Roles of Public and Private Partners
Over the Life Cycle of an Industry Partnership

Prepating to Launch an Industry Partnership	Launching an Industry Partnership	Moving to Action	Sustainable Implementation

1. **Preparing to Launch an Industry Partnership**	
Who's at the table?	● **Non-industry decision-makers** from key public systems (education, workforce development and economic development) that have a role to play in supporting the targeted sector (the "convening or support team"). Consider one big team (25+ representing multitude of programs in your region) that must be trained and brought along as industry partnerships are developed, and a smaller "core planning team" that represents the executive leadership of critical systems (6-12), but that will not outnumber CEOs of companies when the partnership actually convenes in the future. ● **Education:** K-12 (CTE director, superintendent or principal); community college (workforce development director and/or key program administrator); four-year university (key program administrator) ● **Workforce development:** Workforce Board Director; One Stop/Job Center Director ● **Economic Development:** Chamber of Commerce staff; director of local economic development organization ● **Industry Leaders** from the target sector slated for a "Launch" who meet three criteria: 1) passionate about their company; 2) passionate about their industry; and 3) Passionate about their community/region. Consider between 2-6 of these "Champions".

What are their roles?	**Non-Industry Decision Makers:** ● **Get on the same page about what this is, what this isn't, and good process,** including agreeing on lead convener or co-conveners (the public partner orgs who will do most of the coordination). ● **Collaborate to plan the launch meeting**, including defining the scope of the partnership, recruiting key industry champions (2-6 CEOs), and agreeing on who from the team is best to reach out and secure commitments from the champions. They will be the ones to actually extend the "Launch" invite to their industry peers. **Industry Leaders (or "Champions"):** ● **Be willing to champion the idea of creating a forum for collaboration** for their industry and in their local area or local region. ● **Jointly sign a letter of invite** that outlines the what, why and how of launching a Partnership. This letter will go out to CEOs and execs in their industry and region. ● **Be willing to physically host the launch meeting** at a place of business or industry facility. This sends a powerful message that this is *their partnership, not a workforce initiative or education council or other.*

2. Launching an Industry Partnership

Who's at the Table?	**Industry Leaders** from 12-60 different companies representing the same shared industry and shared labor market region, led by the group of 2-6 industry champions who invited them to the table. **Sector support team** that represents the planning and support team of critical systems in education, workforce development, economic development, labor, community based organizations, etc. This cannot be everyone! It must be a fair representation of the important systems, with agreed-upon delegates. This is most likely up to about 12 individuals. **A facilitator** that is well versed in good process for launching an industry partnership. This may be the convener or one of the co-conveners, or it may be an outside or 3rd party facilitator.

What are their roles?	**Industry Champs** ● **Open and Welcome everyone to the Launch meeting**, including re-stating why this is important to them personally and professionally; ask everyone to introduce themselves around the table. ● **Model good participation during each part of the Launch meeting**, including offering examples of exiting trends and opportunities in the industry right now; needed areas for action; and commitments to take action going forward as a collective group. ● **Close the meeting by thanking everyone, and by asking for ongoing engagement**, highlighting that this is not just a one-time meeting; not a focus group; not a place to just pound the table. It's a place for action on shared priorities. **Non-Industry Core Planning Team** ● **Listen** and make space for industry leaders to define their collective agenda during the launch meeting and in the immediate aftermath. ● **Consider how you can apply what you're hearing to your program(s).** Are there ways to adapt your program(s) to more closely align with industry needs? What changes would need to be made? **Facilitator** ● **Bring focus to the meeting, and energy.** Follow a process through 3 critical parts of a Launch meeting: Industry Opportunities + Needed Action areas + Commitments to next steps. ● **Be completely neutral (no matter what organization he/she actually works for),** clearly stating that today he/she is just the facilitator to help industry members develop an agenda for stability and growth.

3. **Moving to Action**	
Who's at the table?	**Industry Leaders** who signed up to be a part of more detailed conversations (now in the form of action teams or task groups) around the priority areas they identified at the Launch. **Non-industry Core Planning Team members,** plugged into action teams/task groups appropriately to co-design and implement early wins, short term and long-term strategies that directly respond to industry priorities. **Convener/Co-Conveners** along with other carefully identified support partners who may be able to help facilitate specific action teams/ task groups going forward.

What are their roles?	**Industry Leaders** ● **Stay engaged at all levels,** including strategic advising, active sponsorship of solutions/strategies, in-kind and financial contributions to solutions. ● **Show up to action team** meetings, and quarterly Partnership convenings. ● **Build the buzz** about the Partnership and its action agenda with peers. **Support Team** ● **Debrief together after the launch to consider** immediate take-aways, opportunities for linkages across systems to respond appropriately, and agreed-upon messaging back to the broader, bigger team of support organizations in the community. ● **Directly engage** in action teams/ task groups based on good decisions about which specific programs and systems that have a role to play in supporting industry-determined priorities. For example, raising awareness about careers in the industry among middle and high school students could require deeper collaboration with K-12 districts, bringing in principals or program administrators to the team. ● **Act as a gateway into your institution,** engaging others as needed, helping others understand how supporting the sector partnership's priority aligns with the organization's core mission or goals. ● **Bring assets to the table** (staff capacity, grant dollars, existing programs or program elements etc.) that can be combined in different ways to respond to industry needs. ● **Always make sure the industry voice remains prominent and the driving force** in all action teams/task groups, but be fully responsible for understanding, translating and implementing solutions to their priorities in ways that benefit program constituents (jobseekers and students). ● **Identify and act on needed linkages across programs.** What kind of systems are required to address industry's priorities? For example, stronger connections between K-12 and community college; a centralized system to connect regional suppliers; more efficient ways to connect students to work-based learning etc. What other programs or organizations do you need to connect with to start building these systems? **Convener or Co-conveners** ● **Interpret industry priorities and develop responsive solutions as a team**. This includes making changes to your program(s) as well as building stronger systems or linkages across programs to respond to industry priorities. ● **Broker collaborations across programs** to develop customized solutions, (as opposed to relying on pre-existing programs within institutional silos); ● **Provide project management support** to advance sector partnership priorities, tracking progress, holding partners accountable, and driving toward action and results.

4. Sustainable Implementation	
Who's at the table?	**Industry Leaders** who stay engaged over the long term. **Non-industry Core Planning Team members,** continually plugged into action teams/task groups appropriately. **Convener/Co-Conveners,** continually coordinating the larger effort.
What are their roles?	**Industry Leaders** ● **Use the Partnership as the forum for networking and collaboration** on shared, "pre-competitive" issue areas. ● **Use the Partnership as the go-to** point of access to a shared table of the multiple support organizations and systems in the community. **Non-industry Core Planning Team** ● **Use the sector partnership as the go-to source of real-time information on what the industry needs**, engaging others from your institution as-needed. ● **Use the sector partnership as the coordinating body** to work with other public partners to align programs with industry needs and build stronger linkages across institutions/programs.

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