community, reaching out to the local chambers of commerce, and working with local industries in need of quality, skilled workers.

Mr. Gatz stated the next step is to have broad dissemination of this report to local and national groups. Meetings with local boards and local elected officials will be held to discuss how to improve Missouri boards. DWD will be providing technical assistance to help local boards move to a higher level.

Dr. Chartock asked if the expectation was to get common benchmarks for each of the local WIBs to mark performance. Mr. Gatz stated that the overall expectation is to improve the quality of the local boards. He repeated that they identified some commonalities but there was no "one-size, fits-all" format. There must be flexibility.

Rod Nunn added that there is a sense of urgency in this process. He sees it as a problem in that many decision makers of local workforce boards view their job as simply to get dislocated workers, low income adults, and disadvantaged youth into employment rather than having an impact on the entire workforce at the local level and on to the state level. In his view, Mr. Nunn sees this as an effort to benchmark exemplary characteristics and for the state to provide technical assistance to help Missouri's boards reach to a higher level. Of the site visits he was on, he saw boards who viewed WIA performance, TANF employment, and training performance as minimums. He was energized to have seen boards that were convening stakeholders to work on a broad array of strategic issues, boards that were information brokers on valuable workforce information, boards that were connectors to economic development, and boards that were functioning as workforce intermediaries. Mr. Nunn also described how boards have had the opportunity to progress into a different role. For example, ten years ago funding solicitations had the workforce boards as recipients; now those funding solicitations are for other entities to address workforce issues. He noted that this is a trend often discussed at national meetings.

One-Stop Chartering

Mr. Gatz stated one-stop chartering goes back to the strength, weakness, opportunity, and threat (SWOT) analysis which identified the need for a system of quality standardization for one-stop centers. The initiative began in January 2006 and DWD developed the policy by doing research around the state, receiving public comments, and conducting a WIB Committee meeting, chaired by Mr. Barton, that all of the board directors and chairs were invited to attend. In response to Dr. Chartock's question, over 75% attended and every region was represented by either a director or chair. Multiple regions had both in attendance; the list of attendees is included in the MTEC meeting packet. Mr. Gatz explained that during this meeting, the draft document distributed during the June MTEC meeting was reviewed, page by page, and local issues were discussed. For example, the Northwest region mentioned that it was going to be impossible for their career centers to have simultaneous presence of both programs full-time. Wording to that effect was changed to where the programs were available but not the staffing for certain programs at given times. At the conclusion of the meeting, Mr. Barton asked for a show of support, which was given unanimously. Mr. Gatz stated that there were copies of the letters of support for each member of the board.

In summarizing this initiative, Mr. Gatz stated that this is a tool to improve the quality of services in the Missouri career centers by implementing standardization based on the seven Baldrige principals.

Mr. Gatz stated there was a concern among the local regions about this being a Baldrige process due to the complexity. The chartering process will take the seven Baldrige principals and make them specific to workforce development. When this process was started, DWD did not want to have just a checklist; DWD wanted to have a quality improvement aspect to the process. There will be three levels of the certification. Once a career center is chartered at Level 1, DWD is going to provide assistance to help them move up to Level 2. This process also provides for enhanced integration efforts with functional management. Rather than being a DWD employee, they would be recognized as a Missouri career center employee. State staff will be present and formally supervised by another state employee but they will take direction on program delivery through a functional manager. Local regions have been allowed to develop their own guidelines. It mostly allowed for waivers to be in the chartering application, if the local region feels there is one aspect of the criteria that they cannot meet but they agree with everything else, then they can apply for a waiver. Mr. Gatz explained if this was approved at this meeting, then there is recommended to be a hold-harmless period for at least one year to allow boards to bring career centers up to at least Level 1 criteria. Another suggestion that was received during the August 18 WIB Committee meeting was the inclusion of peer reviews on the chartering review team. The WIBs have agreed to provide a staff member, maybe one per region, that will fully participate to allow for best practice training.

DWD will continually address these criteria to adapt to meet the changing needs of the workforce development system.

Dr. Chartock asked Mr. Barton, since he is the convener of all of the local WIBs, if he could give the council some kind of impression whether there was general acceptance. Mr. Barton stated there was unanimous acceptance. He explained that the August 18 WIB Committee meeting was not a formal session so there was no vote but he did ask for a commitment of support.

Dr. Chartock asked for comments from the gallery. Larry Swindle, Southeast Missouri WIB, stated that he and June O'Dell attended the WIB Committee meeting in August. He further stated that Mr. Gatz had made a presentation to the Southeast WIB afterwards. Of the 35 individuals in attendance, they were unwilling to send a letter of support until they had a better understanding of the issue. He said additional information was provided to their members for review but there has not been an opportunity for further discussion on the chartering process.

Dr. Moore Johnson asked if there could be more input from Southeast or if there was a sense of urgency. She also questioned if the deficiencies (communication to the employers, the "it's not my job" attitude, and the institutional appearance) presented to MTEC during the June meeting had been addressed. Mr. Gatz replied that there did exist a sense of urgency as DWD had planned to implement chartering at the June MTEC meeting. DWD has modeled some of the skilled workforce initiative funding around one-stop improvements and based it on the criteria for chartering. Information was sent to all WIB directors for comment during the first week of July to allow for review.

Mr. Nunn stated the best way to disseminate the document had been through focus groups and board chairs and directors. DWD did not ask for letters of support from the WIBs until the August WIB Committee meeting which resulted in poor timing in the Southeast region. Mr. Nunn recognized scheduling issues at local levels but the chartering document has been available to be shared. More time will result in delays for implementing this process and improving services. He pointed out there is a hold-harmless period and boards don't have to apply right away for the actual charter so Mr. Nunn thinks there is sufficient flexibility to address additional concerns.

Richard Gronniger, Northwest WIB chair, stated this was discussed at his board's August meeting and was widely accepted. He pointed out that this was one way to have continuity between the local WIBs and to make Missouri stronger. Mr. Gronniger said it excited him to see how Missouri is moving toward how business really works and to hold people accountable.

Sonny Raines, Northeast WIB chair, stated that his board members initially were unsure about the chartering process. With additional information, Mr. Raines stated that his board supports the proposal. He stated it was initially viewed as a compliance checklist but his board now understands that was not what it is. Mr. Raines believes his board could apply early and be very successful.

Tana Holder, South Central WIB director, stated that the Southeast region was not the only region hesitant to sign a support letter. Because Mr. Barton, South Central's chair, was unable to attend the meeting when this was discussed, action was tabled until the October 24 board meeting.

Herb Schmidt stated that at the last MTEC meeting, he mentioned the goal is quality standardization. He stated that, from a business standpoint, there is a process available called the ISO certification. This is a template that has already been tried and practiced in business throughout the country, including at CFI. Although a cumbersome process, it has been responsible for his company having operational and procedural standardization throughout the entire organization in the US and Mexico. Mr. Schmidt stated that in diverse cultures you can standardize operationally with this particular certification which includes an audit contingent and requirement for self scrutiny of the systems, people, and training. He applauds the efforts that have been accomplished to date. He sees a challenge in sustaining it, once implemented, to the next level. Mr. Schmidt stated that ISO forces continuous improvements through internal and external audits and is not that costly. He stated at some point in time, whether it's in the early stages or later on in the process, he recommends ISO certification be strongly considered.

Mr. Gatz stated the next step is finalizing the criteria. He explained that DWD will review the criteria and make amendments. Mr. Schmidt's suggestion could be addressed during this process. Mr. Schmidt reiterated that ISO is about documenting best practices and then auditing to make sure those standards are met at each of the decentralized branches.

Don Holt, St. Charles WIB director, stated the idea of having standards and modeling to increase the efficiency of the career centers is clearly desirable. He stated the St. Charles WIB supports the concept but is concerned with how partner organizations that are not controlled locally are going to fit.

Bill Dowling, Ozark Region WIB director, stated that his WIB supported the idea of certification even though the final criteria was not yet available for distribution. Mr. Dowling stated his concerns regarding technical assistance regarding the Baldrige principals and general delivery of the training. Mr. Nunn stated the plan for technical assistance is still being developed but he is open to suggestions. He wants people to know what an exemplary customer flow in a career center looks like, what exemplary business service looks like, what an exemplary integration model looks like in terms of putting people on case management teams, etc., as these are qualities of some of the best one stops. Mr. Nunn reinforced that this is not a full-blown Baldrige quality initiative, but rather a way to categorize activities in a way that is logical and easier to understand.

Mr. Swindle asked how the WIB is to address issues with the various agencies. Mr. Nunn stated that this would be resolved through the statewide committee that includes himself, Katharine Barondeau, Janel Luck, and individuals from Vocational Rehabilitation and the Title V Older Worker Programs. In looking at one-stops in Missouri, he sees the three Title 1 programs administered locally: the DWD programs, Wagner Peyser programs, and employment training programs at the local centers. Many locations have additional agencies and services available, which should be handled locally. Once the integrated functional management model is in place, there will be a significant degree of flexibility.

Larry Hightower, West Central WIB director, expressed his appreciation for requests for input from WIB chairs and directors. Although initially concerned about the process, the vast majority of those concerns have been addressed. He applauded Mr. Nunn on the openness of the communication at the WIB Committee meeting and the productivity of the meeting. Mr. Hightower stated the concept is supported by his WIB as a way to improve the quality of the system.

Dr. Moore Johnson revisited her concerns from the June MTEC meeting regarding deficiencies identified from the focus group to reach employers, institutional appearance, management/leadership issues, and the "it's not my job" attitude. Mr. Gatz stated that Lisa Elrod is spearheading the effort to improve the connection with business. Institutional appearance is being addressed with the one-stop enhancement Request for Application (RFA), which is the discretionary funding program instituted this year and the Skilled Workforce Initiative which allows local boards to solicit funds for one-stop improvements. Attitude and leadership issues will be addressed by the functional management concept.

Brenda Wrench applauded Mr. Nunn and his staff for the effort required to implement a process like this. She pointed out that the WIBs are MTEC's customers requiring continuous solicitation for feedback. Mr. Nunn stated that this charter has the ability to do this and a process can be established to work with local boards to ensure that this is an ongoing process.

Gil Kennon commented that the Southeast region determined whether their sites were comprehensive or not. The minimum criteria states that staff is available in most places, not that staff must be available. He sees this as an effort to ensure available services are provided but not a mandate to change how sites are structured and operated, especially with the hold-harmless period.

Gloria Carter Hicks supports standardization from the standpoint that the same services should be addressed in the same manner at all one-stops. Each region should be able to address issues appropriately for their particular needs. Referring to the earlier discussion concerning quality principals, Malcolm Baldrige, and ISO 9000, Ms. Carter Hicks believes there can be quality principals and mindset without having to go through the formal ISO 9000 or Malcolm Baldrige criteria. She believes it critically important for standardization in reviewing continuous quality improvement across the state in one-stops.

Dr. Chartock stated that MTEC sets policy and should not be involved in the implementation of those policies. He commended the body on an excellent discussion of policies that affect the people that MTEC serves. He reinforced that MTEC will not renounce that responsibility when it comes to policy and doing the best things for the people of Missouri.

Jasen Jones, Southwest WIB director, stated his region is very supportive of this process, although there are concerns about removing some of the processes within the one-stop operational system. The Southwest Region received a One-Stop Enhancement. Mr. Jones suggested, in order to alleviate some of the concerns, that the hold harmless period be extended to allow some of the other regions to work through issues they may be having with the chartering process.

Dr. Chartock stated that this isn't a specific ISO process; however, a specific process is needed. Dr. Chartock explained that he recently was a member of the Commission of Accreditation of Rehab Facilities board which is one of the larger accrediting bodies in the country. He stated that MERS/Goodwill is accredited through them and although it creates confusion during the process, it has really helped the people they serve to have the systems in place. Dr. Chartock would like to have these systems quantified, documented, and consistent with rules in place for everybody served.

Mr. Schmidt moved to approve the chartering process as recommended. Dr. Moore Johnson seconded the motion. Dr. Moore Johnson asked if it was possible to extend the hold-harmless period. Mr. Gatz clarified that it reads no less than one year but that period could be extended. Mr. Nunn stated that due to

implementation in 42 career centers and 14 WIBs, the process will be staggered. Those preferring later evaluations, could notify DWD. The motion passed unanimously.

Alchemy Training System

Mr. Nunn introduced Rip Rowan from Alchemy Training System to describe his company's product being used in the career centers. Skills development continues to be needed for career center customers, especially as they relate to the universal customer who is not eligible for categorical programs. DWD is using Alchemy as a cost-effective way to do so.

Mr. Rowan presented their product, called SISTEM (Standard Industry Skills Training and Educational Media), which is a skill enhancement tool used to show customer employability skills and give them options that can be documented.

This product came from industry demand. The intent was to develop a product that documented training, was easy for the employer to use, useful to employees, and was fun and engaging. Courses are available on different topics: safety, mandated training, job success training, and industry developed modules specific to the individual job. DWD has been using portions of the program in the career centers to train job seekers, DWD staff, and partner staff so consistent employment processes are used. Training can be taken online or in a group setting with a facilitator, which is more common. Group delivery uses a "clicker" similar to a game show. The agreement between DWD and Alchemy is to provide this product and 44 laptops for two years in all of the career centers. DWD plans to integrate this product into the timekeeping system for staff data and with Toolbox for job seeker data to prevent additional data entry.

Mr. Rowan illustrated how the system works by allowing MTEC members to participate. He acted as the facilitator and coordinated the process. Using a game show format, each course begins with a video to teach and practice test each individual before requiring an answer for the final test. The videos are very colorful, include fun music, and are humorous. There is also a concluding video that reinforces what was taught in the course. Each module is typically 15 minutes long. Alchemy has applied for a patent for this system because of the clicker system, the multi-lingual aspect, and the integrated data system.

The sessions remediate for each incorrect answer with individual record of each person's response. There are 38 custom courses being built for the State of Missouri. Mr. Rowan explained that most of the career centers that use this nationally, train about 500 people per year. Relatively inexpensive, it typically costs less than \$20 per person and could be used in as many as 50 classes. In Missouri, the intent is to use this system in about 90 classes. Alchemy will be accountable for the data.

In response to Ms. Wrench's question as to correlation with other systems for tracking training in a national recognized credential, Mr. Rowan explained that this crosswalks to WorkKeys. Dr. Chartock was concerned that the lessons might be too patronizing but Mr. Rowan assured him that the evaluations do not indicate that as an issue. He stated that the data speaks to it being broadly applicable and is intended to be foundational and diverse. He describes the content to be robust, diverse, and relevant.

Dr. Chartock asked the WIB chairs or directors if MTEC members could be invited to the WIBs to see this in use. Mr. Jones offered that the Southwest WIB was using funding from a Skills Gap Grant in late 2005 to implement this as a portion of the basic and soft skill remediation. In late October, 12 local and state level workforce executives from Arkansas will be visiting Joplin to review the system. He extended the invitation to anyone to view the system.

Richard Jennett expressed interest in this type of training for healthcare. He congratulated Mr. Rowan on the use of media and technology to tackle adult learning.

In response to Mr. Kennon's question about how employers access the database and training, Mr. Rowan explained the best way would be for the local WIB to be the point of reference. The WIB could maintain the list of training available. The potential employee could take a transcript to an employer from the local WIB showing the courses completed. Some WIBs are purchasing units to take to employers for on-site training or an employer could purchase training slots from the WIB, which would provide an individual log-in to access the training.

In response to Ajamu Webster's question regarding an employer sending staff to receive training, Mr. Rowan explained that the licensing agreement states that all career centers are licensed for an unlimited number of job seekers and staff. WIBs who have purchased their own equipment (West Central and Southwest), have the latitude to deliver services to an employer. Alchemy is flexible but cautious to ensure consistent services and quality are delivered in the career centers. Mr. Swindle stated that Southeast intends to purchase additional modules to be used by industry and business where impractical to come into the career centers. Donna Prenger explained that DWD has purchased an additional 38 modules. Tom Jones has told her that SLATE is interested in having the regions list the modules they would like to have developed.

Mr. Webster asked about modules dealing with more serious issues such as workplace violence, racial discrimination, and sexual harassment. Mr. Rowan replied that all modules are in a similar format using humor to make the point, but with sensitivity to the specific issues.

Rose Marie Hopkins reminded MTEC that Alchemy will be conducting a workshop at the Governor's Conference and encouraged MTEC members to attend for further questions or more exposure to the SISTEM approach.

Report to the Governor from the Math and Science Alliance

Leroy Wade, Department of Higher Education, presented the most current information from the Mathematics, Engineering, Technology and Science (METS) Alliance. The METS Alliance grew out of the summit convened by the Governor earlier this year. The alliance consists of a broad-based group of employers, educators, and others with expertise in this area.

The Alliance set five goals with strategies to implement them:

1. Improve the performance of all students from pre-K through graduate education (P-20)
 - a. revise grade level expectations and assessments to emphasize particular areas using experts to identify appropriate curricular.
 - b. expand the number of advanced courses available in high school and college through cooperative efforts by the Departments of Elementary and Secondary Education and Higher Education.
2. Expand the pool of students motivated to pursue METS careers
 - a. improve career education and counseling, particularly in middle and high schools
 - b. expose students to real-world METS application through partnerships with business and education
 - c. reward students in METS areas with grants
3. Expand and improve the quality and supply of P-20 METS educators
 - a. implement alternative certification or adjunct teacher avenues
 - b. incentives for recruiting and retaining educators
4. Build a system to provide the tools and skills necessary through a technology plan to support the METS curriculum
 - a. encourage local school districts to retain an instructional technology facilitator to work with teachers and assist in using appropriate technology
 - b. develop a standard suite of technology and curriculum resources
 - c. professional development on the latest techniques and information

- d. develop a web-based portal of current curriculum items
5. Increase public awareness
 - a. raise awareness concerning how important the METS area is and the preparation students need to succeed
 - b. create a public awareness campaign

To implement these goals, the METS Alliance proposed establishing a METS Coalition as a not-for-profit, quasi-governmental entity to ensure this issue continues to be a priority for the state. As a part of the National Association of State Science and Mathematics Coalitions, the METS Coalition is expected to be integrated with the connection, resources, and expertise developing nationally and in other states. The key to the success of the Alliance is activating the public, making them aware and enthused to see the value of METS education and careers and to push students, business, and policy makers to continue to focus on this area.

Mrs. Hopkins reminded the council of the brochure in their materials from the Missouri Chamber of Commerce providing additional information. She added that the Missouri Chamber of Commerce provided the support for this alliance including technical assistance, clerical support, and other administrative needs. As a broad-based group and with the support of the Missouri Chamber of Commerce, she sees this as an impactful, long-lasting effort.

Dr. Chartock inquired if Missouri's math and science effort is happening in every state and if those states were doing better than Missouri. Nancy Headrick stated, in relation to math and science scores and to relevant careers that are available, Maryland may be ahead due to the size of the state, having 24 school districts versus 524, and the different structure for regulatory control over schools. She said Missouri's Director of Guidance, Bragg Stanley, is working with Missouri's counselors and educators to help them assist students in looking at career opportunities and to help them determine their career interests. Dr. Headrick is confident the professional development efforts for teachers are working. If students can begin to take math and science courses simultaneously with courses that they have an interest in and are able to see the application, then she is sure there will be a change. She also thinks it important to address the requirement that local boards limit the number of students allowed to be in a class. If the number of students in a class is limited, then a teacher is more likely to get the quantity of students trained for those kinds of high skill careers.

Mr. Webster asked if the number of students in the state of Missouri finishing in math, science, and technology was doubled, what economic impact that might have for the state. Mr. Wade stated in the areas where Missouri is growing and where there are already industries located, they are continually looking for people that are coming out of these programs. Missouri must be able to show that there is a pool of educated individuals available in order to be able to support that additional industry. Mr. Wade reiterated that what is to be gained is not only providing current students an opportunity to get into high skill, high wage kinds of programs but it is also the economic development side that by building skills and knowledge, then Missouri will become more attractive to additional industries, encouraging them to move into the State of Missouri, as well.

Mr. Webster further commented about parents not understanding why math and science are important. He pointed out a disconnect between the economic impact of this parental trend and what the parent might want to have happen for their child. His point was that if there doesn't appear to be a state of crisis, then little can be expected. Dr. Chartock stated that in some ways Missouri is in a state of crisis in that employers who could be coming to this state will go elsewhere without the guarantee of an adequate workforce.

Mrs. Hopkins gave a personal example of her four nieces and nephews who are engineers, all educated in Missouri, but none employed in Missouri as they went where the jobs were. The success of this initiative

will contribute to economic development opportunities for companies to build and expand offering greater opportunities for Missouri's graduates to stay in Missouri.

Dr. Jennett stated he regularly thinks about science and technology because of healthcare but that is not the case for the general public. He thinks Missouri needs to figure out how that relates to jobs. He shared that in his youth, the main industries in his community were related to space and defense due to the Cold War and the space race. Students understood the relevance of math and science. Dr. Jennett also described his difficulty in recruiting doctors to practice in Missouri, due to an unfriendly legal environment. Even if they had been educated in Missouri, they couldn't afford to practice here. He credits Governor Blunt's success in passing tort reform with his success in hiring ten doctors this year from top institutions. Dr. Jennett explained the benefits of keeping these professionals in Missouri and the economic benefit of physicians through the spin-off of a variety of other jobs. Dr. Jennett thinks creating a public excitement about why there is a mandate for math and science while creating the right opportunities for those businesses to flourish are what has to happen.

Speaking as a representative of a science-based company, Ed Bryant confirmed the importance of this issue and that it will help Pfizer be able to attract employees. Pfizer recruits globally to get the best scientists and currently has about 30 positions that they are actively recruiting to fill. This initiative would help the state be more competitive so that graduates from the University of Missouri and Washington University will be competitive and keep them in Missouri. Pfizer's median income at the Chesterfield site is \$69,000 for a master's level position. Mr. Bryant went on to explain that science literacy is important in order to understand ballot issues such as the stem cell research issue on the November ballot. Mr. Bryant quoted the Augustine Report that came out a couple of years ago that identified science as a critical issue for the nation in terms of national compositeness. In looking at the global and national economy, this is an issue not just for Missouri but a national issue causing the need to focus on creating awareness so people will be ready for the jobs of the 21st century.

Mr. Kennon raised the issue of students not being adequately prepared for college algebra, biology, or chemistry and requiring remediation. He commented that statistics show that other than in the highly selective institutions, more than 50% of the students in Missouri colleges and universities cannot be placed in a freshman level science or math class.

Mr. Webster asked if the METS group has investigated early assessments to notify parents of their child's aptitude in math and science. Dr. Headrick agreed that this is an idea that needs to be presented to elementary administrators especially to support the Missouri Assessment Program (MAP) scores for students taking mathematics and science assessments. Currently, the science assessment is not required. Dr. Headrick sees this as an excellent way to help educators and teachers get the bigger picture of math and science. Mr. Webster suggested there be a way to relate MAP scores to specific career opportunities.

As a major employer in the Cape Girardeau area, Mr. Payne explained how Proctor & Gamble has created an academy to work directly with at-risk and minority students, who have been identified as having strengths in math and science. The Cape Girardeau Career and Technical Center coordinates the program. Proctor & Gamble takes the students to their facility and construction sites, and shows them real application of math and science. He felt that if the process started working with students and their parents as fifth and sixth graders to help them find avenues to find financial resources to move them to the next level for post-secondary training, then this could help companies like Proctor & Gamble to "grow their own engineers."

State Plan Issues – Modifications

Anita Henry discussed the state plan modifications that were submitted last winter. Last October, MTEC approved a faith-based policy that USDOL required the state to have in regard to how to work with faith-based organizations and other community based organizations. MTEC developed a policy that was

included in the plan modification that was submitted to USDOL in March. There were other housekeeping issues included but the plan modification mainly dealt with faith-based policy.

Dr. Chartock asked if MTEC's request had enough of a connection to faith-based programs. Ms. Henry stated there was another policy from USDOL that MTEC's policy had not addressed. In June, USDOL asked MTEC for more detail and to address USDOL's policy permitting the use of WIA Title 1 funds to employer-trained participants in religious activities when the assistance is provided indirectly. She explained that USDOL was referring to such things as Individual Training Accounts.

Ms. Henry stated a draft policy was developed in July using USDOL guidance and distributed to the local WIBs asking them to develop a policy on indirect financial assistance. Currently, the State is awaiting the final response from USDOL.

State Plan Issues – Waivers

Sue Sieg stated that at the January MTEC meeting, 11 waivers were submitted for review, recommendations, and approval to submit to the Governor for him to forward on to USDOL. The intent in submitting these waiver requests was to provide more flexibility in the workforce programs.

In August, Governor Blunt was notified that 8 of the 11 waivers had been approved. Ms. Sieg reviewed the eight approved waivers. They were for common measures, individual training accounts for older youth, eligible providers of youth activities, allowing local regions to provide the ten youth program elements as options available to youth participants, waiver of 12-month follow-up services for youth participants, waiver to allow the Governor to utilize WIA Dislocated Worker/Rapid Response funds as statewide activity funds, increase OJT employer reimbursement up to 75% for small businesses, and capitalization funds of small business in concert with entrepreneurial or micro enterprise training.

Of the remaining three waiver requests, two were not approved and one was still being researched. The first denied waiver asked to increase the 10% allocation of Wagner-Peyser funds increasing discretionary funds, basically for innovative youth programs. USDOL denied this waiver due to statutory regulations.

The second denied waiver requested entrepreneurial training performance be tracked only at the state level. DWD wanted to allow local regions to use the capitalization fund to provide participants the opportunity to begin their own businesses. At this point, the local region will have to bear the burden of the performance from that particular individual. The basis for denial was that it did not meet the higher standards for increased accountability. A letter was submitted in September to Emily DeRocco asking that USDOL reconsider the State's request to exclude those customers from the local performance, and that without it, the capitalization would not have the economic impact in the State that it had anticipated.

The final waiver was asking to collect less data on individuals served through employee worker training programs. The intent was to be less of a burden to the employer by eliminating burdensome documentation. According to USDOL, this waiver is still being reviewed.

Missouri Career Readiness Certificate (MoCRC)

John Gaal updated the council on the MoCRC beginning with the news release from September covering the soft rollout in 10 of the 14 local WIBs with regard to the CRC. The original pilots were conducted at the Full Employment Council of Kansas City, Eastern Jackson County, St. Louis City, St. Louis County, Northwest, and Central. The Southeast region conducted their own rollout of the workplace readiness certificate. The Southeast and West Central regions included the MoCRC in RFAs awarded to them. Each region is at varying levels of activity. A date for statewide coverage has not yet been determined. Even so, the state is moving forward with preparatory activities. A committee was established with all of the local WIBs for them to provide input. The committee's mission statement is "To position the CRC as a resource in Missouri's economic development strategy to help employers find the best qualified

candidates and help job seekers find the best career for their skill level.” The committee has met at least twice and has established a charter. The committee has already resolved several issues to establish continuity across the state. This committee established \$45 as the price for the three WorkKeys assessments for the CRC, which includes applied math, locating information, and reading for information. The committee also determined that there would not be an established price for profiling due to the variables involved in research and development to construct a profile. The committee has also addressed the need for a coordinated marketing effort. A brochure is being developed to explain the MoCRC.

Mr. Gaal stated when the MoCRC is fully implemented, the committee will be dissolved and administration of the MoCRC will rest with DWD.

Mr. Gaal also reported that as directed by MTEC at the previous meeting, Mrs. Hopkins met with Chester White, the Director of the Division of Personnel, to discuss the potential of profiling and using assessments for state positions and to include the MoCRC in requirements for those positions. Those talks have begun and he recognized Mrs. Hopkins for moving that process forward. Mrs. Hopkins has been invited to address a meeting of all state agency human resource directors as an outcome of the meeting with Mr. White.

A letter was sent to Larry Crawford, Director of the Department of Corrections, suggesting that the MoCRC be used as a tool for a newly awarded federal grant for ex-offender reentry programs.

In the future, Mrs. Hopkins will be presenting the MoCRC to the Education Foundation of the Missouri Chamber of Commerce in hopes they will convey the idea to the full Chamber board for consideration. She will also be presenting the MoCRC concept to the Central Missouri Chapter of the American Society for Training and Development in October.

On September 27, ACT announced the National CRC and that Missouri was one of the 12 states to be affiliated with this effort. The Department of Economic Development (DED) released a supporting press release to that manner. On November 6-7, Missouri is hosting a Regional WorkKeys Conference in St. Louis to share best practices with regard to the CRC.

Mrs. Hopkins added that the efforts that she has made concerning the MoCRC have been on behalf of MTEC in support of MTEC's State of the Workforce Report. It has been very clear that this was an MTEC priority. She also asked that if there are directions she should go regarding the MoCRC, then to let her know. The response received so far from the local areas has been enthusiastic. Mrs. Hopkins is optimistic progress will continue.

Mr. Gaal noted the importance for the MoCRC to be coordinated with the METS effort to make both more effective. The Missouri Economic Research and Information Center (MERIC) is adjusting some of their reports to include the CRC and the different skill levels connected to their report card. Mr. Gaal was curious if the MoCRC was discussed at any of the METS meetings. He thinks it unnecessary to be going in a different direction instead of working together.

Dr. Chartock commented that it was discussed at a previous MTEC meeting that there was no assessment for soft skills as was available for hard skills. Mr. Gaal explained that the hard skills are knowledge-based, which is easier to assess. ACT has not had an assessment for soft skills it felt comfortable with but ACT is now developing and piloting a soft skills assessment.

Ms. Wrench asked if the brochures will be available en mass for frontline distribution. Mrs. Hopkins stated a few brochures will be available at this conference at a breakout session being held tomorrow but they will be widely distributed to all WIBs and career centers.

Status on Senate Bill 894

Dr. Headrick stated that during this last legislative session the General Assembly passed and the Governor signed Senate Bill 894. Included in this bill, the Department of Elementary and Secondary Education (DESE) was directed to develop a ready to work certificate or program for high school students. Steve Coffman has been assigned to establish and coordinate the committee to address this charge. The group has met once and consists of WIB chairs, secondary and post-secondary administrators, counselors, and business and industry representatives from across the state. The committee's work is expected to be finished by June 30, 2007. Challenges identified include academic components, work readiness components, what is already in place, and being sensitive to the A+ schools program. Dr. Headrick commented that a recent ACT report says "ready for college, ready to work, are they the same" saying that whether a student is going to college or work, the same skills are required.

Mr. Coffman described the composition of the group in greater detail. He contacted WIB directors and MTEC members for membership suggestions. Although a large group, about half come from business and industry. Academic components are being reviewed to identify what high school seniors need to know now and in the future, Both hard and soft skills have been discussed in relation to work readiness components and what occupational-specific training individuals could have. Several different assessments are being considered. Senate Bill 894 requires the effort to result in the guarantee that an individual will be ready to go to work for any employer in the state. Some assessments guarantee competency in certain academic skills but measuring the knowledge of soft skills is different than practice and application. SB 894 also stipulates that this be voluntary for every high school. The expectation is that if employers recognize this in hiring practices, then that will cause high schools to volunteer to participate in this program.

Program administration and marketing will also be addressed by the group.

In response to Dr. Chartock's question as to the difference between the MoCRC and Senate Bill 894, Mr. Coffman stated that the CRC is basically an assessment that has been in place for a couple of years. SB 894 has specific requirements to identify the academics of work readiness. Dr. Chartock asked if there was a need for both efforts to be done. Mr. Coffman replied that this is why this is a broad group to have the opportunity to parallel, coordinate, and collaborate.

Mr. Gaal agreed with Mr. Coffman in that he would hate to see the next six months spent reinventing the wheel. The Southeast region that has already done what was suggested earlier in connecting the soft skills piece with functional literacy. Dr. Headrick interjected that the CRC initiative must include K-12 and post secondary education in planning and discussions for it to be successful.

MERIC Annual Report and Projections

As the research arm of DED, Franciena King presented an action item from MERIC for MTEC approval in order to continue qualifying for USDOL grant funding. MERIC's funding primarily comes from USDOL's Bureau of Labor Statistics and the Employment and Training Administration although MERIC also receives some state funding.

MERIC is required to annually report accomplishments to MTEC showing how the deliverables were met. There were ten deliverables from the previous year's grant that had to be satisfied. These deliverables were: (1) populate ALMIS (America's Labor Market Information System) database with Missouri data; (2) produce and disseminate industry and occupation employment projections; (3) produce and disseminate occupational analysis and career information products; (4) provide technical support and outreach to economic and workforce development stakeholders and to key customer groups; (5) maintain and develop a web-based electronic economic and workforce information system; (6) develop and provide economic and workforce training; (7) produce and disseminate economic base and industry analysis products; (8) produce and disseminate economic/fiscal impact and program evaluation products;

(9) produce and disseminate socio-economic conditions and trends; and (10) develop and execute special projects related to community, economic, and workforce development.

In addition to the deliverables, Ms. King reported other accomplishments, including information included in the meeting materials. MERIC assigned a liaison to MTEC and DWD; nine WIA regional staff were assigned to the 14 regions establishing a point of contact for information needed on economic and labor market relations. MERIC also provided training on information and data to DWD Career Centers and workforce partners and provided professional development training to the Adult Education and Literacy Program. MERIC has instituted a help desk, a toll-free number, and an e-mail address for questions on labor market or economic information. MERIC conducted a joint initiative with DWD where MERIC provides career information and products and display cases for all of the Career Centers and affiliates. MERIC also implemented a process to conduct customer satisfaction surveys and track customers.

MERIC has only six deliverables for the coming year. These deliverables are: (1) continue to populate the workforce database with state and local data; (2) continue to produce short-term and long-term industry and occupation projections data; (3) publish an annual detailed state economic analysis report for the Governor and for use by the WIBs that will be introduced to the public at a summit that will allow discussion of that information; (4) continue to post the information and reports to the website; (5) continue to partner with MTEC on a continuous basis; and (6) conduct a special report that studies economic analysis. The new grant contains a number of items that have been identified as what is considered potential products or analysis that MTEC may be interested in. Ms. King stated MERIC is required to have the MTEC chair and the DWD Director sign the previous year's plan to indicate that MERIC did perform the core deliverables and to sign this year's plan saying that MERIC will accomplish the core deliverables. Mary Kay Meek moved to approve both plans and J. C. Caudle seconded the motion. The motion carried.

Mary Bruton, head of the workforce analysis team at MERIC, explained the kinds of projections and information available through MERIC. This information can be used in a variety of ways in support of economic and workforce development efforts. She described how projections estimate the growth and decline in jobs, output, and labor force over time and are a prediction of trends in both industry and occupations. The state-wide, long-term projections that were from 2004-2014 were long-term views of the economy. Projections assume that skills gap and demand have been met and that supply and demand in the economy meet in the end of the long-term but projections cannot predict gaps in employment or skills. Projections focus on future growth and future opportunities based on statistical modeling. She explained that the most reliable models use recent events, lay-offs and closings. Projections do not make assumptions about what changes may occur due to governmental policies or unexpected industry growth.

MERIC completes employment projections for both industries (employers that have the jobs) and occupations (the jobs themselves) for over 300 detailed industries with over 750 occupations.

MERIC merges state information with national data by education and training payment levels. There are typical pathways to actually being employed in an occupation but these pathways are not viewed as a requirement for that occupation. In order to make percent change, net change, and openings less confusing, MERIC assigns a letter grade that goes from A+ to F-, to each occupational projection for that job over the next ten years. This information is compiled statewide and by region. MERIC has been working with ACT to merge the occupational projections data with the three core skill areas from WorkKeys.

Ms. Bruton said the state's economy is projected to generate more than 243,000 jobs over the next ten years. At 8%, this is a slower rate of growth than in the previous ten-year period, which was 11%.

MERIC differentiates between wage and salary occupations and self-employed and unpaid family workers. Wage and salary workers make up the bulk of employees in the state. MERIC also breaks out data between goods-producing and service-providing industries. Missouri, much like the nation, is moving from a goods-producing economy to a service-providing economy.

Dr. Chartock asked if the continually growing home workforce is being charted. Ms. Bruton stated MERIC collects data relating to people eligible for unemployment insurance so home-based workers are not charted nor is agricultural employment.

Mr. Gaal reiterated that MERIC's information reinforces Mr. Webster's question asking what is at stake. As Missouri is moving toward a service-providing economy, then research and development must have a foundation in math and science.

Ms. Bruton expects greater growth in the service industries due to being difficult to automate. Goods-producing employment is going to increase slightly during the next ten years but service providers will expand more.

Ms. Bruton stated the fastest growing industry is individual and family services. Of the top ten fastest growing industries, six are related to healthcare. The largest employment growth is expected to be in elementary and secondary schools, local government, medical/surgical, and employment services. The industry with the most projected job losses is printing and related support activities due to the increased use of home publishing software with personal computers.

Most occupations in the highest expected growth openings are low wage, low skill. Exceptions are registered nurses, elementary school teachers, and carpenters. The fastest growth occupations are IT and medical related. Occupational declines in employment have come from farmers and ranchers, stock clerks/order fillers, and secretaries. These declines are due to advances in technology. Ms. Bruton stated manual adjustments are made when layoffs occur in the state. When one industry has a large employer that has left, closed, or moved overseas, that will effect occupational employment.

Dr. Moore Johnson asked about the survey response rate. Ms. Bruton stated the OES survey, due to federal mandates, must be at least 80%. The OES survey, done twice a year, surveyed 30,000 establishments out of 158,000 over a three-year period.

Mr. Webster asked what drives the growth in healthcare. Ms. Bruton stated from what MERIC can tell, the age of the population and an increasing population. Dr. Jennett disagreed in that he attributes the growth in healthcare to the doctor being able to do more for the patient then he could years ago. What the public wants and the resources that they are willing to put into healthcare have become enormous. Ms. Bruton explained that she wasn't referring to cost but to the increase of employment. Dr. Jennett stated costs and employment go together. He believes the reason there are more employment opportunities in healthcare is because more actual healthcare is getting done. Dr. Chartock stated there are always 500 jobs open at Barnes-Jewish on any given day in entry level jobs. He said these jobs are low paying jobs experiencing turnover. Ms. Bruton explained that MERIC's purpose is to take the national trends and apply them to the state-level information. There are various reasons as to why industries decrease employment over time but the largest factor in this model is the employment trend over the past 20 years.

Written Committee Reports

Dr. Chartock stated the committee reports are in the meeting materials for the MTEC members to read.

Mr. Gaal suggested that MTEC members should take special note to read about DESE's effort with the Missouri virtual school initiative found in the Education and Training Committee Report. Mr. Gaal stated that next year, K-12 students will have the ability to go online to take certain courses, whether from a

private, parochial, or public school. Staff and educators are being trained to be able to deliver those online courses. Dr. Chartock asked if this meant that a student could take their entire curriculum at home. Mr. Gaal stated that the student is limited to a certain number of courses per year and a certain number of seats per district as well.

Chairman's Report

Dr. Chartock had nothing additional to report.

Staff Report

Mrs. Hopkins realizes that several MTEC members are unable to stay for the Governor's Conference but asked that they take the opportunity to look through the program at the breakout sessions that will be held. She also offered to get materials from break-out sessions.

Mrs. Hopkins stated that many MTEC members are currently on expired terms. As the statute reads, the appointment continues until someone has been appointed in that seat. She encouraged everyone to continue to participate and be involved. She stated that if any of those members on expired terms are interested in being reappointed, they need to go to the Governor's website to complete the application. She explained that the appointment process is a lengthy process. She will continue to check on the status for those who have already applied for reappointment.

Mrs. Hopkins shared a newspaper article about John Wittstruck's work with the Boys Scouts and the Jefferson City community in general. Dr. Wittstruck recently resigned from MTEC due to his retirement from the Department of Higher Education.

Mrs. Hopkins recommended a review of the committee structure in that she would like to request a youth committee be added to MTEC which would act as a state youth council. She stated this would require a by-laws change in order for it to be a formal committee but it would be up to the board to decide how to proceed and what form this might take. Mrs. Hopkins stated it would be up to Dr. Chartock as to what direction he might want to go. Dr. Chartock stated that it isn't going to be hurtful to anybody to have an informal or adhoc committee until the by-laws can be changed. He stated he would like to see some participation on that committee from the WIBs. Mrs. Hopkins stated that the committee is to be chaired by an MTEC member but members of the committee can be outside of MTEC. Dr. Chartock stated he did not want to do that at this time. Dr. Moore Johnson suggested the Special Focus committee take up the youth activities without having to set up a new committee. Mrs. Hopkins stated that in support of recommendations from the USDOL, MTEC needed to have a specific youth committee to serve as the state youth council. Mr. Kennon stated there need to be individuals on this committee who have background and experience with those types of programs. Dr. Chartock suggested it be taken under advisement; he doesn't think we need to get into specifics right now.

Dr. Moore Johnson inquired as to the status of the potential restructuring of MTEC into a WIA board. Mrs. Hopkins stated that the legislative activity that would have eliminated MTEC in its current form did not pass during the last legislative session. The expectation is that there will be a consent bill that will be submitted for the new legislative session in January. Because it is not an emergency or a state security issue, it would not go into effect until August 28, 2007. Mrs. Hopkins stated that the expectation is the Governor, by Executive Order, would create a state board that would be a WIA board rather than a JTPA board as this body is.

Dr. Moore Johnson asked what has brought about the need for this change. Mr. Kennon stated he believes it is because this body exists under the old guidelines that were set under JTPA. Mrs. Hopkins stated that Missouri is one of the few state boards in the nation that is a JTPA board. Dr. Chartock stated that his concern is if the constituency of the board is going to be different. Mr. Kennon stated that the mandated membership is different. Mrs. Hopkins explained that local boards are already required to have

the WIA structure which has to be 51% business. Mrs. Hopkins stated that MTEC does not comply with WIA's structure but the current WIA language afforded the Governor at the time to elect whether to go with a WIA board or to grandfather in under JTPA; Governor Holden elected to do that. Mrs. Hopkins stated MTEC is not out of compliance in the pure sense.

Ms. Meek asked for an explanation of the difference between a WIA board and a JTPA board. Mrs. Hopkins explained that a JTPA board is divided into four different sectors: 30% business, industry, and agriculture; 30% state and local agencies; 30% labor and community-based organizations; and 10% public members. The composition of a WIA board is 51% business and the other 49% is a variety of different partners that would be represented at the table. Ms. Meek asked if only the composition would change but the purpose would stay the same. Mrs. Hopkins confirmed that the purpose would continue to be to oversee the activities of the Workforce Investment Act and to work with the local workforce areas and their boards. Ms. Meek assumes that going to 51% business would allow the council to be more responsive to the business community in furthering economic development. Mrs. Hopkins stated that is the reason the federal language is phrased that way. Mr. Schmidt asked if that would then call for business chairmanship. Mrs. Hopkins stated it does.

Dr. Moore Johnson asked if it would require new by-laws. Mrs. Hopkins confirmed a new structure would require new by-laws. Dr. Moore Johnson asked if the board would be starting over with the whole structure and function. Mrs. Hopkins stated not exactly. Dr. Moore Johnson asked if MTEC should create new by-laws now in anticipation of this change to prepare for a smooth transition. Mrs. Hopkins stated part of her responsibility is to ensure that smooth transition; however, there are still variables that she cannot define to the board because she doesn't know. Depending on what the Executive Order would say would determine what direction MTEC is to go. Mr. Gaal asked if this is most likely to happen. Mrs. Hopkins would not make any predictions.

Dr. Chartock stated the last two times it was attached to unsuccessful bills but the reason the bills did not pass was not due to the MTEC amendments.

Katharine Barondeau reminded the council that the old board cannot create by-laws for the new one. The first order of business for the new board would be to organize and establish new by-laws. If the Missouri General Assembly addresses this during the next session and a new board is created with the new makeup that is mandated, then it would be charged with dealing with the workforce development system. Ms. Barondeau stated that there is nothing to do in advance.

Date of Next Meeting

Mrs. Hopkins proposed four tentative dates for meetings in 2007 and emphasized they are only tentative. Changes might be made to accommodate an event to piggyback with like SkillsUSA. The proposed dates are January 11, April 12, July 12, and October 10. Mrs. Hopkins stated one that would be coinciding with another event would be the October 10 date with the Governor's Conference on Workforce Development in the event that would continue with the same scheduling.

Adjourn

Being there was no further business, the meeting adjourned at 12:10 p.m.



Lewis C. Chartock, Ph.D.
Acting Chair



Rose Marie Hopkins
MTEC Executive Director