

 **MINNESOTA**
GOVERNOR'S WORKFORCE
DEVELOPMENT BOARD

GWDB 2026
Q3 Quarterly Board Meeting

August 12, 2026 10:00 a.m. – 3:00 p.m.

River's Edge Convention Center, St. Cloud, Minnesota

*Upon request, this material can be made available in an alternate format.
Please contact gwdb.deed@state.mn.us or call 651-364-1550.*



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 **MINNESOTA**
GOVERNOR'S WORKFORCE
DEVELOPMENT BOARD

Welcome, Opening Remarks & Meeting Goals

Surya Iyer, GWDB Chair · DeLinda Washington, GWDB Vice Chair

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Time	Topic	Presenter/Facilitator
10:00 a.m.	Welcome, Opening Remarks, Meeting Goals	Surya Iyer , GWDB Chair · DeLinda Washington , GWDB Vice Chair
10:15 a.m.	Administrative Approvals •Q2 2026 Meeting Minutes* •Q2 2026 Report*	Surya Iyer , GWDB Chair
10:25 a.m.	Task Force Updates •Workforce Development System Reform •Interagency Workforce Alignment	Maureen Ramirez , Department of Labor and Industry, Deputy Commissioner
10:45 a.m.	Labor Force Growth: Presentation & Panel Discussion	Presenter: Cameron Macht, DEED Labor Market Information Panel Discussion Moderator: DeLinda Washington , GWDB Vice Chair Panelists: Julie Tesch, Center for Rural Policy & Development · Abdiwahab Mohamed, Office of New · Americans · Gail Cruikshank, Greater St. Cloud · Cameron Macht, DEED Labor Market Information
12:00 p.m.	Lunch	
12:45 p.m.	Committee Update: Sector Partnerships * In-Demand Industry Sectors & Occupations — Overview & Feedback Job Quality Metrics* Vice Chair *	Matt Lewis , Sector Partnerships Chair
1:30 p.m.	Committee Update: State & Local Coordination Workforce Center Metrics — Overview & Feedback	Rob Stark , State and Local Coordination Chair
2:10 p.m.	Committee Update: Innovative Service Delivery	Scott Cummings , Innovative Service Delivery Interim Chair
2:25 p.m.	WIOA Evaluation: Presentation & Group Feedback	Michael Prideaux , Performance and Technical Management, DEED
2:50 p.m.	Meeting Recap and Closing Remarks	Surya Iyer , GWDB Chair · DeLinda Washington , GWDB Vice Chair
3:00 p.m.	Adjourn	

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Table Introductions

- Share your name, title, and organization
- Where do you see Minnesota's greatest untapped opportunity for labor force growth—and what would it take to unlock it?



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Meeting Goals

What we want to accomplish?



Understand Minnesota’s labor force growth challenge.

Explore its regional and industry impacts and where the Board can add value.



Strengthen recommendations for Q4 action.

Provide direction on committee, CareerForce, and WIOA evaluation work before final recommendations.



Connect members to upcoming Board work.

Clarify how current efforts fit together, what decisions are ahead, and where members can contribute.

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GWDB Staff

KM

Katie McClelland

Executive Director

SB

Sky Bramel

Administrative Specialist,
Meetings & Events

KE

Kevin Ellis

Workforce Partnerships
Coordinator

CH

Colleen Harris

Program & Operations
Coordinator

NH

Nicole Hochsprung

Policy & Strategy Advisor

NT

Nolan Thomas

Board Strategy and
Engagement Manager



HIRING

Workforce System Analyst

Minnesota Department of Employment and Economic Development

Reviewing Applications



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Administrative Approvals

Surya Iyer, GWDB Chair

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Vote



ADMINISTRATIVE APPROVALS: MEETING
MINUTES AND QUARTERLY REPORT



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Task Force Updates

Interagency Workforce Alignment & Workforce Development System Reform

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Task Force on Workforce Development
System Reform

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Task Force on
Workforce
Development
System
Reform
Updates

Established to examine and improve how the state develops strategies, sets goals, and allocates money to meet Minnesota’s workforce needs.

The Task Force has met five times so far, exploring state and federal funding streams, state labor market and demographic information, and performance metrics.

The Task Force produced an interim report in February highlighting the topics discussed thus far. No recommendations were included in this interim report.

The Task Force will likely reconvene in September to begin deciding what recommendations to include for the final report due in January.

Open call: The Task Force is currently short one GWDB member – any interest from the group in filling this role? Must represent a local workforce development board.

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Interagency Workforce Alignment
Taskforce Updates


MINNESOTA

INTERAGENCY WORKFORCE ALIGNMENT

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Building Enterprise Workforce Development Alignment

Overarching Aim of Using the IWA as the Space for Interagency Alignment: Enable thoughtful, strategic, aligned, and proactive interagency decision-making and collaboration, and hold ourselves accountable for reaching a 4.4% vacancy rate overall and in the Drive for Five sectors.

- **Aim 1:** Ensure Enterprise-wide alignment and defined agency ownership of workforce efforts across the Drive for 5 Sectors.
- **Aim 2:** Define metrics and measurable goals to track progress on stated outcomes and timelines.
- **Aim 3:** Ensure effective internal and external communication about statewide talent attraction and retention strategies.

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IWA Roadmap

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Report Outline

Establishment & Purpose

Lessons Learned

Durability Plan

Recommendation for Future Administrations

Recommendations for Interagency Collaboration & Alignment

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IWA/GWDB Committee Work

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DEVELOPMENT BOARD


MINNESOTA

INTERAGENCY WORKFORCE ALIGNMENT

MINNESOTA

P-20 EDUCATION
PARTNERSHIP

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IWA/GWDB Caring Professions

Status: **On track**

Headline summary: Continuing to advance recommendations, while also planning for implementation of approved recommendations.

Key Updates Since Last Meeting

- Passed Work Based Learning Recommendation
- Drafted implementation and communications plans for Celebrate Caring Careers Month and CaringCareersStartHere.com approved recommendation

Next Month's Focus

- Finalize implementation and communications plans for Celebrate Caring Careers Month and CaringCareersStartHere.com approved recommendation
- Move onto remaining implementation plans for passed recommendations

For Taskforce Member Awareness/Input

- Continuing to work on RN Apprenticeship Recommendation



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IWA/GWDB/MNP20 Education Committee

Status: **On track**

Headline summary: Round 1 draft educator workforce recommendations are in final review and will be considered by the full committee on August 25.

Key Updates Since Last Meeting

- Round 1 Draft Recommendation Review Packet compiled from Explore, Become, and Grow & Thrive workgroups
- Full committee/subcommittee review window opened July 7
- Feedback form shared to collect consistent input by recommendation
- Feedback due July 21

This Month's Focus

- Summarize feedback themes, questions, and areas of overlap/alignment
- Education Leadership reviews feedback themes and confirms next steps on July 31
- Workgroups make final edits August 3–14
- Final packet/materials prepared for August 25 meeting

For Taskforce Member Awareness/Input

- Formal full committee recommendation meeting scheduled for August 25, 9:00 a.m.–noon at OHE
- Recommendations remain working drafts until review and final edits are complete
- Taskforce members may be asked to provide direction on alignment, agency roles, and movement toward 2027



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Labor Force Growth Study

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Labor Force Growth Plan

Goal: Identify opportunities for the state government to improve labor force growth by analyzing existing research and engaging statewide stakeholders to understand areas of *opportunity and strategies* to expand labor force growth across the state.

1

Identify & analyze available data

- Explore labor force data sources across the state
- Identify priority populations & regions with largest participation gaps
- As needed: Conduct expert input sessions with Minnesota researchers
- Lead: MMB Results Team and DEED LMI

2

Validate findings with partners & across agencies

- Engage local/regional partners for validation
- Identify cross-agency alignment
- Cross-reference needs with existing workforce supports using MIWS
- Lead: GWDB (validation), MMB Results Team (MIWS analysis)

3

Synthesize findings & identify action pathways

- Synthesize key findings and opportunity areas
- Define range of actionable pathways based on findings
- Develop recommendations to include in Roadmap to guide next steps
- Lead: GWDB

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Labor Force Growth

Presentation and moderated panel discussion

- Presentation: Cameron Macht, DEED Labor Market Information
- Moderator: DeLinda Washington, GWDB Vice Chair
- Panel: Greater St. Cloud · Center for Rural Policy and Development · Minnesota AFL-CIO · Office of New Americans

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High-Level Context

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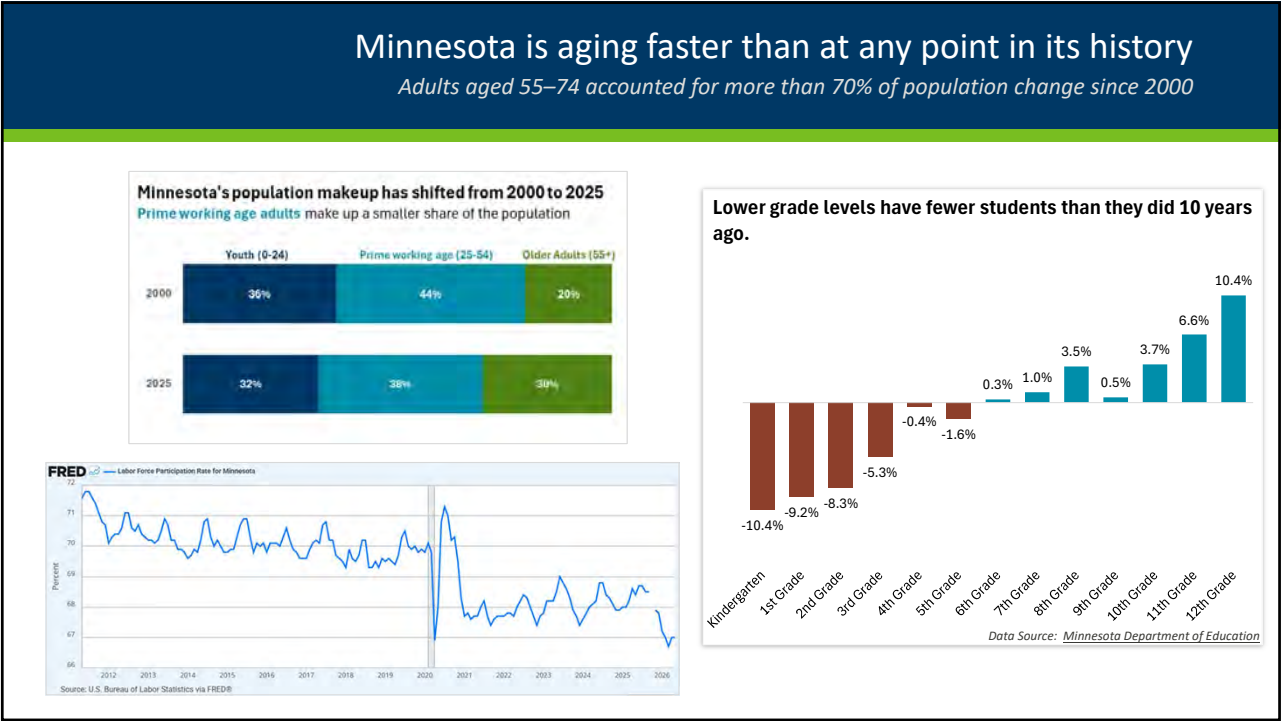
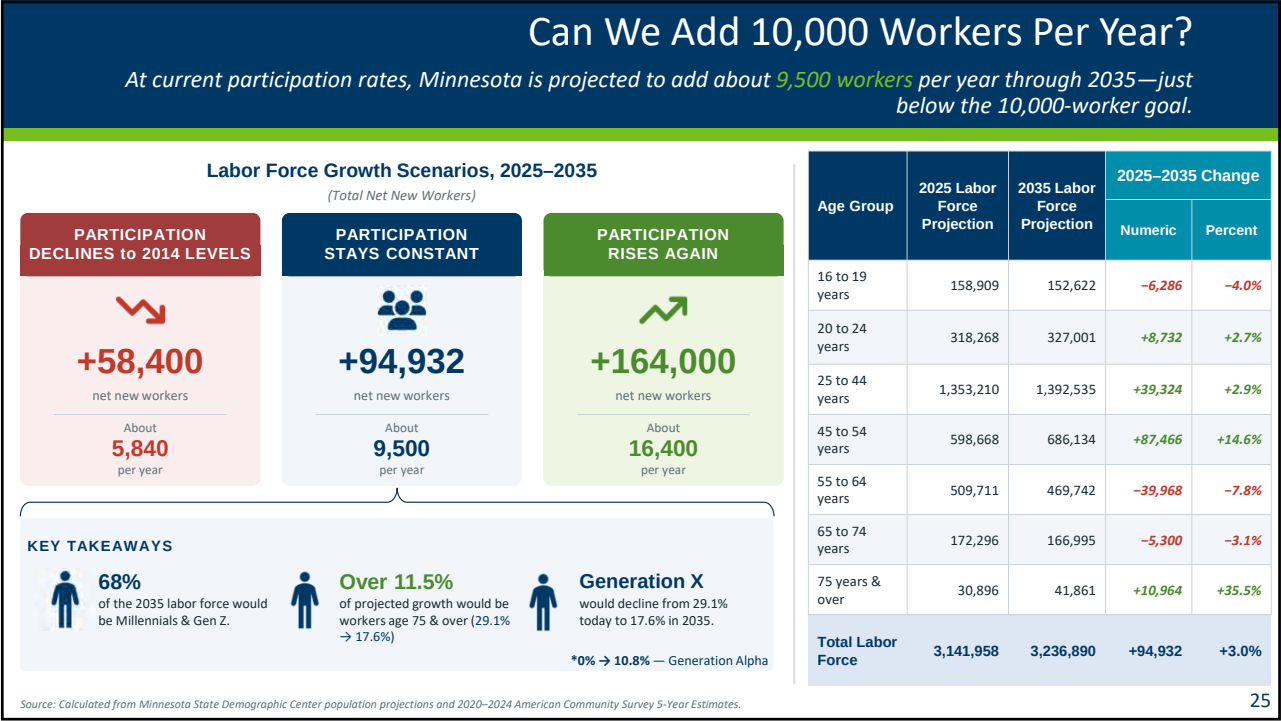
■ Minnesota’s Labor Force is Strong When Comparing Nationally

Indicator	Minnesota Rank Nationally	Minnesota %/#	U.S.	Midwest Rank
Natural Population Increases	11th	12,071	518,858	1st
Domestic Migration	17th	8,300	N/A	4th
International Migration	25th	12,486	1,262,202	6th
Labor Force Participation Rate	6th	67.9%	62.4%	3rd
Percentage of High School Graduates	6th	94.2%	89.9%	1st
Percent Bachelor’s Degree or Higher	12th	40.0%	36.8%	1st
Poverty Rate	6th Lowest	9.3%	12.1%	Lowest
Home Ownership Rate	13th	71.2%	65.2%	3rd

Source: [Compare Minnesota to Other States](#)

Midwest includes IA, IL, IN, KS, MI, MN, MO, NE, ND, OH, SD, WI

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Our Population Growth is Slowing

We are on pace for the slowest population growth since the 1980s:

1980-1990

+299,129 people

1990-2000

+544,380 people

2000-2010

+384,446 people

2010-2020

+402,808 people

2020-2025

+123,672 people

2025-2035

+212,349 people (projected)

The next decade is projected to have even less population growth.

So far this decade, growth has come almost equally from a **natural increase** (more births than deaths) and net in-migration, primarily from **international in-migration** (as opposed to domestic out-migration).

Table 2. Minnesota Components of Population Change, 2000-2025

	2000s Annual Average	2010s Annual Average	2020s Annual Average	2024-2025 Annual
Births	+69,598	+63,736	+66,163	+62,576
Deaths	-37,817	-38,687	-53,548	-50,505
Natural Increase	+31,781	+25,049	+12,615	+12,071
Net Migration	+7,684	+8,816	+11,922	+20,786
International Migration	+12,204	+11,441	+19,362	+12,486
Domestic Migration	-4,520	-2,625	-7,440	+8,300

Source: U.S. Census Bureau, Population Estimates Program

According to the State Demographic Center, natural change turns negative as soon as 2038, and from 2045 onward, our state may average over 10,000 more deaths than births.

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Nearly all workforce growth came from BIPOC workers and foreign-born workers

Labor force participation rates were up across all age groups; but the overall rate went down

Due to the aging population

White, Not Hispanic workforce declined by **-111,200**

Added **+69,500** workers aged 65 years & over

Added **+25,000** 16-24 year old workers (COVID)

LFPFR jumps up for families with children 6-17 yrs.

In recent years, less births & less workers after births

370,900 foreign-born workers

+84,600 from 2014-2024

Minnesota has the highest foreign-born LFPFR in the U.S. (75%)

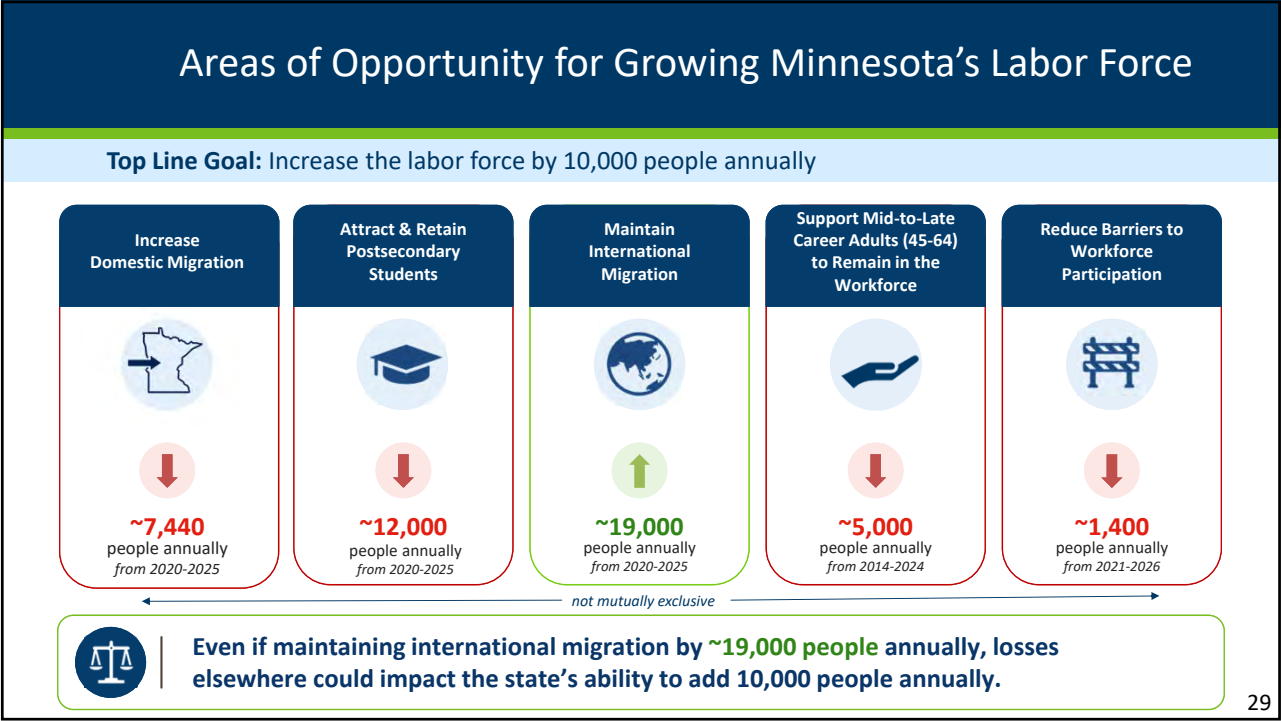
Table 11. Changes in Minnesota's Labor Force, 2014-2024

	2014 Labor Force Partic. Rate	2024 Labor Force Partic. Rate	2014-2024 LFPFR Change	2014-2024 Labor Force Numeric Change	2014-2024 Labor Force Percent Change
Population 16 years and over	69.7%	68.1%	-1.6%	+166,000	+5.5%
16 to 19 years	53.4%	54.1%	+0.7%	+16,922	+11.1%
20 to 24 years	83.0%	83.6%	+0.6%	+8,649	+2.9%
25 to 44 years	88.1%	89.4%	+1.3%	+129,178	+10.3%
45 to 54 years	86.9%	89.2%	+2.3%	-64,984	-9.9%
55 to 64 years	71.3%	72.8%	+1.5%	+11,324	+2.2%
65 to 74 years	26.6%	27.9%	+1.3%	+58,105	+50.8%
75 years and over	5.9%	7.3%	+1.4%	+11,453	+55.8%
RACE AND HISPANIC OR LATINO ORIGIN					
White alone	69.6%	66.8%	-2.8%	-156,272	-6.0%
Black or African American alone	68.6%	72.0%	+3.4%	+76,419	+51.4%
American Indian & Alaska Native	56.5%	62.2%	+5.7%	+3,208	+13.9%
Asian or Pacific Islander alone	72.7%	74.5%	+1.8%	+40,677	+30.1%
Some other race alone	77.1%	74.9%	-2.2%	+48,767	+109.9%
Two or more races	70.2%	74.2%	+4.0%	+156,666	+320.2%
Hispanic or Latino origin (of any race)	76.4%	75.6%	-0.8%	+74,285	+55.1%
White alone, not Hispanic or Latino	69.4%	66.6%	-2.8%	-111,198	-4.4%

Source: American Community Survey 1-Year Estimates, 2014-2024

Workforce growth over the past decade came almost entirely from communities of color and foreign-born Minnesotans.

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Panel Discussion

Led by

GWDB Vice Chair
DeLinda Washington

A discussion on labor force growth in Minnesota.

Panelists

Gail Cruikshank
Talent and Community Impact Director, Greater St. Cloud

Cameron Macht
Research Analyst Supervisor Sr., DEED Labor Market Information

Abdiwahab Mohamed
Assistant Commissioner, Office of New Americans, DEED

Julie Tesch
President & CEO, Center for Rural Policy & Development

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Increase Domestic Migration

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Opportunity: Increase Domestic Migration

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Key Data Point: From 2020-2024, we lost about 45,000 people to domestic out-migration - over the course of the 5-year period, our average annual domestic out-migration was about -7,440 people

Figure 5: Young adult (age 18-24) share of all in and out migrants in Minnesota, 2005-2021

Year	OUT (%)	IN (%)
2005	22	24
2006	28	26
2007	28	25
2008	28	26
2009	38	28
2010	33	27
2011	39	27
2012	28	27
2013	33	24
2014	31	27
2015	29	22
2016	29	22
2017	32	24
2018	35	24
2019	31	28
2020	27	31
2021	33	24

Domestic Net Migration by Minnesota Region, 2020-2025
Net movement of residents to and from other U.S. states — excludes international migration and births/deaths

Region	Domestic net mig.
1. 7W — Central	+12,017
2. 7E — East Central	+9,070
3. 5 — North Central	+6,969
4. 3 — Arrowhead	+6,533
5. 4 — West Central	+3,701
6. 2 — Headwaters	+1,640
7. 6W — Upper MN Valley	-999
8. 9 — South Central	-1,587
9. 1 — Northwest	-1,770
10. 10 — Southeast	-1,900
11. 6E — Southwest Central	-1,967
12. 8 — Southwest	-4,025
13. 11 — Twin Cities	-64,884

Minnesota Population Change by Region, 2020–2025

Cumulative estimates of the components of population change | April 1, 2020 – July 1, 2025

Region	Total Population Change	Natural Increase	Vital Events		Net Migration		
			Births	Deaths	Total	International	Domestic
Region 11 – Twin Cities	62,786	56,547	185,980	129,433	6,239	71,113	-64,884
Region 7W – Central	29,314	11,241	29,004	17,763	18,073	6,056	12,017
Region 7E – East Central	9,175	-272	9,303	9,575	9,447	377	9,070
Region 10 – Southeast	9,023	3,422	29,433	26,011	5,601	7,501	-1,900
Region 5 – North Central	6,098	-1,423	9,362	10,785	7,521	552	6,969
Region 4 – West Central	4,534	-897	13,008	13,905	5,431	1,730	3,701
Region 2 – Headwaters	1,716	-121	5,002	5,123	1,837	197	1,640
Region 9 – South Central	1,444	394	12,781	12,387	1,050	2,637	-1,587
Region 3 – Arrowhead	763	-6,359	14,731	21,090	7,122	589	6,533
Region 6E – Southwest Central	655	136	7,041	6,905	519	2,486	-1,967
Region 6W – Upper MN Valley	-424	-126	2,854	2,980	-298	701	-999
Region 8 – Southwest	-861	838	7,578	6,740	-1,699	2,326	-4,025
Region 1 – Northwest	-1,538	-305	4,736	5,041	-1,233	537	-1,770
Minnesota	122,685	63,075	330,813	267,738	59,610	96,812	-37,202

Source: U.S. Census Bureau / Minnesota State Demographic Center, population estimates.

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Lit Review Key Insights: Use regional and sector-specific strategies

Several reports recommend tailoring workforce strategies to regional conditions and industry needs rather than relying on statewide approaches alone.

Regional insights include:

Recognize and leverage intrastate migration patterns by getting the right people in the right part of the state based on their needs and wants

- One report analyzed and found trends based on stage of life and found that people chose different parts of the state based on different amenities and considerations.
- Recommended to think about the state as a whole, worry less about taking people from other regions
- Prime working age people were drawn to suburbs and areas in Greater MN with quiet, family-friendly lifestyles and access to outdoors.

- Promote differences between regions to increase awareness of the variety of options; support regional initiatives
- Use tourism, outdoor recreation, and community amenities to attract future residents
- Ensure families supported when they get move (childcare, housing, connections with community)

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Use regional and sector-specific strategies

STATE INITIATIVES

Drive for 5

Forward Fund

SECTOR-SPECIFIC KEY INSIGHTS

- Build on strengths in life sciences and growing biopharma
- Leverage Federal changes to build opportunities in semiconductors, clean energy and technology, medicine



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Attract & Retain
Postsecondary Students

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Opportunity: Attract & Retain Postsecondary Students

Minnesota loses about 12,000 students to out-of-state colleges each year—8,000 more than it attracts.

4,000
Students come to Minnesota annually

12,000
Students leave Minnesota annually

4,000
Students come to Minnesota annually

12,000
Students leave Minnesota annually

NATIONAL POSITION

Only 7 states have a worse student migration balance

SHRINKING PIPELINE

Approximately 26,000 students enrolled in postsecondary education over the most recent 5 years, compared to 28,000 over the preceding 5 years.

CHANGING STUDENT POPULATION

BIPOC students account for 40.5% of Minnesota's K–12 enrollment and grew 27.9% from 2016–2026.

Postsecondary enrollment has increased among Black, multiracial, and Hispanic or Latino students, while declining among Asian and American Indian students.

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Our future talent pipeline is shrinking

- Minnesota is producing fewer high school graduates, with overall enrollment decreasing by 0.7% in the last 10 years
- Minnesota is home to fewer children under age 5, which will lead to smaller future graduating classes and a smaller future workforce
- Shrinking share of high school graduates are enrolling in college, decreasing from 69% in 2015 to 61% in 2024

Lower grade levels have fewer students than they did 10 years ago.

Values represent the percent change of students in each grade from 2016 to 2026.

Grade	Percent Change (2016 to 2026)
Kindergarten	-10.4%
1st Grade	-9.2%
2nd Grade	-8.3%
3rd Grade	-5.3%
4th Grade	-0.4%
5th Grade	-1.6%
6th Grade	0.3%
7th Grade	1.0%
8th Grade	3.5%
9th Grade	0.5%
10th Grade	3.7%
11th Grade	6.6%
12th Grade	10.4%

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Attract & Retain Postsecondary Students

MINNESOTA POLICY INTERVENTIONS

- North Star Promise
- Registered Apprenticeship Expansion



LIT REVIEW RECOMMENDATIONS

- Better align high school and college curricula and training with MN employers’ needs
- Attract students into under-enrolled, high-demand credentials and provide them data about outcomes, including those not requiring college degrees
- Strengthen transfer pathways from 2-year institutions, especially for credentials with little or no direct connection to specific group of occupations (i.e. Liberal arts, general studies, humanities)
- Expand apprenticeships, internships, and other work-based learning opportunities, start them sooner, including in high school

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Maintain International Migration

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Opportunity: Maintain International Migration Gains



KEY DATA POINT: Minnesota’s foreign-born population (498,000) increased +23.3% from 2014–2024

Areas of the world with the highest international migration to Minnesota

Country of Origin	Total Pop.	10-Year Pop. Change #/%
Asia	173,500	+19,700 · +12.8%
Africa	142,500	+60,555 · +73.9%
Latin America	124,500	+15,800 · +14.5%
Europe	43,500	-1,650 · -3.6%
Canada	12,000	-350 · -2.8%

370,900

foreign-born workers in Minnesota’s labor force

- +84,600 from 2014–2024
- Minnesota has the highest foreign-born LFPR in the U.S. (75%)

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Maintain International Migration

MINNESOTA INITIATIVES

- Driver’s License for All
- ONA Credential Attainment Work
- DHS Legal Services

Headwinds to this opportunity

- Operation Metro Surge
- TPS Changes (8.5k from Cuba, ~2-3k from Haiti, Venezuela)
- Operation Paris
- H1B Visa cost increases – Temporarily Stayed
- F1 Student Visa

LIT REVIEW KEY INSIGHTS

- Continue to build out support structures for new Minnesotans
- Employers to increase cultural competency and inclusivity, including structured onboarding
- Provide language assistance for workers such as onsite English classes, translated work and training materials, hire bilingual supervisors and/or provide managers language training
- Partner with community organizations that support new American employees

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Encourage Experienced Workers to Remain in Labor Force

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Opportunity: Increase Labor Force Participation for Workers 45 - 64



Key Data Point: Minnesota saw a decline of ~50,000 people from the labor force between the ages of 45–64 from 2014–2024.

For the most part, the loss of labor force participants was occurring in the older age groups, though there were also some declines for younger workers as hiring slowed

The biggest increase in non-participants over the decade was for White alone workers and people of Two or More Races, and people who were native-born (and likely also aging out of the labor force), though there were increases for almost every group

Table 13. Changes in Minnesota's Labor Force, 2014-2024

	2014 Labor Force Partic. Rate	2024 Labor Force Partic. Rate	2014-2024 LFPR Change	2014-2024 Labor Force Numeric Change	2014-2024 Labor Force Percent Change
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Source: American Community Survey 1-Year Estimates, 2014-2024

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Lit Review Key Insights: Strengthen Workforce Skills to Meet Employers' Current and Future Needs

Identified need for greater skills alignment and recommendations to increase opportunities for skills expansion regardless of age, ensuring it's done in a way aligned with employer needs

MINNESOTA INITIATIVES

- Multisector Returnships via Age-Friendly Minnesota

TARGETED AT EXPERIENCED WORKERS

- Tuition assistance programs to support upskilling and re-skilling
- Enhancing digital skills training

[*Policy Interventions](#)

ESPECIALLY BENEFICIAL FOR EXPERIENCED WORKERS

- Increase competency-based hiring and stackable credentials
- Encourage phased retirement options that maintain knowledgeable workers longer and help transfer knowledge
- Create more opportunities for part-time work

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Address Barriers for Those Dropping Out of the Labor Force

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Address Barriers for Those Dropping Out of the Labor Force



Key Data Point: From 2021 to 2026, we averaged an addition of **1,358** people in the discouraged and marginally attached worker group each year;

- In 2025, around **5.5%** of people not in the labor force indicated **they do want a job** but have dropped out of the labor force for various reasons, including not currently searching, becoming discouraged, or having family responsibilities, having ill health or a disability, or other reasons
- Minnesota’s labor force participation rate hung around **70%** for most of the **2010s** thanks to the long-running economic expansion, inching down from **70.5%** in **2012** to **69.7%** in **2020**, which included the short-lived pandemic recession. However, the **state’s labor force participation rate decline has become more noticeable since then:**

70.5%

2012

→

69.7%

2020

→

67.8%

2021

→

68%

2022–2025

→

67%

2026
(so far)

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Lit Review Key Insights: Reduce barriers to workforce participation and increase productivity

Many key insights focus on removing barriers that prevent people from entering, remaining in, or succeeding in the workforce.

ADDRESS CHILDCARE BARRIERS

- Address childcare barriers through employer provided services, cost subsidies, or reserved spaces
- Childcare subsidies during education or retraining
- Address current childcare reimbursement rates for providers and income cliffs for families
- Expand unique solutions like pods and employee-provided child care

ADDRESSING OTHER BARRIERS

- Support development of more housing, especially affordable housing, including rentals
- Expand broadband access, where MN is behind statutory goals
- Increase availability and reach of public transportation
- Help expand inclusion and reduce racial gaps
- Support strong communities that meet local needs

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Lit Review takeaway

Increasing the number of workers alone is an insufficient solution.

In addition, we must:

1
Strengthen skills
Meet employers' current and future needs

2
Reduce barriers
Childcare, housing, transit, broadband, inclusion

3
Adjust to needs
Different strategies based on regions, industries, and populations

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Lunch

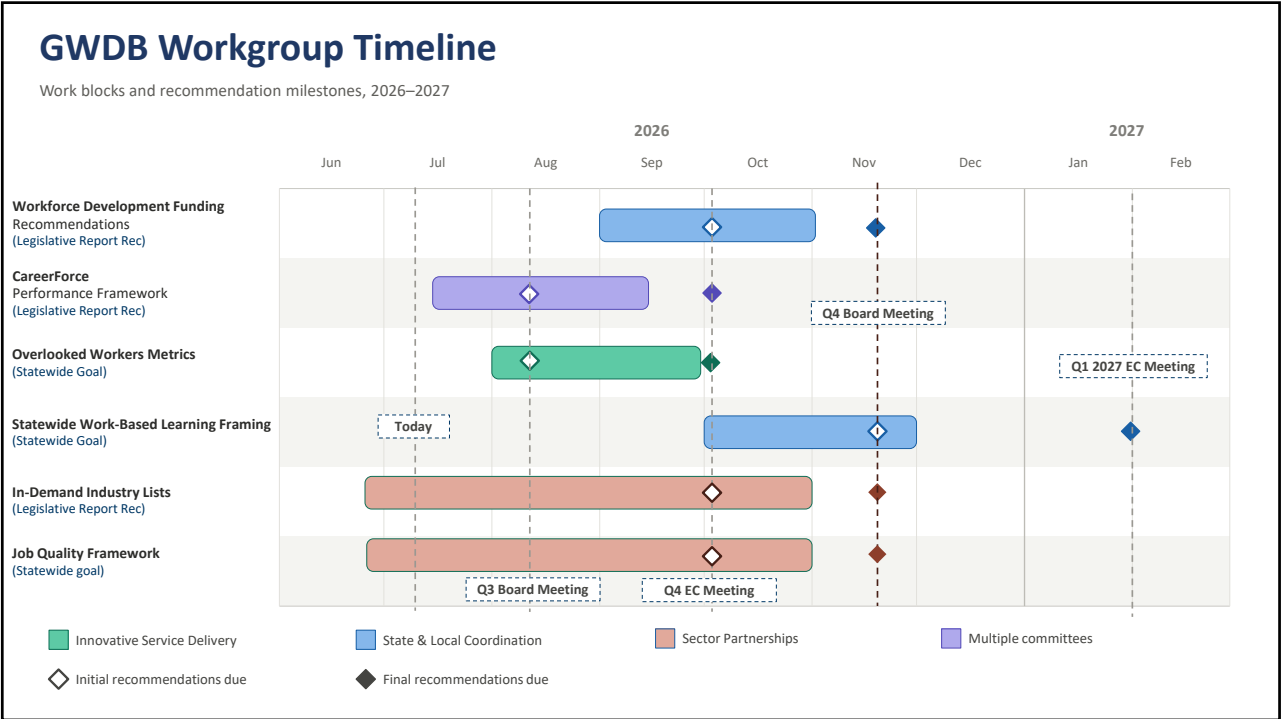
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Committee Updates

Matt Lewis, Sector Partnerships · Rob Stark, State and Local Coordination · Scott Cummings, Innovative Service Delivery

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Chair

Matt Lewis

GREATER MSP – Vice President of Partnerships Strategy



Sector Partnerships

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Recent Committee Activity



Sector Partnerships Strategy — Survey created to map partnerships statewide and gain insights into their challenges and needs.



Job Quality Metrics — Assessed staff-developed job quality metrics and voted to recommend these metrics to the board for continued resource development.

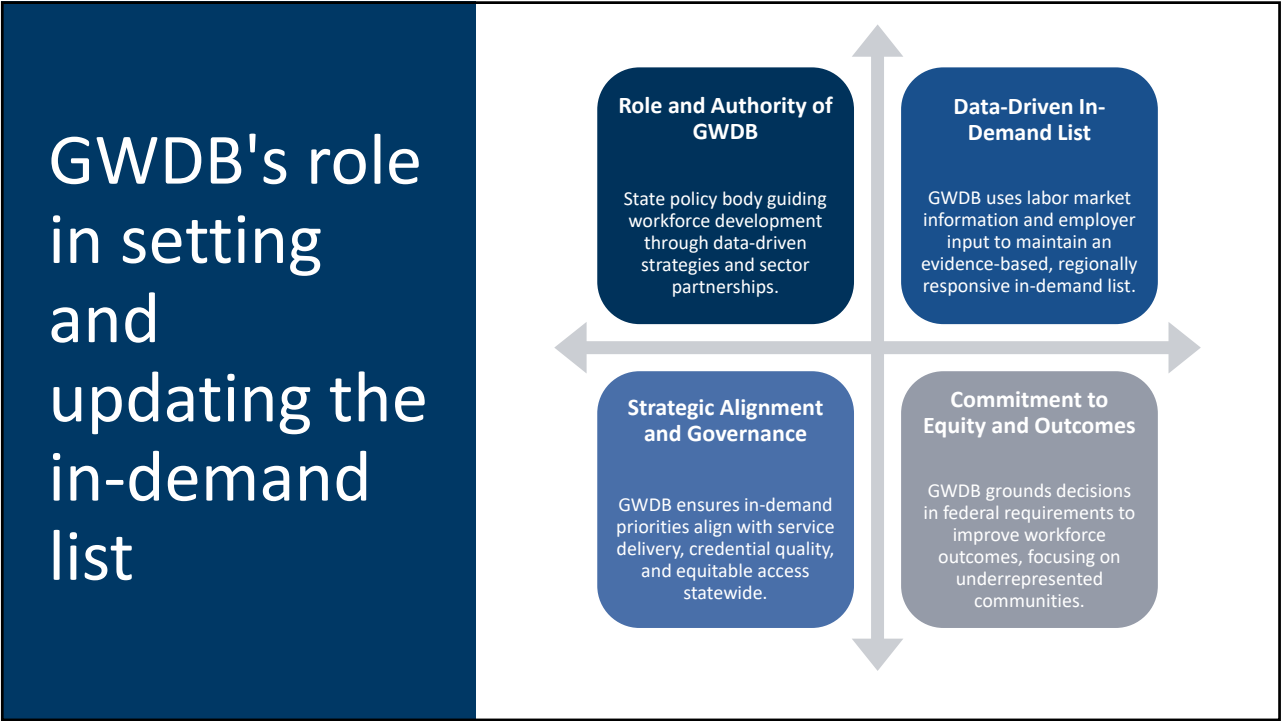


In-Demand Sectors/Occupations Updates — Examined the committee's charge related to updates to the state's methodology.

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In-Demand Sectors & Occupations Update

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How the WIOA in-demand list is used across state decision-making and service provision



Training Investments and Consumer Choice
WIOA promotes training via Individual Training Accounts and approved provider lists guiding consumer choice in in-demand sectors.



Sector Partnerships and Career Pathways
Industry partnerships align employer needs with credential requirements and work-based learning in key demand sectors.



Planning, Governance, and Resource Alignment
State and local plans analyze labor market needs to align resources and ensure demand-driven governance with majority business representation.



Counseling, Continuous Improvement, and Equity
Tools provide demand indicators for informed counseling; equity efforts expand access for underrepresented populations in in-demand sectors.



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DEED Labor Market Information

Tool	Question it Answers	Primary Audience	Time Horizon
Occupations in Demand (OID)	Where are employers hiring today?	Job seekers, career counselors, workforce programs	Current demand
2-Year Employment Projections	Which occupations are expected to be in demand in the near future?	Individuals considering short-term training, education providers	Near-term (2 years)
10-Year Employment Projections	Which occupations are expected to experience long-term growth?	Students, policymakers, workforce planners	Long-term (10 years)



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Economic Investments Data



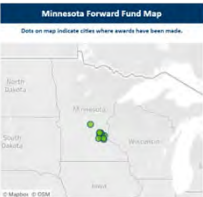
Job Creation Fund

Provides financial incentives to new and expanding businesses that meet certain job creation and capital investment targets.



Investment Fund

Provides financing to help add new workers and retain high-quality jobs on a statewide basis.



Forward Fund

Serves as a closing fund to facilitate private investment that supports business attraction, retention, and expansion in existing and new industries.



Business Expansions

Information gathered from publicly announced business expansion projects across the state.



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Next Steps

Review DEED's existing tools and materials

Share your input through the survey

Stay tuned for additional input opportunities as move towards a recommendation

In-Demand Sectors & Occupations Modernization Survey



<https://forms.cloud.microsoft/g/GBYSsX4WCC>



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Discussion

How should the Board balance short-term employer needs with long-term economic strategy?

What equity standards should be baked into identifying in-demand occupations?

What is the right balance between labor market data and employer validation when determining what is 'in-demand'?

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Job Quality Metrics

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GWDB Approved High-Quality Jobs Framework

- **Compensation & Benefits** – Fair, competitive pay and benefits that support workers' economic security.
- **Safe & Stable Working Conditions** – Work environments that protect health, safety, and provide predictable schedules.
- **Equitable Hiring & Career Development** - Inclusive practices that ensure access to jobs and advancement of all workers.
- **Worker Voice, Empowerment & Respect** - Workers are valued, heard, and included in decision-making.
- **Sector Specific Metrics** – Standards tailored to the unique needs and realities of different industries.

```
graph TD; CCB[Compensation & Benefits] --> SSJ((High-Quality Jobs)); SSWC[Safe & Stable Working Conditions] --> SSJ; EHC[Equitable Hiring & Career Development] --> SSJ; WVER[Worker Voice, Empowerment & Respect] --> SSJ; SSM[Sector Specific Metrics] --> SSJ; CCB --> SSWC; SSWC --> EHC; EHC --> WVER; WVER --> SSM; SSM --> CCB
```

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Job Quality Metrics Purpose

Creates a shared language for job quality across Minnesota's workforce system

Makes it possible to consistently measure the impacts of job quality efforts

Provides a voluntary toolset employers can adopt to improve workplace performance

Enables the state to identify where stronger supports are needed

Helps highlight and elevate employers who are leading on job quality

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Metrics Approach

Simple, feasible yes/no measures to make participation easy for employers of all sizes

Uses data employers already track, avoiding burdensome reporting

Structured to capture practices and systems, not detailed data reporting

Encourages self-assessment and continuous improvement

Creates universal metrics that are easily trackable and comparable across industries, sectors, and business sizes



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Resources in Development



Employer Toolkit
Practical tools and templates to help employers build quality jobs.



Train the Trainer Grant Pilot
Build local capacity to expand job quality practices statewide.



Job Quality Resource Hub
A centralized hub for resources, tools, and best practices.



Employer of Choice Badging & Continuing Ed
Recognizing high-quality jobs employers and supporting ongoing learning.



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Vote



JOB QUALITY METRICS



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Vote



GAIL CRUIKSHANK FOR SECTOR PARTNERSHIPS
STANDING COMMITTEE VICE CHAIR



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Chair

Rob Stark

Edward Jones



**State and Local
Coordination**

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**CareerForce Center
Performance Metrics**

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Mandate, Method and Where We Are

FEDERAL ROLE — WIOA §101(d); 20 CFR §679.130

- Develop and update performance accountability measures
- Improve the statewide system, including one-stop delivery

STATE ROLE — MINN. STAT. §116L.665, SUBD. 4

- Develop performance standards for state workforce centers (in Minnesota referred to as CareerForce Centers)
- Recommend on funding levels, program and administrative changes
- Submit an odd-year legislative report on center performance
- With input from local workforce boards, chief elected officials, and other stakeholders

LEAN SIX SIGMA DMAIC

Define

Measure

Analyze

Improve

Control

▲ July 16 session

▲ November target

WHAT NOVEMBER REQUIRES

- Define and Measure resolved — a baseline established with trustworthy data, not performance targets.
- Target-setting was deliberately deferred; conversations about performance goals for centers are expected to begin in 2027.

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FRAMING

Timeline to the November legislative report

● Full board (GWDB)

● Committee (SLC)

How this moves from today's session to finalization in November.

JULY 16

1

WORKING SESSION

Launch

Initial definitions and metrics took shape.

AUGUST

2

GWDB · FULL BOARD

Initial feedback

First full-board feedback, plus the MAWB Summer Conference — including surveys.

SEPTEMBER

3

SLC · COMMITTEE

Land on definitions

Settle the nine definitions in plain language.

OCTOBER

4

SLC · COMMITTEE

Land on metrics

Settle the core metric sets to carry forward.

NOVEMBER

5

GWDB · FULL BOARD

Validate data & finalize

Confirm data availability and finalize the legislative report.

RUNNING THROUGHOUT →

Findings are circulated to the State & Local Coordination Committee throughout, and additional workgroup meetings refine language and resolve open items between milestones.

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Workforce Center Performance Framework · July 16, 2026 working session

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July 16 Full-Day Workgroup

From pre-meeting survey to the day-of agenda

BEFORE THE SESSION

Pre-workshop input survey

1 Purpose statements

2 North Star goals

3 Definitions (importance)

4 Metrics (data availability)

↓ fed the day-of agenda ↓

10:00

Welcome & Context

10:20

Breakout A

Purpose statements (1)

10:55

Breakout B

North Star goals (2)

11:20

Pre-Lunch Framing

Survey 3 & 4

12:30

Breakout C

Definitions workshop (3)

2:15

Breakout D

Metrics workshop (4)

3:45

Closing

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Workforce Center Performance Framework · July 16, 2026 Session Findings

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EXECUTIVE SUMMARY

At a glance: four headline findings

01 “Access” is an organizing idea

CareerForce or workforce centers provide individuals and employers *access* to pathways to high-quality employment and skilled talent — adopted as the theme across purpose, goals, definitions, and metrics.

02 Definitions revised heavily

All nine draft definitions were marked up, with a push for plain language a legislator or customer could understand — including replacing “the extent to which” with “how well.”

03 Opportunities for data alignment

Prioritizing establishing metrics that are already collected and validated while also identifying data that could be recommended to be resourced and collected.

04 Metrics are treated as system values

Broad agreement that measures shape behavior.

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Outstanding Decisions

Where we need feedback:

Purpose statements	Does the purpose statement capture the intent in plain language?
North Star Priorities	Confirm the architecture — separate purpose, goals, values, strategies, and measures.
Definitions	Endorse the plain-language rewrites.
Metrics	Endorse inventorying and validating data before selecting metrics (the pivot) and the quick-win-first sequencing. Which metric sets are ready to pilot before November?
Next Steps	The proposed timeline outlines how the framework will move from initial feedback to finalization for the November legislative report.



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Workforce Center Performance Framework - July 16, 2026 working session

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We don't need all the answer/feed back today!

Minnesota Workforce Center Performance - GWDB Feedback



<https://forms.cloud.microsoft/g/uPJVEe8wNm>

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Purpose Statement

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PURPOSE STATEMENTS

What the room said

THE HEADLINE

The room wanted a plain-language elevator pitch any Minnesotan could repeat.

FOCUS

Plain language · employers as equal customers · a welcoming “no wrong door” · whole-family supports.

REPLACE THE JARGON

seamless · integrated · “advance equity” · high-quality talent · data-informed.

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Workforce Center Performance Framework · Breakout A — Feedback on purpose statements

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Redrafted Purpose statement

CareerForce centers provide people access to pathways to high-quality jobs and employers access to a skilled workforce that meets local needs.

THE ASK

- What needs to be clarified, strengthened, or added before this moves forward?

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North Star Priorities

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NORTH STAR PRIORITIES

**Economic Mobility & Quality Jobs**

Help every individual access career pathways for high-quality jobs with family-sustaining wages — and help employers find the skilled workers they need.

**Equity & Access for All Minnesotans**

Remove barriers so every person and community can reach and use services regardless of who they are, where they live, or how they connect.

**Employer-Driven, Sector-Based Alignment**

Connect people to real openings by aligning services with employer needs and regional industry demand.

**Seamless, Integrated Customer Experience**

Give customers one clear path across services and partners — in person, online, or in the community — so they don't have to navigate the system on their own.

**Modern, Flexible, Hybrid Service Delivery**

Meet customers where they are — in person, online, and through partners in the community — and make services easy to reach.

**Data-Driven Continuous Improvement**

Use data and feedback to measure what matters, act on what we learn, and keep getting better over time.

THE ASK

- What stands out as most important for the full board to understand?
- What needs to be clarified, strengthened, or added before this moves forward?

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Workforce Center Performance Framework - July 16, 2026 working session

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Definitions

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DEFINITIONS

Cross-cutting agreements from the session

A definition is not a metric

The concept vs. the observable evidence. Several “definitions” were really broad topics needing indicators.

Consistency ≠ uniformity

Statewide standards shouldn't erase useful local variation tied to geography, capacity, and context.

Include relevant partners

Customer experience often depends on organizations beyond the formal WIOA partner list.

Plain language is required

Applied across the set: replace “the extent to which” with “how well.” Make subjective terms objective.

Compliance is the floor

Legal minimums are a baseline, not the definition of quality — especially for accessibility.

Feedback must be actionable

Collection alone isn't improvement — show who reviews it, what changed, and whether results improved.



Definition	Refined definition — brought forward for review
Service Integration	How well customers receive timely, coordinated services across programs and providers, including effective referrals, handoffs, and connections to needed services and resources.
Meeting Employer Needs	How well services understand and respond to employer needs — connecting employers to recruitment, hiring, retention, and incumbent-worker training.
Cost-Efficient Operations	How well services and operations use resources responsibly to achieve strong outcomes while maintaining service quality and system sustainability.
Partner Coordination	How well required and other relevant partners align roles, responsibilities, staffing, processes, funding, data, and shared goals to support integrated services while preserving local flexibility.
Access to Partner Services	How easily customers understand, navigate, and use partner services — with coordinated referrals and providers able to access the information they need, without avoidable barriers or duplication.
Service Outside Regular Hours	How well customers can access scheduled, virtual, on-demand, self-service, and community-based services beyond standard business hours.
Customer Satisfaction	Participants' and businesses' perceptions of service quality, value, and overall experience — captured consistently at meaningful points and used to improve services.
Accessibility & Equal Opportunity	How well services meet accessibility and equal-opportunity requirements (ADA, WIOA §188, language access) and go beyond compliance — so people can participate meaningfully regardless of disability, language, location, or how they access services.
Continuous Improvement	Structured, ongoing processes that use data and feedback from customers, staff, employers, and partners to test improvements, measure results, and share or adapt successful practices.



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METRICS

POTENTIAL AREAS OF EXISTING / INVENTORIED DATA

- **Cost-Efficient Operations** — Operational-cost, utilization, and budget-transparency baselines.
- **Partner Coordination** — Current MOU status, partner participation, joint staffing frequency.
- **Access to Partner Services** — Baseline % of customers accessing at least one partner service.
- **Service Outside Regular Hours** — Inventory of services outside regular hours by mode and access point.
- **Service Outside Regular Hours** — Existing web analytics for after-hours access.
- **Customer Satisfaction** — Common customer-feedback and complaint-resolution reporting.
- **Accessibility & Equal Opp.** — ADA audit, remediation, staff-training, and current-service inventories.
- **Continuous Improvement** — Documented actions taken through existing improvement processes.

MAY NEED NEW DATA COLLECTION

- **Service Integration** — Cross-provider referral conversion and time to completed service.
- **Service Integration** — Outcome comparisons between co-enrolled and similar participants.
- **Meeting Employer Needs** — Employer hires and retention with reliable service attribution.
- **Cost-Efficient Operations** — Cost per participant / employment outcome, adjusted for intensity and need.
- **Partner Coordination** — Qualitative assessment of partnership depth and follow-through.
- **Access to Partner Services** — Duplicate-intake and customer-understanding measures.
- **Accessibility & Equal Opp.** — Population served relative to local need (disability, language access).
- **Continuous Improvement** — Statewide tracking of targeted improvement while allowing local targets.

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METRICS

Data availability map (requires validation)

Source	May support	Validation needed
Workforce One / WF1	Services, referrals, hires, participation, some population traits	Completeness across programs; consistent coding; follow customers across services
Data lakehouse (WF1, UI, CareerForce)	Cross-program linkage — whether a referral → enrollment	Timeline uncertain; local areas not yet connected
Customer surveys / feedback tools	Satisfaction, experience, employer feedback	Common questions, timing, response rates, path to action
Complaint tracking	Volume, resolution time, recurring barriers	Consistent process/categories; link to corrective action
ADA facility audits	Physical accessibility, remediation progress	Coverage, frequency, ownership, EO expertise
MOUs, IFAs, calendars, records	Partner participation, agreement status, joint staffing	Whether these evidence coordination or only compliance
CareerForce web analytics	After-hours access, assessments, online use	Whether online access satisfies the extended-hours requirement

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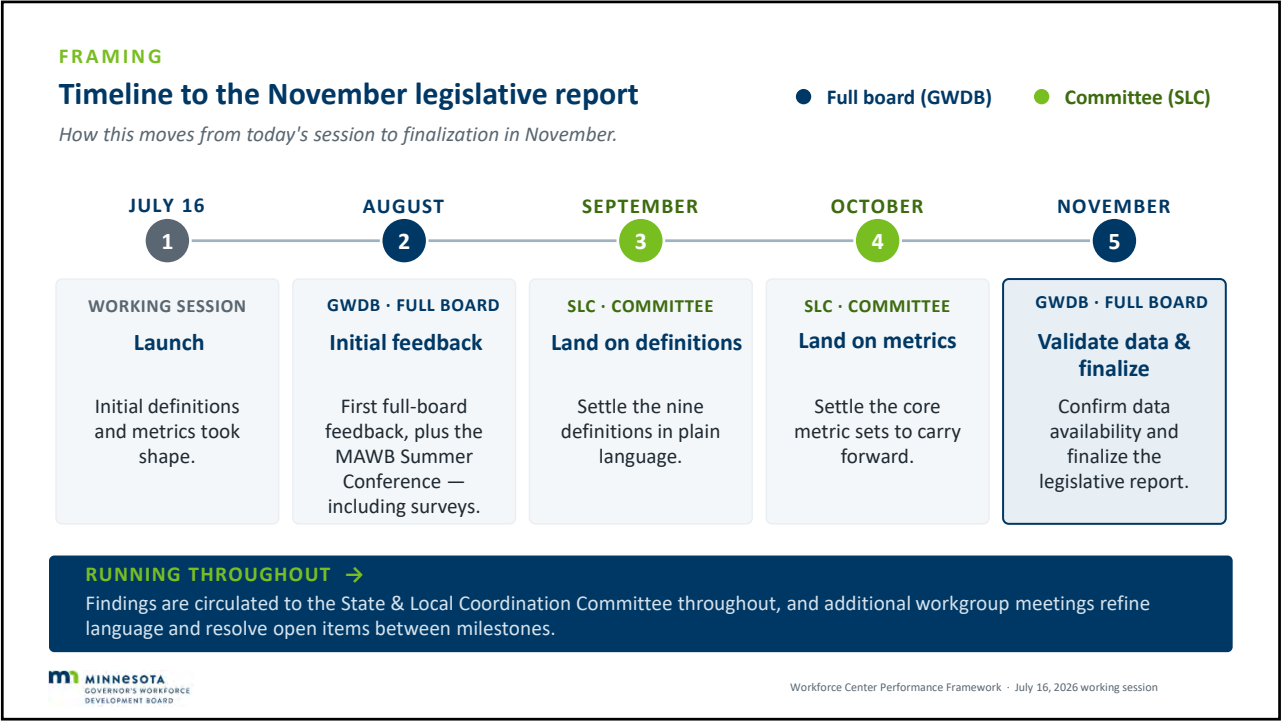
Workforce Center Performance Framework - July 16, 2026 Session Findings

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Next Steps

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Give us Feedback:

Minnesota Workforce Center
Performance - GWDB Feedback



<https://forms.cloud.microsoft/g/uPJVEe8wNm>

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Next
Quarter’s
Activities for
the
Committee

Continue to review
outcomes and findings from
Workforce Center
Performance Metrics

Begin setting the foundation
and reviewing outcomes
from the Workforce Funding
Workgroup.

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Interim Chair

Scott Cummings

Minnesota Market Lead –
Accenture



**Innovative
Service Delivery**

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Recent Committee Activity

JUNE 22 MEETING



SLEDS overview — Nora Morris (OHE)

- Links K-12, postsecondary, and workforce data.
- Connects education and training to employment and earnings outcomes.
- Supports public reporting, partner access, and research requests.
- Growing relevance as Workforce Pell ties eligibility to graduate outcomes.



Workgroup input and framing

- Provided input on the Overlooked Workers Workgroup.
- Helped frame the CareerForce Performance Metrics work.
- Discussed what information, questions, and stakeholder perspectives should guide each effort.

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Looking Ahead

NEXT COMMITTEE MEETINGS



Data Quality Recommendation Package

- DEED's Labor Market Information team is assembling three related recommendations to bring forward together:
 - OEWS — Occupational Employment and Wage Statistics
 - JVS — Job Vacancy Survey
 - EWR — Enhanced Wage Records
- Considering them as a package allows a connected discussion of Minnesota's labor market data infrastructure rather than one survey at a time.



Also on the Next Agenda

- Follow-up from the Interagency Workforce Alignment team's Labor Force Growth discussion.
- Outcomes and next steps from the Overlooked Workers Workgroup.
- Committee discussion of the full data quality package ahead of a final board vote in November.

Want to help shape these? Interested in weighing in? Contact Nolan to be included in the committee discussion before these come to the board for a final vote in November.

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WIOA Evaluation

Michael Prideaux, Performance and Technical Management Team, DEED

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PY26 Title I Evaluation

- 20 CFR § 682.220 requires states to conduct regular evaluations of Title I programs
 - Historically, our office has looked at topics like changing characteristics of participants after the pandemic, how well programs serve the most marginalized areas of the state, and other topics
- Research Question:
 - Does receiving credentialed training lead to better wage and employment outcomes in quarters four to eight after exit compared to receiving no training at all?
 - Does training completion influence this impact?



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PY26 Title I Evaluation - Methodology

- Will create two groups: treatment (received credentialed training) and control (did not receive credentialed training)
- The treatment group will then be matched with participants in the control group.
- Once matching is done, the average treatment effect on the treated (ATT) is estimated.
 - ATT tells us what the impact of the intervention (credentialed training) was on participants who received it, compared to if they hypothetically hadn't received training at all.



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PY26 Title I Evaluation - Data Sources

- Data Sources:
 - Training and demographic data: Workforce One (WF1)
 - Cohort: WIOA Adult and WIOA Dislocated Worker Participants who enrolled on or after 07/01/2021 and exited on or before 08/15/2024.
 - Credentialed training is defined based on the WIOA level of service recorded in WF1 for that activity.
 - Wage and Employment Data: Unemployment Insurance Wage Detail



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PY26 Title I Evaluation - Limitations

- The focus is on training vs. credentialing for a couple of reasons:
 - Credential Types are more prone to error when trying to roll up systematically into groups compared to industry-specific training
 - Not all industries or participants require a formal credential to transition to gainful employment.
 - There could be potential positive impacts of receiving rigorous, credentialed training (for example, organizational skills, transferable industry skills, etc.) even if it doesn't terminate in a credential.
- Due to limitations in wage data, we cannot confirm alignment of the industry of training with the industry of employment.
- Action Items/Recommendations will depend on findings.
 - Will likely recommend additional evaluation of the effectiveness of specific types of training, Classroom Training, Incumbent worker training, etc.
 - If no impact/negative impact: likely recommend investigating what is going "wrong"
 - If positive impact: recommend finding what could be scaled up, and if positive benefits are equitably distributed across race, gender, disability status, etc.



PY26 Title I Evaluation - Timeline

- Proposed Timeline:
 - July-August: Finalize a research question.
 - August: Present the research question to the GWDB committee for feedback and refinement.
 - Late August to September: Present the research question to the MAWB.
 - September: Work begins. PTM capacity will be limited.
 - October: Continue work.
 - Early November: Finish work.
 - Mid-November: Present initial findings to ETP.
 - Late November: Present initial findings to GWDB.
 - December: Finalize report.
 - Winter 2026-Spring 2027: Share final report with MAWB and GWDB.



Meeting Goals

What did we accomplish?



Understand Minnesota’s labor force growth challenge.

Explore its regional and industry impacts and where the Board can add value.



Strengthen recommendations for Q4 action.

Provide direction on committee, CareerForce, and WIOA evaluation work before final recommendations.



Connect members to upcoming Board work.

Clarify how current efforts fit together, what decisions are ahead, and where members can contribute.

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NEXT MEETING

Q4 2026

Wednesday,

November 18

Joint meeting with MAWB

Final recommendations and the legislative report

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Adjourn

