



State Strategy Framework & Self Assessment

This tool is designed to help state teams understand the roles they play in supporting sector partnerships and assess where they are currently in playing each of those roles. The image below describes seven key state roles and how they work together to make up a comprehensive state strategy. The following assessment is designed to help state teams determine where they are currently in playing each of these roles.

Shared Vision & Strategy for Promoting Economic Vitality

- Purposefully integrates workforce development, economic development and education
- Co-created by multi-agency leadership team with shared ownership and buy in
- Explicitly includes emphasis on developing industry-driven sector partnerships
- Visibly championed by senior leaders from across systems



Joint Communications & Outreach

- Clear, mutually agreed-upon definitions of what a successful regional sector partnership looks like (i.e. quality framework or key performance indicators)
- Formal, cross-agency information sharing processes in place
- Joint website and/or communications plan



Policy Alignment

Creating conditions and incentives for successful partnerships through changes to administrative and legislative policies

Strategic Use of Funding

Use funding and investments to support strong sector partnerships (vs. allowing grants to inhibit collaboration)

Performance Management

Performance metrics tools to help partnerships tell their stories and to back up statewide vision

State/Regional Feedback Loop & Shared Learning

Create a state-regional feedback loop to inform state-level action; build the network of partnerships to exchange and replicate promising practices

Training & Technical Assistance

Training and coaching for regional teams to prototype successful partnerships and build capacity to effectively build and sustain high-quality partnerships

Goals of State-Level Actions:
Create conditions for authentically business-led partnerships to emerge & for public partners to respond effectively

Goals of State-Regional Actions:
Support regional teams in building high-quality industry-led sector partnerships



State Strategy Self-Assessment

Shared Vision & Strategy for Promoting Economic Vitality			
Yes	No	Partially	
			Our state has a common vision and strategy for promoting economic vitality that spans agencies and systems, and purposefully integrates workforce development, economic development and education programs.
			This vision and strategy were created by a multi-agency leadership team with shared ownership and buy-in.
			The vision and strategy are visibly championed by senior leaders from across systems (i.e. Governor's Office, Department of Commerce, Community College System, and others).
			The vision and strategy include an explicit emphasis on building industry-driven sector partnerships as vehicles for deepening business engagement at the regional level and aligning programs around industry needs.
			The commitment to building industry-driven sector partnerships spans multiple system partners, with agencies contributing in measurable ways (i.e. resources and/or staff; integrating sector partnerships into programs and policies etc.)



Joint Communications & Outreach

Yes	No	Partially	
			The state has agreed on clear definitions of what a successful sector partnership looks like (i.e. quality framework or key performance indicators) and that definition is shared across systems/agencies.
			The state has developed formal, cross-agency information-sharing processes to foster collaboration (for example, the state’s interagency team meets regularly to allow for mutual understanding of shared or overlapping work).
			The state is pursuing a joint communications strategy for external audiences in promoting the shared economic vitality strategy, including the state’s vision for sector partnerships (for example, a cross-agency communications team and website, common briefing package, or appointing “ambassadors” to drive external outreach to key audiences).

Policy Alignment

Yes	No	Partially	
			The state has developed a clear, shared policy agenda that connects to the vision for economic vitality. The process for developing that policy agenda is structured and collaborative across agencies.
			<p>The state is making a coordinated set of administrative and legislative changes to stimulate and sustain regional sector partnerships as mechanisms for alignment across workforce development, education and economic development.</p> <p><i>For example:</i></p> <ul style="list-style-type: none"> • <i>Agreeing as individual agencies to integrate common language from the shared vision, strategies and goals</i>



			<p><i>into any new initiatives, grants or renewals of funding allocations.</i></p> <ul style="list-style-type: none"> • <i>Using legislation to codify the shared vision and strategies across systems and agencies.</i> • <i>Using legislation to codify sector partnerships as the shared point of access to critical industries, and shared source of input for economic development, education and training.</i>
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Strategic Use of Funding

Yes	No	Partially	
			<p>The state has mapped out resources to support its economic vitality strategy, finding new ways to repurpose existing people, programs or funding streams to better support industry-driven sector partnerships.</p> <p><i>For example:</i></p> <ul style="list-style-type: none"> • <i>Using existing dollars to administratively incent agencies/systems to use sector partnerships as shared mechanisms for industry/business outreach and input.</i> • <i>Map out existing funding streams and programs (across agencies/systems and down through agencies/systems) aimed at business engagement, business retention/expansion, and workforce development, education & training.</i> • <i>Identify where and how those resources could be used to support industry-driven solutions that come out of sector partnerships.</i>
			<p>The state has identified gaps in existing resources and developed a funding strategy to fill those gaps and incentivize high-quality partnerships.</p> <p><i>For example:</i></p> <ul style="list-style-type: none"> • <i>Provide grants to established sector partnerships that can demonstrate authentic business engagement and broad-based public partner support to partially subsidize</i>



			<p><i>partnership convening and support projects that emerge from the partnership.</i></p>
			<p>The state has repurposed existing people, programs, and systems to make state resources more accessible to regional sector partnerships and is continually seeking new ways of doing so.</p> <p><i>For example:</i></p> <ul style="list-style-type: none"> • <i>Providing new training to existing staff to help them better support sector partnerships, re-train and deploy state agency staff as coaches/navigators (e.g., create a cross-agency navigation team for sector partnerships).</i> • <i>Give priority access to new and existing funding to regional sector partnerships successfully acting as mechanisms for alignment.</i>

Performance Management			
Yes	No	Partially	
			<p>The interagency state team has developed a common quality framework for sector partnerships using outcome-based performance targets, building in room for regional flexibility and innovation. This quality framework aligns with the state’s shared vision and strategy and was developed with input from regional/local practitioners.</p>
			<p>The state is reorienting its performance management approach, shifting emphasis from prescriptive/compliance-oriented to outcomes-based, flexible accountability models.</p> <p><i>For example:</i></p> <ul style="list-style-type: none"> • <i>Tie incentives (i.e. funding or technical assistance resources) to results and outcomes.</i> • <i>Routinely reevaluate performance measures to foster continuous improvement and ensure alignment with strategic goals.</i>



State/Regional Feedback Loop & Shared Learning			
Yes	No	Partially	
			There is a network of active, regional sector partnerships who are convened regularly to exchange and replicate promising practices and learn from one another.
			There is a formalized process in place to support a state-regional feedback loop, ensuring the state team is up-to-date on regional teams' progress and challenges and that lessons learned from the regions directly inform the state's strategy; likewise, there are mechanisms in place to share the state's strategy with regional teams.

Training & Technical Assistance			
Yes	No	Partially	
			Regional teams new to the Next Gen approach have access to high-quality training that introduces the Next Gen model and builds a foundational understanding of the step-by-step process.
			Regional teams have access to customized coaching and technical assistance to guide them through the step-by-step process of launching a Next Gen Partnership.
			Regional teams have regular opportunities for peer-to-peer learning and exchange to help strengthen and grow their partnerships.