

State Role in Next Gen Sector Partnerships

Nine Needed Actions For States

1. **Shared vision and goals:** A joint vision from state leadership across workforce development, education, and economic development that demonstrates a joint commitment.
2. **Good industry data and analysis:** States cull through multiple sources and layers of data and organize data into usable tools for local areas to make informed decisions about target industries.
3. **Performance metrics tools:** Create a common dashboard of success indicators to serve as a guide post and indicator that partnerships are indeed Next Gen Sector Partnerships. Be careful not to mandate specific performance metrics and leave room for flexibility!
4. **Training and capacity building:** The state plays a significant role in providing training and support to a diverse mix of local area stakeholders to develop, launch and expand their sector partnerships.
5. **Building the true network of partnerships:** One of the most effective and efficient roles a state can play is simply being the mechanism for cross-partnership sharing.
6. **State-Regional communication:** Creating the feedback loop between local areas and state systems about lessons learned, insights about industry and worker needs, and needed changes going forward in policies and investments.
7. **Communication and awareness:** “Build the buzz” and amplify successes occurring throughout the state. This also includes actively recruiting champions from public systems and the private sector.
8. **Changes to administrative and legislative policies:** On an ongoing basis, state agencies jointly assess policy barriers that are hindering the establishment and progress of sector partnerships, and assess the potential to create policies that will better support partnership development.
9. **Funding and investments:** Map out funding sources, re-purposing funding streams, and finding new funding that can support the most frequent industry-driven solutions coming out of sector partnerships.

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Carefully Watch For:

Green Lights DO...	Red Flags DO NOT...
Empower and support regional partnerships	Distract from the work on the ground
Walk the talk of collaboration	Lead the work from a single agency (not a workforce-only initiative)
Create conditions & incentives for gold star partnerships to emerge	Prescribe the details
Support regional teams in selecting sectors of focus	Mandating what sectors regions target
Provide high quality TA to regions who request it	Offer a vision without a roadmap
Amplify regional successes across the network	Burying the work as “one more thing”
Provide top down tools	Push top down prescriptions
Reward active and authentic industry-led partnerships	Reward aspirational partnerships on the front end
Set clear (yet flexible) benchmark criteria for gold star partnerships	Mandate with cookie cutter performance metrics
Encourage strategic use of multiple funding sources (map out & align funding opportunities at the state)	Releasing funding with similar or competing objectives across state agencies (even within the same agency)
Identify & nurture state-level business and partner advocates	Rest easy because the work is regional
Use political leadership to build the buzz	Make it a political tool of your own or someone else’s political agenda

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