









DRAFT Comprehensive Workplace Solutions Model updated 02/11/15

<p>Key Partners </p> <p>Key External Partners by role</p> <p><u>Outreach and relationship development</u></p> <ul style="list-style-type: none"> • Chambers • Industry and professional associations • <p><u>Product development and delivery</u></p> <ul style="list-style-type: none"> • Third party courses providers • Consultants/contract instructors • Nonprofit partners • Corporate partners • <p><u>Funding/in-kind /referrals</u></p> <ul style="list-style-type: none"> • WIBs/workforce centers • DEED • Foundations and their boards • Program advisory boards • 	<p>Key Capabilities </p> <p>We have two trains of thought with regard to capabilities, the bullet points below speak primarily to some of the characteristics that enable “comprehensive workplace solutions”. On page 2, is a sample of the “business capabilities” that are needed for execution of the model.</p> <ul style="list-style-type: none"> ▪ Keep apprised of industry changes and needs in employment in the areas we serve. ▪ Swift and reactive network of industry segments and focus areas. ▪ High functioning and adaptable staff who are experts at understanding industries and the needs for employment ▪ State of the art and innovative education centers that can provide the education needed to adapt to the changing market. ▪ Funding support to be able to engage in innovative education. ▪ Standardized processes and languages to improve collaboration and training services across the state to improve the opportunities to each employer. ▪ Incentivize the processes to improve campus participation ▪ Larger statewide marketing/promotion of the services we offer and the benefits of work with us – Central Services. 	<p>Value Proposition </p> <p>The primary employer concern that we are addressing is the need for talent, and our central value proposition is embodied in our charge: “comprehensive workplace solutions.” As a system, we are uniquely positioned to work with employers to deliver a comprehensive approach to talent acquisition, development and management through an array of services exemplified below:</p> <p><u>Employer as a customer services</u> Customized training programs Consulting and research services Noncredit and academic courses Assessment services</p> <p><u>Employers as co-producers</u> Grant partners Job shadowing/site visits Internships/apprenticeships Guest lecturers Community faculty</p> <p><u>Employers as advocates and supports</u> Advisory board membership Equipment and in-kind contributions Sponsorships, contributions Political advocacy</p> <p><u>OTHER reinforcing factors:</u> Centrality of our educational mission Constancy of purpose and presence Linkages to other resources including other employer customers Range and depth of embedded expertise</p>	<p>Customer Relationships </p> <p>We believe that becoming “the preferred provider of comprehensive workplace solutions” will depend on developing and maintaining stronger relationships with employers through:</p> <ul style="list-style-type: none"> • Discovery-based approach for outreach efforts and inquiry management. (Understanding what they really want and need from us) • Consultative selling practices for our services; • Convenient and relevant “touchpoints” for employers: Web presence, communication materials, on campus • Dedicated, named individuals as campus representatives, not just “departments” • Equitable partnership/relationship <hr/> <p>Channels </p> <p>Comprehensive workplace solutions will require a multi-channel approach for outreach to employers, delivery of services and products and maintenance of relationships. The scale of MnSCU provides some competitive advantages in terms of outreach and distribution which include:</p> <ul style="list-style-type: none"> • A geographically comprehensive network of campuses; • A centrally supported online learning platform; • Access to business leadership organizations and media • The capacity to provide and manage service delivery at employer locations 	<p>Customer Segments </p> <p>For the purpose of this model, we have chosen NOT to segment employers at this point in the process. Going forward, there might be useful reason to segment along one or more of the following dimensions:</p> <ol style="list-style-type: none"> 1. Employer size based on number of employees; 2. Industry sectors 3. Geographic location 4. Other? <p>Background Points:</p> <ol style="list-style-type: none"> 1. We assume that “employers” are the primary focus of this model, and that our association with employers actually includes two roles in addition to that of a “customer” as a “co-producer” of student learning (e.g. internship provider), and as an “advocate” for our institutions (e.g. contributions.) 2. With regard to employers as customers, they are most often acting as a “broker” on behalf of their employees, who participate in training and education programs. Less often, employers may be end users of consulting projects, research, assessments, and other direct services. <p>NEED TO REVISIT AFTER OTHER DIMENSIONS ARE WORKED THROUGH</p>
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<p>Cost Structure </p> <p>Fixed COU Costs – Costs for a department to exist (Admin Support) Semi-variable – Size of CT rep/placement “workforce” Variable – Service Costs (variable dependent on services offered), Consultation (Institution delivery, Subject matter, volume), R&D, Grant writing, etc.</p> <p>See page 2</p>

<p>Revenue Streams </p> <p>Allocation, earned income (self-pay, 3d party, contract), grants, foundation, contributions, sponsorships, other?</p> <p>See page 2</p>
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Revenue and Cost Structure

	Expense	Revenue
Fixed	Core Staffing, Marketing, IT, etc.	Allocation
Semi-Variable		Fee for Service
Variable	Variable costs related to delivery of service	Grants
		Sponsorships Foundation

Channels

	Awareness	Evaluation	Purchase	Delivery	Maintenance
Online	Web Presence	Sample Solutions	Credit Cards	X	CRM
	Web-based Advertising	Testimonials			
	Bulk Email				
Campus		Campus Visit		X	
System Office/		Visit		X	
Regional Entities					
On Site	Sales Calls	Consultation		X	
Other Media	In-bound Phone		Contracts (Mail)		CRM
	Advertising				

Key Business Capabilities Needed for Execution of the Model				
Financial Management	accounting	contract mgmt.	reporting	budgeting
Marketing	communications	inquiry management	market research	
Relationship Mgmt.	outreach	contact mgmt.	communications	events
Product Development	research	instructional design	testing	
Program Delivery	logistics mgmt.	instructional methods	evaluation	improvement
Staffing	hiring	performance mgmt.	comp. admin.	Benefits
OTHER?				

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