

6-1980

Analysis of Employer Attitudes and Needs for MCC

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Recommended Citation

DiMartino, David R., "Analysis of Employer Attitudes and Needs for MCC" (1980). *Publications Archives, 1963-2000*. 129.

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ANALYSIS OF EMPLOYER ATTITUDES AND NEEDS

PREPARED FOR METROPOLITAN TECHNICAL COMMUNITY COLLEGE



Center for Applied Urban Research

June 1980

university of
nebraska 
at omaha

ANALYSIS OF EMPLOYER ATTITUDES AND NEEDS

by

Dr. David DiMartino

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ANALYSIS OF EMPLOYER ATTITUDES AND NEEDS

Sampling Methodology

The sample of public and private employers in the four county area was selected by classifying all employers into categories or strata based on the number of employees. These were sampled at varying rates with greater emphasis given larger employers. All employers selected were sent a questionnaire, and follow-up phone calls were made to all non-respondents.

The lists of employers to be sampled came from two sources: the 1979 Directory of Major Employers for the Omaha Area published by the Omaha Economic Development Council of the Greater Omaha Chamber of Commerce and the telephone directories for Dodge and Washington Counties. The directory of major employers lists all employers with 25 or more workers in the Omaha area. Employers located in the Iowa portion of the Omaha metropolitan area were not sampled.

All 76 employers with 400 or more employees were sent a questionnaire. Of the 78 employers with 200-399 employees, 47 or 60% were randomly included in the mailing list. Employers with 100-199 employees were sampled at a lower rate with 47 of the 184 in this category (or 26%) receiving a questionnaire. The sampling for the next group was still lower with 47 of 352 employers (or 13%) included in the study. The smallest set of employers included in the directory of major employers--those with 25-49 employees--had the lowest sampling ratio (10%) with 47 of 466 receiving a questionnaire.

In addition, 71 employers in Dodge and Washington Counties not listed in this directory were selected from telephone directories for those counties.

In summary, 335 employers were sent a questionnaire. Responses were received from 95 employers. Telephone contact was made with all non-respondents, and an additional 189 interviews resulted for a total of 284 or a response rate of 85%.

Identification and Characteristics of Employers

Employers in the four-county service area of Metropolitan Technical Community College were asked to identify and characterize their organizations by listing the product/service they produced, the size of their work forces, whether the company had an incentive program for employee education/training, and whether any of the company's workers had received educational training at MTCC. Those

characteristics are arrayed in Tables 1 through 4.

Respondent employers were classified into broad categories. The program categories with the largest number of employers were industry (25% of all companies), business (23%), general vocational (20%), and medicine/teaching (15%). See Table 1.

The identification of employers by the size of their work forces is displayed in Table 2. All but the largest size category were based upon the Small Business Administration's subclassification of small businesses. The predominant number of employers surveyed were medium to large sized small businesses (73%). All small businesses comprised 83% of the employers.

Approximately half (51%) of employers offered their employees some form of incentive in order to participate in educational or training sessions. See Table 3. The greatest number of these employers (84%) used payment of some portion of course costs as their incentive, usually as reimbursements. Employers paying the total costs of coursework comprised 53% of the respondents with incentive programs. Other employers paid their employees lesser amounts as an incentive or attached qualifications to employee eligibility (such as completion of coursework, job relatedness, or minimum grade achievement).

A majority (57%) had at least some employees who received educational training at Metropolitan Technical Community College (Table 4A). However, most employers had only a few employees trained there. In fact, when the number of MTCC-trained employees at a given company was examined, a regular decrease was found in the number of employers who had larger numbers of MTCC-trained personnel. A full 60% of respondents had only one to five of their employees trained at MTCC.

Of these employers with MTCC-trained personnel, almost one-quarter (24%) had their employees trained in programs classified as business programs (Table 4). The majority (54%) of MTCC-trained personnel in those companies were trained in programs classified either as business, industrial, or secretarial/clerical programs.

Those employers who knew which MTCC campus their employees attended reported their attendance as displayed in Table 4D. The Southwest Campus was by far the most often used with 47% of employers reporting attendance there.

Employers who knew when their employees enrolled at MTCC reported their attendance as displayed in Table 4E. The greatest reported initiation of employee enrollment at MTCC took place in 1978 (34%).

TABLE 1

IDENTIFICATION OF EMPLOYERS BY ASSOCIATING
THEIR PRODUCTS/SERVICES WITH MTCC PROGRAM CATEGORIES
(N = 280)

MTCC Program Categories	Employers Classified by Program Categories Based Upon Their Primary Produce or Service			Employers Classified by Program Categories Based Upon Their Primary and Secondary Product or Service		
	Number In Program Category	Percent In Program Category	Rank By Number In Program Category	Number In Program Category	Percent In Program Category	Rank By Number In Program Category
Business	65	23	2	103	22	1
Industrial	71	25	1	76	16	4
Construction	19	7	5	19	4	7
Printing	12	4	6	12	3	8
Computers	2	1	8	90	19	2
Medicine/Teaching	41	15	4	41	9	6
Secretarial/Clerical	12	4	6	78	17	3
General Technical	2	1	8	2	1	9
General Vocational	56	20	3	56	12	5
TOTAL	280	100	-	477	* 103	-

* Percentages do not total to 100% due to rounding error.

TABLE 2

IDENTIFICATION OF EMPLOYERS
 BY SIZE OF WORK FORCE
 (Using Small Business Administration Categories)

Size Category (Number of Employees)	Category Label (Used by Small Business Administration)	Number of Companies	Percent of Companies
0	Independent Contractor	11	4
1-4	Family Business	5	2
5-19	Small Small Business	11	4
20-99	Medium Small Business	111	39
100-499	Large Small Business	97	34
500+	-	49	17
TOTAL		284	100

TABLE 3

EXISTENCE AND NATURE OF EMPLOYER INCENTIVE
PROGRAMS FOR EMPLOYEE EDUCATION OR TRAINING

A. Does your company have any incentive program for employee education or training?

	Number	Percent
Yes	142	51
No	134	49
TOTAL	<u>276</u>	<u>100</u>

B. What type of incentive program?

Nature of Incentive Program	Number	Percent
Payment of some portion of course costs	118	84
Payment of 100% of course costs	75	53
Payment of <100% of course costs	43	31
Promotion or raise subsequent to course(s)	12	9
Courses or in-service training offered	10	7
Allowance for flexible working hours	1	1
TOTAL	141	101*

* Percentages do not total to 100% due to rounding error.

TABLE 4

NATURE OF EMPLOYERS' EXPERIENCE WITH
EMPLOYEES TRAINED AT METROPOLITAN TECHNICAL COMMUNITY COLLEGE

A. Have any of your employees received educational training at MTCC?

	Number	Percent
Yes	145	57
No	110	43
TOTAL	255	100

B. NUMBER OF EMPLOYEES PER EMPLOYER
TRAINED AT METROPOLITAN TECHNICAL COMMUNITY COLLEGE

Number of Employees With MTCC Training	Number of Companies With MTCC Trained Personnel	Percent of Companies With MTCC Trained Personnel
1-2	32	28
3-5	37	32
6-10	13	11
10-20	13	11
21-50	12	10
51-100	5	4
101-400	3	3
TOTAL	115	99*

* Percentages do not total to 100% due to rounding error.

TABLE 4 (Continued)

C. PROGRAM CATEGORIES IN WHICH
EMPLOYEES WERE TRAINED

Program Category	Number of Programs	Percent of Programs
Business	43	24
Industry	27	15
Construction	7	4
Printing	10	6
Computers	13	7
Medicine/Teaching	24	13
Secretarial/Clerical	27	15
General Technical	13	7
General Vocational	18	10
TOTAL	182	101*

* Percentages do not total to 100% due to rounding error.

D. MTCC CAMPUS ATTENDED BY EMPLOYEES

Campus Attended	Number of Companies	Percent of Companies
Fort Omaha	16	17
South Omaha	4	4
Southwest	44	47
On Site/Other	22	23
Combination	8	9
TOTAL	94	100

TABLE 4 (Continued)

E. TIME OF MTCC ATTENDANCE BY EMPLOYEES

Year Employee Initiated Coursework At MTCC	Number of Companies Reporting	Percent of Companies Reporting
1979	24	22
1978	37	34
1977	22	20
1976	6	6
1975	12	11
Other	7	7
TOTAL	108	100

The Attitudes of Employers Toward Metropolitan Technical Community College

Employers expressed very favorable attitudes toward MTCC's programs and facilities, as displayed in Table 5. Employers of MTCC-trained employees expressed a high degree of satisfaction with the education furnished by MTCC (Table 5A). Ninety-six percent (96%) of employers surveyed who had an opinion were satisfied or very satisfied with the education provided their employees. Few employers offered suggestions for improving the MTCC education. Those few suggestions included better instruction (4), improvement of the data processing and home economics programs (3), and better scheduling (1).

Employers' evaluations of specific programs and facilities were also very favorable (Table 5B). Ninety-one percent (91%) of employers who had an opinion considered MTCC's occupational and technical education programs to be good to excellent; this represented 57% of all respondents. Personal interest offerings by MTCC were also rated as good to excellent by 50% of all employers and 91% of those with an opinion. MTCC's overall performance in serving the public's needs, likewise, was considered good to excellent by 90% of employers with an opinion (and 61% of all respondents). The Industrial Training Facility was evaluated as good to excellent by 86% of those rating it, although only 68% of employers were aware of its existence. See Table 5C.

The Needs of Employers

Employer demand for MTCC programs was gauged in several ways. Employers were asked for information concerning unmet educational needs in the area that MTCC should attempt to meet, which MTCC programs should be of the highest priority, and what their needs were for employees with specialized skills.

At the general level (Table 6A), 70% of employers anticipated a need for employees with specialized skills in the next three years. Further, 88% of employers with an opinion felt that their needs were typical of other area companies in the same fields (Table 7A). Of those employers who stated their needs were atypical, as many thought their needs were greater as considered their needs lesser (Table 6B). Employers stating that their needs were atypical attributed the variation to differences in growth rates, labor demand, size of operation, administrative procedures, and technology. See Table 6C.

Employers were also asked whether there were unmet educational needs in the area that MTCC should attempt to meet. Since these needs were cited as unmet, they might be considered to be more intensely felt. Only 27% of employers

TABLE 5

EMPLOYERS' ATTITUDES TOWARD MTCC

A. Employers' Satisfaction With MTCC-trained Employees

	No.	%A	%B
Very Satisfied	32	11	27
Satisfied	83	29	69
Satisfied/dissatisfied	2	1	2
Dissatisfied	2	1	2
Very Dissatisfied	1	*	1

%A = percent of all respondents
 %B = percent of respondents with an opinion
 * less than 0.5 percent

B. Employers' Evaluations of MTCC Programs/Facilities

	Occupational and Technical Ed. Programs			Personal Interest Offering			Industrial Training Facility			Overall, Serving Needs		
	No.	%A	%B	No.	%A	%B	No.	%A	%B	No.	%A	%B
Excellent	24	9	14	22	8	14	20	7	16	32	11	17
Good	135	48	77	119	42	77	85	30	70	141	50	73
Fair	16	6	9	14	5	9	17	6	14	21	7	11
Poor	1	*	1	-	-	-	-	-	-	-	-	-
N.A.	108	38		129	45		162	57		90	32	

C. Employers' Awareness of MTCC's Industrial Training Facility

	No.	%A	%B
Aware	194	68	76
Unaware	63	22	25
No Response	27	10	

TABLE 6/

EXISTENCE OF NEED

	A. Need for employees with specialized skills?				B. Are there unmet educational needs?		
	Number	% A	% B		Number	% A	% B
Yes	195	69	70	Yes	54	19	27
No	85	30	30	No	149	53	73
N.A.	4	1	—	N.A.	81	29	—

TABLE 7

ATYPICAL EMPLOYER NEEDS

A. Are your needs typical for area companies in your field?

	<u>Number</u>	<u>% A</u>	<u>% B</u>
Yes	238	86	88
No	32	9	12
N.A.	14	5	—

B. If your needs are different, are they greater or lesser than is typical?

	<u>Number</u>	<u>% A</u>	<u>% B</u>
Greater	15	5	54
Lesser	13	5	46
N.A.	256	90	-

C. If your needs are atypical, how are they different?

	<u>Number</u>	<u>%</u>
Atypical growth rate	11	41
Atypical labor needs	7	26
Atypical sized company	4	15
Atypical administration	3	11
Atypical technology	2	7

TABLE 8

MEASURES OF EMPLOYER DEMAND FOR MTCC PROGRAMS

MTCC Program Categories	A Unmet Program Needs			B Priorities			C Skill Needs			D Need for Employees			E Size Categories of Needed Workforce					
	(Employers' View of Unmet Educational Needs to be Addressed by MTCC)			(Employers' Suggested Priority Programs Over Next Five Years)			(Employers' Skill Needs Over Next Five Years)			(Number of Employees Needed by Employers in Skill Areas Over Next Five Years)			(Intervals of Employer Numbers Needed Per MTCC Program Category)					
	No.	%	Rank	No.	%	Rank	No. Skills	%	Rank	No. Employees	%	Rank	1-2	3-9	10-20	21 +	Total	(%)
Business	5	11	4	25	13	3	68	15	2	410	9	5	18	23	3	6	50	(16%)
Industry	9	21	1	25	13	3	75	16	1	598	13	4	23	9	13	5	50	(16%)
Construction	3	7	7	6	3	8	34	7	7	79	2	9	13	2	4	—	19	(6%)
Printing	1	2	9	2	1	9	25	5	9	126	3	8	4	12	5	—	21	(7%)
Computer	6	14	3	20	10	5	52	11	6	204	7	6	13	12	7	5	37	(12%)
Medicine/Teaching	5	11	4	12	6	7	62	14	3	1317	29	1	4	16	8	15	43	(14%)
Secretarial/Clerical	8	18	2	17	9	6	58	13	4	627	14	3	7	7	12	7	33	(11%)
General Technical	5	11	4	34	17	1	33	7	7	226	5	7	5	14	5	2	26	(8%)
General Vocational	2	5	8	55	28	2	53	12	5	882	19	2	7	8	7	10	32	(10%)
Total	44	100	—	196	100	—	460	100	—	4569	101	—	94 (30%)	103 (33%)	64 (21%)	50 (16%)	[311]	

who answered the question (19% of all employers) cited the existence of unmet educational needs relevant to MTCC. See Table 6B.

Specific needs labeled by employers as unmet were grouped by MTCC program categories and are displayed in Table 8A. Three program categories included over one-half (53%) of all unmet needs. The three program categories, in rank order, were industrial (21% of unmet needs), secretarial/clerical (18%), and computer (14%).

In addition to specific program needs, employers cited several other unmet needs. These included the employers' desires for MTCC administrative changes (7 employers), locational changes (5 employers), instructional changes (4 employers), and a recruitment change to include more women (1 employer).

Employer Priorities. Employers were asked to cite which type of training or academic program should be MTCC's highest priority over the next five years. The employers' suggested priorities are displayed by program categories in Table 8B. The program category cited most frequently as a high priority was general vocational education, which included 28% of all suggested priorities. The general vocational category included such training areas as food-related activities, housekeeping/custodial activities, driver/delivery activities, and general MTCC coursework (such as work ethic and family finance). The second most frequently cited priority program was in general technical education and included such training areas as electronics, mechanics, repair, and science. Together, these two most frequently cited program categories accounted for nearly half (45%) of the priorities cited.

The frequency with which general vocational and general technical education were cited as priority areas for MTCC suggested a real concern on the part of employers with continuing and strengthening the basic foundation coursework. The employer desire seemed to be for students to receive a strong foundation in such areas as communications skills, attitudes, and pre-specialty skills such as general science related to technical training.

Establishment of priorities in specific program areas is discussed below in a comparative context.

Needs for Specialized Skills. A third approach to determining employer needs was to ask whether employers anticipated a need for employees with specialized skills in the next three years and, if so, how great a need was anticipated. The skill needs and the number of employees needed within those skills are displayed

by program categories in Tables 8C and 8D.

The specialized skill needs demonstrated a minimal and gradual percentage decline among the top six program categories. See Table 8C. The percentage of responses for program needs declined from 16% for industry programs through 11% for computer programs. Thereafter, the percentage of employers citing program needs declined more rapidly. The top three program categories--industry, business, and medicine/teaching--alone accounted for nearly half (45%) of the employers' needs for specialized skills.

When the employers' specialized skill needs were viewed as the number of employees needed, the results were somewhat different. The compilation of needed skilled employees by program categories (Table 8D) demonstrated that nearly a third (29%) fell within the medicine/teaching category alone, and nearly half (48%) within the medicine/teaching and general vocational education categories. Clearly, then, the skill programs needed by greater numbers of employers were not necessarily the programs likely to generate the greatest number of trainees. Some employers, perhaps by virtue of their company size, simply generated a greater demand for certain programs than did all other employers for other programs. The significance of that difference to MTCC is between serving a more broad-based clientele (a greater number of employers) or meeting the greater demand generated by a subset of clients with greater need.

Tables 8E and 9 furnish some of the details associated with the employer needs for employees with specialized skills. Table 8E demonstrates that the demand for MTCC program categories was created predominantly by employers who will need no more than 20 (and often fewer) skilled employees per category over the next three years. The exceptions to that pattern become apparent in Table 9 which lists those specific skills needed by seven or more employers, those skills for which employers cited a need in excess of 100 employees, and the highest median number of employees needed by two or more employers. Once again, the skills needed by the greater number of employers will not necessarily be those skills for which the greatest number of employees will be needed.

Comparison of Unmet Needs, Priorities, and Skill Needs. A comparison of the three measures of employer needs--unmet needs, priorities, and needed skills--yielded some apparent differences in the level and order of employers' program needs. The individual percentages for each program category among measures varied relatively widely. See Table 8. However, half of the total needs was in the three most frequently cited program categories, and in excess of 70% of need was in the five most frequently cited. This was true for each of the three measures.

TABLE 9

RANKING OF SPECIFIC SKILLS NEEDED BY EMPLOYERS

Skills Needed by Seven or More Employers		Skills for Which 100 or More Employees are Needed		Needed Skills—As Measured by the Median Number of Employees Needed*	
Accounting	(20)	Secretarial/Clerical/Office	(282)	Health Technician/Services	(100)
Computers	(19)	Housekeeping/Floor Maintenance	(257)	Truck Driver	(58)
Secretarial/Clerical	(19)	Truck Driver	(217)	Plant Operations	(53)
General Secretarial	(17)	Health Technician/Services	(200)	Special Education Teachers	(51)
Mgt./Bus. Ad.	(15)	R.N.	(200)	Teachers	(47)
Sales	(12)	Food Service	(199)	R.N.	(45)
Programming	(12)	Teacher	(154)	Food Service	(40)
Data Processing	(12)	LPN	(153)	Nurse Assistant	(30)
Welding	(9)	Welding	(148)	Housekeeping/Floor Maintenance	(25)
Electronics	(9)	Nurse Assistant	(145)	Boners	(23)
Auto Mechanics	(8)	Data Processing	(138)	Secretarial/Clerical/Office	(20)
Machinists	(8)	General Secretarial	(129)	Typists	(20)
LPN	(8)	Waitress	(120)	General Technology	(16)
Cook	(8)	Plant Operations	(105)	LPN	(15)
Mechanics	(7)	Mechanical Drafting	(102)	Journalist	(15)
Engineering	(7)	Special Education Teacher	(102)	Waitress	(15)
Mechanical Drafting	(7)	Medicine	(100)	Cook	(13)
Carpentry	(7)	Cashiers	(100)	Welding	(13)

*Includes only those skills for which two or more employers citing a need.

Further, if the focus of analysis were placed on the rank ordering of program categories according to need, the variations among the measures of need decreased. Industry and business programs were among the five highest ranking program needs using any of the three measures. Computer, secretarial/clerical, medicine/teaching, general technical, and general vocational were among the five highest ranking program needs using two out of three measures.

The three measures of employer need did vary somewhat in their appropriateness. The first measure, unmet skills, was more intensively felt by a much smaller subset of employers. As such, unmet needs represented only a portion of total need for MTCC programs. The second measure, employers' priorities, included some more abstract and ideal desires; i.e., some general technical and general vocational non-skill priorities. As such, the distribution of priorities varied somewhat from the other measures. The third measure, specialized skill needs, varied internally dependent upon whether the measure used was frequency of cited needs or number of employees needed per program.

Table 10 was constructed as a result of the varied results generated by using the three separate measures of need (for the reasons stated above). MTCC program categories were rank ordered in Table 10 according to the level of employer needs generated by each measure, but the general technical and general vocational program categories were deleted. The comparability of rank orderings among the three measures was much improved, with only two program categories reversing positions between any two measures of need. Likewise, the comparison of rank ordering of needed skilled employees to the order of size of work force demonstrated a comparability of needed additional employees to the existing number of employees.

The measures of employer need in Table 10 demonstrated a great degree of correspondence among expressions of the frequency of cited employer needs. Clearly, a marked desire for MTCC business programs was demonstrated, though these programs did not generate the greatest number of students. The greatest number of MTCC students in a single program category would be most likely to arise for the medical/teaching program. Other programs of relatively greater employer need included the business, computer, and secretarial/clerical programs.

Employer Preferences

Employers surveyed were asked to state their preferences relative to the administration of MTCC educational programs. See Table 11. Employers had definite preferences for the length of MTCC programs needed for training of their

TABLE 10

LISTINGS OF PROGRAM CATEGORIES
 IN RANK ORDER ACCORDING TO EXPRESSION
 OF EMPLOYER NEEDS
 (without General Vocational and General Technical Education)

Unmet Educational Needs	Priorities	Specialized Skill Needs	Needed Number of Skilled Employees	Size of Employers' Work Force
Industry Secretarial/ clerical Computer Business Medicine/ teaching Construction Printing	Industry Business computer Secretarial/ clerical Medicine/ teaching Construction Printing	Industry Business Medicine/ teaching Secretarial/ clerical Computer Construction Printing	Medical/ teaching Secretarial/ clerical Industry Business Computer Printing Construction	Business Secretarial/ clerical Industry Medical/ teaching Computer Printing Construction

employees. See Table 11A. Employers preferred more than one or two courses for training of their employees and were split on the preference for programs longer or shorter than two years. The preferred length of program for specific program categories is displayed in Table 11A.

Employers preferred to recruit (53% of needed programs) rather than train employees for positions, although a sizeable subgroup (for 29% of needed programs) was willing both to recruit and train (Table 11B). Employers needing employees with industrial skills were most willing to have their own employees trained rather than recruit new employees.

Metropolitan Technical Community College was favored by employers as the educator of their employees by two to one. See Table 11C. MTCC was favored by at least a majority of employers in each program category, and most favorable were employers seeking employee training in the printing, medicine/teaching, and industry areas.

Employers did not prefer that programs be offered exclusively for their employees; 84% of all employers and a predominant number citing needs from each program category expressed no preference for their own classes. See Table 11D.

Finally, relatively few employers (approximately 30%) expressed a preference for the location of coursework for their employees. See Table 11E. Of those employers with a preference, 35% cited "other" locations as preferred; those included such locations as downtown or some other specific site. An additional 19% preferred coursework at their sites. Thus, those who wanted coursework offered away from an MTCC campus totaled to 54% of those with a preference (but only 17% of all employers surveyed). The most preferred campus location was the Southwest campus, preferred by 24% of employers expressing their views.

TABLE 11

EMPLOYER PREFERENCES

Program Category	A Employer Preferences for Levels of Employee Training				B Employer Preferences for Filling Positions by Training or Recruiting				C Employer Preferences for MTCC Training by Program Category			D Employer Preferences for Open or Closed Classes for Their Employees			E Employer Preferences for Location of Classes for their Employees								
	1-2 Courses	2 yrs	2 yrs.	No Pref	Total	Recruit	Train	Both	Total	Metro Train	Metro Not Train	Total	Hold Own Classes	Open Classes to Others	No Pref (Both)	Total	Fort Omaha	South Omaha	South-west	Elk-horn	Site	Other	Total
100	8	16	32	3	59/16%	28	12	28	68/16%	25	18	43/17%	4	23	—	27/16%	—	2	—	—	3	3	8/9%
200	16	17	25	—	58/15%	30	30	14	74/17%	40	14	54/21%	—	36	2	38/22%	11	—	2	3	3	3	22/25%
300	4	14	13	—	31/8%	19	2	9	30/7%	9	7	16/6%	—	8	2	10/6%	1	—	—	—	—	1	2/2%
400	5	8	9	1	23/6%	8	10	5	23/5%	13	3	16/6%	1	12	—	13/8%	—	5	—	—	1	4	10/11%
500	3	17	21	2	43/11%	24	3	21	48/11%	20	9	29/11%	3	17	—	20/12%	1	—	3	—	3	4	11/12%
600	7	14	25	2	48/13%	42	1	7	50/12%	14	4	18/7%	1	11	2	14/8%	—	1	2	—	1	3	7/8%
700	14	25	9	1	49/13%	32	5	18	55/13%	20	11	31/12%	3	15	3	21/12%	1	—	4	—	4	6	15/17%
800	3	16	6	1	26/7%	18	1	10	29/7%	10	9	19/7%	3	6	—	9/5%	—	—	—	—	2	2	4/5%
900	21	18	5	—	44/12%	23	14	11	48/11%	18	10	28/11%	—	15	3	18/11%	1	—	3	1	—	5	10/11%
Total	81/21%	145/38%	145/38%	10/3%	[381]	224/53%	78/18%	123/29%	[425]	169/67%	85/33%	[254]	15/9%	143/84%	12/7%	[170]	15/17%	1/1%	21/24%	4/5%	17/19%	21/35%	[89]

APPENDIX

Questionnaire and Code

QUESTIONNAIRE: EMPLOYER'S NEEDS AND ATTITUDES

1. In the next 3 years does your company anticipate a need for employees with specialized skills?

Yes _____ No _____

2. When you think about your needs for employees in the next 3 years, do you feel that your response is typical for area companies in your field?

Yes _____ No _____

If your response was No:

2a) How do you think that your needs differ from other companies in your field? _____

2b) Do you believe your need for skilled employees is greater or lesser than is typical? _____

3. The purposes of Metropolitan Technical Community College include providing occupational and technical education programs and personal-interest courses. Concerning the quality of these programs:

3a) Would you say their occupational and technical education programs were

excellent _____ good _____ fair _____ poor _____ ?

3b) Would you say their personal-interest offerings were

excellent _____ good _____ fair _____ poor _____ ?

3c) Are you aware that Metropolitan Technical Community College has an Industrial Training Facility for specialized training for business and industry?

Yes _____ No _____

3d) If yes: would you say the Industrial Training Facility is doing an

excellent _____ good _____ fair _____ poor _____ job?

4. Overall, how well is Metropolitan Technical Community College serving the public's needs?

excellent _____ good _____ fair _____ poor _____

5. Are there any unmet educational needs in this area that you feel Metropolitan Technical Community College should be attempting to meet?

Yes _____ No _____

5a) If yes: what is that? _____

6. What type of training or academic program should be Metropolitan Technical Community College's highest priority over the next 5 years?

7. Have any of your employees received educational training at Metropolitan Technical Community College?

Yes _____ No _____

If yes:

7a) About how many? _____

7b) What programs were they in? _____

7c) When did they receive their education there? _____

7d) At which campus? _____

7e) How satisfied are you with the education they received. . .

Would you say you are very satisfied _____, satisfied _____, dissatisfied _____, or very dissatisfied _____?

If dissatisfied:

7f) How could it have been improved? _____

8. Does your company have any incentive program for employee education or training?

Yes _____ No _____

If yes:

8a) What type of program? _____

9. What is your company's major product or service? _____

10. What is your position with the company? _____

11. How many employees does your company have? _____

(See page 3.)

If your answer to question Number 1 was "yes" (i.e., you anticipate needing skilled employees) please complete the form at the bottom of this page. The form is designed to gather information by type of skills you anticipate needing. Please use the code at the top of each column to record your answers; i.e., in question 16, write 1 if your answer is yes, 5 if no. For each skill listed in the skill column answer the following questions:

- 12. What skills will your company need?
- 13. How many workers will you need in each of these skill areas?
- 14. How much training or education do you think would be needed—a few courses, a longer program but less than 2 years, a program of 2 years or more?
- 15. Are you more likely to fill these positions by recruiting new employees or by providing for training current employees?
- 16. IF TRAINING CURRENT EMPLOYEES: Would you be interested in having Metropolitan Technical Community College train your employees in these skills?
 - 16a) Would you prefer the program to be exclusively for your employees or open to others?
 - 16b) Would you prefer a particular location for the training?
Yes _____ No _____
 - 16c) Where? _____

12. Skill	13. Number needed	14. Amt. of training 1=1-2 courses 3=less than 2 yrs. 5=2 yrs or more	15. How fill? 1=recruit 5=train	16. Interest in Metro training 1=yes 5=no	16a. If yes, 1=own only 5=open to others	16c. Preferred location

Thank you for your cooperation.

METRO EMPLOYERS CODE BOOK

<u>Question #</u>	<u>Column #</u>	<u>Variable #</u>	<u>Variable Label</u>	<u>Value Label (0=no answer)</u>
	1-3	1	Identification #	
	4	2	County	1. Dodge 3. Douglas 5. Sarpy 7. Washington
1	5	3	need for specialized	1. yes 5. no
2	6	4	typical need	1. yes 5. no
2a	7-8	5	how different	(see list)
2b	9	6	greater or lesser need	1. greater 5. lesser
3a	10	7	occupational or technical	1. excellent 3. good 5. fair 7. poor
3b	11	8	personal interest	1. excellent 3. good 5. fair 7. poor
3c	12	9	industrial facility	1. aware 5. not aware
3d	13	10	facility performance	1. excellent 3. good 5. fair 7. poor
4	14	11	Metro performance	1. excellent 3. good 5. fair 7. poor
5	15	12	unmet needs	1. yes 5. no
5a	16-17	13	what needs	(see list)
6	18-20 21-23	14 15	priority 1 priority 2	(see list)

Metro Employers Code Book p. 2

<u>Question #</u>	<u>Column #</u>	<u>Variable #</u>	<u>Variable Label</u>	<u>Value Label (0=no answer)</u>
7	24	16	received Metro training	1. yes 5. no
7a	25-27	17	how many	(code as is; 999=999 or more)
7b	28-30 31-33	18 19	what program 1 what program 2	(see list)
7c	34-35	20	when attended	if actual year stated, code last two digits; otherwise, if range stated code as follows: 02=within last 2 years 03=within last 3 years 04=within last 4 years 05=within last 5 years 94=in the 1970's 95=recently 96=1977 and 1979 97=in the past 98=1977 to 1978 99=every year
7d	36	21	what campus	1. Fort Omaha 2. South Omaha 3. Southwest 4. Elkhorn 5. Industrial Center 6. on site 7. other 8. all/various 9. combination of 1,2,or 3
7e	37	22	how satisfied	1. very satisfied 3. satisfied 5. dissatisfied 7. very dissatisfied 9. both satis. & dissatis.
7f	38-39	23	what improvements	(see list)
8	40	24	incentive program	1. yes 5. no
8a	41-42	25	what program	(see list)
9	43-44	26	major product	(see list)
11	45-48	27	number of employees	(code as is)

Question #	Column #	Variable #	Variable Label	Value Label (0=no answer)
12	49-51	28	skill desired 1	(see list)
13	52-53	29	number needed 1	(code as is: except for 98=as many as possible 99=99 or more)
				RECODE: 56=60, 57=75, 58=80, 59=90, 60=98, 61=99
14	54	30	amount of training	1. 1 or 2 courses 3. less than 2 years 5. 2 years or more 7. 3 and 5 9. all (1,3,5) 2. 1 and 3 4. 1 and 5
15	55	31	how fill 1	1. recruit 5. train 7. both
16	56	32	Metro train 1	1. yes 5. no
16a	57	33	open class 1	1. own only 5. open to others 7. both
16c	58	34	preferred location 1	9. no preference 1. Fort Omaha 2. South Omaha 3. Southwest 4. Elkhorn 5. Industrial Center 6. on site 7. other
12	59-61	35	skill desired 2	(see list)
13	62-63	36	number needed 2	(code as is: except for 98=as many as possible 99=99 or more)
14	64	37	amount of training 2	1. 1 or 2 courses 3. less than 2 years 5. 2 years or more 7. 3 and 5 9. all (1,3,5) 2. 1 and 3 4. 1 and 5
15	65	38	how fill 2	1. recruit 5. train 7. both

Metro Employers Code Book p. 4

Question #	Column #	Variable #	Variable Label	Value Label (0=no answer)
16	66	39	Metro train 2	1. yes 5. no
16a	67	40	open classes 2	1. own only 5. open to others 7. both
16c	68	41	preferred location 2	9. no preference 1. Fort Omaha 2. South Omaha 3. Southwest 4. Elkhorn 5. Industrial Center 6. on site 7. other
12	69-71	42	skill desired 3	(see list)
13	72-73	43	number needed 3	(code as is: except for 98=as many as possible 99=99 or more)
14	74	44	amount of training 3	1. 1 or 2 courses 3. less than 2 years 5. 2 years or more 7. 3 and 5 9. all (1,3,5) 2. 1 and 3 4. 1 and 5
15	75	45	how fill 3	1. recruit 5. train 7. both
16	76	46	Metro train 3	1. yes 5. no
16a	77	47	open classes 3	1. own only 5. open to others 7. both
16c	78	48	preferred location 3	9. no preference 1. Fort Omaha 2. South Omaha 3. Southwest 4. Elkhorn 5. Industrial Center 6. on site 7. other

<u>Question #</u>	<u>Column #</u>	<u>Variable #</u>	<u>Variable Label</u>	<u>Value Label (0=no answer)</u>
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IF MORE THAN THREE RESPONSES WERE GIVEN TO QUESTIONS 12 THROUGH 16c,
CONTINUE CODING ON SECOND CARD AS FOLLOWS:

	1-3		Identification #	
	4			<u>Leave blank</u>
12	5-7	49	skill desired 4	(see list)
13	8-9	50	number needed 4	(code as is: except for 98=as many as possible 99=99 or more)
14	10	51	amount of training 4	1. 1 or 2 courses 3. less than 2 years 5. 2 years or more 7. 3 and 5 9. all (1,3,5) 2. 1 and 3 4. 1 and 5
15	11	52	how fill 4	1. recruit 5. train 7. both
16	12	53	Metro train 4	1. yes 5. no
16a	13	54	open classes 4	1. own only 5. open to others 7. both
16c	14	55	preferred location 4	9. no preference 1. Fort Omaha 2. South Omaha 3. Southwest 4. Elkhorn 5. Industrial Center 6. on site 7. other

Code for question 2a

- 01 growing faster than area industry
- 02 smaller growth and turnover rate
- 03 don't need many trade/craft employees in Omaha
- 04 little turnover
- 05 more demanding of employees
- 06 small company
- 07 need more trained employees/higher skilled
- 08 in-house training
- 09 too small to support own legal staff
- 10 very specialized
- 11 high turnover
- 12 use more unskilled labor
- 13 more due to increasing automation
- 14 less due to computers

Code for question 7f

- 01 thorough screening for highly competent instructors
- 02 hardware and curriculum limited in data processing program
- 03 no better than high school course in home economics
- 04 advanced programs beyond TPC
- 05 education not broad enough
- 06 longer and more intense training
- 07 better scheduling

Code for question 5a.

- 01 advanced vocational/technical training for high school students
- 02 custodial training
- 03 credit and collection
- 04 make credits transferable to UNO and UNL
- 05 administrative training/business administration
- 06 LPN, care staff members, 3rd grade engineers, geriatric aide
- 07 insurance rating
- 08 medical secretaries
- 09 communication skill
- 10 advanced printing
- 11 certified purchasing agents
- 12 mechanical piping trade/commercial heating and air conditioning
- 13 truck mechanics/truck driving
- 14 better clerical and data processing
- 15 better liaison between job market and school
- 16 train women
- 17 extensive technical training
- 18 para-professional psychiatric
- 19 basic training for nurse aides and orderlies
- 20 clerical and LPN
- 21 better/newer press equipment
- 22 real estate courses at Offutt are too cheap - unfair competition
- 23 industrial safety, heavy equipment, electricity
- 24 machining/machining through the high schools
- 25 inadequate drafting course
- 26 fluid power
- 27 broader industrial courses - more mechanics
- 28 relate theory to work experience
- 29 bring courses to neighborhood level - 10 to 12 people
- 30 health course was only offered at Ft.Omaha
- 31 wood working
- 32 vocational and technical/not academic
- 33 be able to take a few courses - not having to take a whole program
- 34 need training site in Fremont
- 35 food service
- 36 welding
- 38 extend services beyond the metropolitan area
- 39 construction trades
- 40 B.A.L. computer language
- 41 medical/dental assisting

Code for question 8a

- 01 in-service training (workshops, seminars)
- 02 100% tuition
- 03 100% tuition for job related courses, 75% for other courses
- 04 partial tuition for job related courses
- 05 promotion potential/higher pay
- 06 applies to specialized classes and advanced degree
- 07 100% for management employees
- 08 100% for successful completion
- 09 80% books and tuition
- 10 paid according to productivity
- 11 50% of job related courses
- 12 100% of job related courses
- 13 100% of job related courses, 50% for others
- 14 100% for full time employees
- 15 100% for successful completion of job related
- 16 75% for job related courses
- 17 100% for management taking job related courses
- 18 flexible work hours
- 19 educational aid program
- 20 80% tuition
- 21 80% for job related courses
- 22 50% for successful completion
- 23 partial tuition
- 24 100% for A.I.B. course, 50-75% for others
- 25 100% coverage for basic nurse assistant course and seminars in nursing and data proc.
- 26 70% of own in house training program
- 27 tuition based on grade for approved courses
- 28 50% reimbursement
- 29 for graduate students only
- 30 75% tuition
- 31 50% tuition and books
- 32 100% A.O. Smith Harvestore training
- 33 75% tuition and books
- 34 80% for salaried employees
- 35 college credits
- 36 continuing education

Code for question 9

01	education	51	human services/counseling
02	hospital/health care	52	cattle feeding
03	mailing lists	53	janatorial
04	truck bodies	54	film processing and sales
05	fishing tackle	55	metal can mfg.
06	liquid fertilizer/agricultural products	56	architects/engineering
07	real estate management/sales	57	eye glasses
08	center pivot irrigation/well equipment	58	marking and stamping products
09	government	59	paper conversion
10	meat slaughter/processing/sales	60	concrete
11	housing/contractor/construction	61	petroleum products
12	computers	62	farm storage building and feeding systems
13	restaurant/bar	63	clothing mfg.
14	robe rental	64	bearing/screw machine parts mfg.
15	delivery service	65	reservation service/travel agency
16	tax examiner	66	relocatable construction building mfg.
17	home furnishings	67	hotel
18	fast food/vending machines	68	library
19	truck and auto sales/service/rental	69	hair care/cosmetic mfg.
20	retail sales	70	beauty shop
21	trucking/transportation/moving	71	air line
22	communications equipment repair		
23	finance/banking/stock broker		
24	security systems		
25	movie theater/bowling alley		
26	EKG machine mfg.		
27	hydraulic pumps/valves		
28	insurance		
29	equipment distributor		
30	food mfg.		
31	newspapers		
32	store fixture mfg./recreational gear mfg.		
33	hide processing		
35	medical lab/veterinary lab		
36	telecommunications		
37	steel castings/metal fabrication		
38	soft drink bottlers/brewer		
39	box mfg.		
40	printing		
41	accountants		
42	heating/air conditioning		
43	dry cleaning		
44	neon signs		
45	temporary help		
46	roofing		
47	utility		
48	liquid and bulk tank trailers mfg.		
49	law firm/judge		
50	retail food		

CODE FOR QUESTIONS 6, 7b, and 12

MAJOR CATEGORIES

100	Business	600	Medicine/Teaching
200	Industrial	700	Secretarial/Clerical
300	Construction	800	General Technical
400	Printing	900	General Vocational
500	Computers		

<u>Code for</u> <u>Ques. 12</u>	<u>Cat.</u> <u>Code</u>	<u>Category</u>
1	100	Business
2	101	General management/business administration
3	102	Business Law
4	103	Business Communications
5	104	General Accounting
6	105	Tax Accounting
7	106	Personnel
8	107	Insurance
9	108	Real Estate Finance
10	109	Real Estate Appraisal
11	110	Real Estate Development
12	111	Sales
13	112	Marketing
14	113	Merchandising
15	114	Banking/Finance
16	115	American Institute of Bankers course
17	116	Economics
18	117	Small Business Management
19	118	Retail Forecasting
20	119	Public Relations
21	120	Attorneys/Law
22	121	Tellers
23	122	Underwriting
24	123	Claims (insurance)
25	124	Advertising
26	125	Operational Research
27	126	Real Estate

Code for questions 6, 7b, 12

<u>Code for Ques. 12</u>	<u>Cat. Code</u>	<u>Category</u>
28	127	Purchasing
29	128	Legal Assistant
30	129	(open)
31	130	Retail Manager
32	131	Travel Agents
33	132	Statistics
34	133	Training
35	134	(open)
36	135	(open)
37	200	Industry
38	201	Plant Operations
39	202	Machinists
40	203	Tool and Die
41	204	Mechanics
42	205	Bar Machine Mechanics
43	206	Screw Machine Mechanics
44	207	Power Machine Sewing
45	208	Tin Work
46	209	Engineering
47	210	Welding
48	211	Arc Welding
49	212	Milling
50	213	Feed Mixing
51	214	Electrical Engineering
52	215	Press Work
53	216	Sheet Metal
54	217	Pipe Fitting
55	218	Blue Print Reading
56	219	Energy Resources
57	220	Mechanical Drafting
58	221	Hydraulics/Fluid Power
59	222	Quality Control
60	223	Milk Plant Workers

Code for questions 6, 7b, and 12

<u>Code for Ques. 12</u>	<u>Cat. Code</u>	<u>Category</u>
61	224	Boners
62	225	Maintenance apprentice/mechanic
63	226	Instrumentation
64	227	Production Painting
65	228	Structural Engineering/Steel
66	229	Stationary Engineering
67	230	Refrigeration
68	231	Design Technician
69	232	(open)
70	233	(open)
71	300	Construction
72	301	Construction Superintendent
73	302	Construction Analyst
74	303	Drafting
75	304	Electrician
76	305	Carpentry
77	306	Air Conditioning
78	307	Heating/Furnace
79	308	Concrete
80	309	Wiring
81	310	Painting
82	311	Plumbing
83	312	Association of Builders and Contractors Apprenticeship
84	313	Heavy Equipment Operation
85	314	Civil Engineering
86	315	Roofers
87	316	Brick Layers
88	317	Ironworkers
89	318	Architects
90	319	(open)
91	400	Printing
92	401	Offset Press

Code for questions 6, 7b, and 12

<u>Code for Ques. 12</u>	<u>Cat. Code</u>	<u>Category</u>
93	402	Type Setting
94	403	Composer
95	404	Process Camera
96	405	Graphic Arts
97	406	Paste-up Arts
98	407	Binding
99	408	Photography
100	409	Journalist
101	410	Finishing
102	411	VDT Operator
103	412	Pre-press
104	413	(open)
105	414	(open)
106	500	Computers
107	501	Programming
108	502	Data Processing
109	503	Key Punching
110	504	Maintenance
111	505	Computer Language
112	506	Word Processing
113	507	Micro Processing
114	508	Software
115	509	(open)
116	600	Medicine/Teaching
117	601	LPN
118	602	RN
119	603	Geriatric nurse
120	604	Care Staff
121	605	Health Technical/Services
122	606	Counselor
123	607	Dental Technical

Code for questions 6, 7b, and 12

<u>Code for Ques. 12</u>	<u>Cat. Code</u>	<u>Category</u>
124	608	Physical Therapist
125	609	Human Services
126	610	Nurse Assistant
127	611	Para-professional Psychiatric
128	612	Certified Operating Room Technicalial
129	613	X-ray Technician
130	614	Medical Technician
131	615	Gerontology
132	616	Optics
133	617	Radiologist
134	618	Respiratory Technician
135	619	Respiratory Therapist
136	620	Micro Biologist
137	621	Lab Technician
138	622	Physician
139	623	Emergency Medical Technician (EMT)
140	624	Dietitian
141	625	Nuclear Medicine Technologist
142	626	Occupational Therapist
143	627	(open)
144	650	Teacher
145	651	Teacher Aide
146	652	Special Education Teacher
147	653	Educational Counselor
148	654	Early Education
149	655	Day Camp Supervision
150	656	Day Care
151	657	Recreation
152	658	Vocational Instructors
153	659	Para-professional librarians
154	660	Professional Librarians
155	661	(open)

Code for questions 6, 7b, and 12

<u>Code for Ques. 12</u>	<u>Cat. Code</u>	<u>Category</u>
156	700	Secretarial/Clerical/Office
157	701	Typing
158	702	Shorthand
159	703	Bookkeeping
160	704	Medical Secretary
161	705	General Secretarial
162	706	Letter Writing
163	707	Clerk
164	708	IBM
165	709	Court Reporter
166	710	Legal Secretary
167	711	Cashiers
168	712	Medical Transcription
169	713	Court Reporter
170	714	(open)
171	800	General Technical
172	801	Auto Mechanics
173	802	Auto Body Repair
174	803	Electronics/Electronic Technician
175	804	Service/Repair.
176	805	Boiler Maintenance
177	806	Diesel Mechanics/Truck
178	807	Microwave Oven Repair
179	808	Transmission Repair
180	809	Scientist
181	810	Chemist
182	811	Medical Equipment Repair
183	812	(open)
184	813	(open)
185	900	General Vocational
186	901	Food Service
187	902	Security

Code for questions 6, 7b, and 12

<u>Code for Ques. 12</u>	<u>Cat. Code</u>	<u>Category</u>
188	903	Building Maintenance
189	904	Housekeeping/Floor maintenance
190	905	Packer/Mover
191	906	Delivery
192	907	Truck Driver
193	908	Bus Driver
194	909	Math
195	910	English
196	911	Interior Design
197	912	Transportation
198	913	Basic Safety
199	914	Chef
200	915	Waitress
201	916	Cook
202	917	Bartender
203	918	Baker
204	919	Dock Foreman
205	920	Advanced training for high school students
206	921	Personal interest/recreational
207	922	Service Occupations
208	923	Trades & Crafts/Blue Collar
209	924	Work Ethic/General Skills/Manners
210	925	Non-degree
211	926	College prep.
212	927	Common sense
213	928	Budgeting/family finance
214	929	Language
215	930	(open)
216	996	Displaced homemaker/second income working women
217	997	Provide marketable skills for the underprivileged
218	998	Associate degrees
219	999	Higher graduate standards