Introduction & Goals for Today

- **Dr. Kelty Garbee**, Deputy Director, Educate Texas

- **Garrett Groves**, Economic Opportunity Program Director, Center for Public Policy Priorities

- **John Fitzpatrick**, Executive Director, Educate Texas

- **Alfreda Norman**, Senior Vice President, Federal Reserve Bank of Dallas
What to Expect from Academy

• A deeper understanding of the distinct difference of the Next Gen Model of Sector Partnerships
• A compelling *make-the-case* for *why* sustainable sector partnerships matter
• Best practice sharing with your peers from across Texas and nationally
• A grasp of the nuts-and-bolts of building a sector partnership
• A shared action plan with colleagues from your region for building or strengthening partnerships in your community
Next Gen Sector Partnerships 101

What, Why and How
At Stake: Rebuilding the Middle Class

• Changing skill demands in the economy are leading to job polarization in the U.S. labor market.

• The U.S. workforce is not keeping up with international competition.

• The solution is the creation of talent development pipelines that align education, workforce & economic development programs and systems.

Excerpts from:
Garrett C. Groves
Visiting Scholar at the Federal Reserve Bank of Dallas
Center for Public Policy Priorities, Austin, TX
U.S. Economy Shifting Away from “Blue and White Collar” Jobs in the Middle

**Employment Shares by Skill Level**
January 1979 - September 2016

- **High-Skill Occupations**: 25%
- **Middle-Skill Occupations**: 61%
- **Low-Skill Occupations**: 13%

**Employment Shares by Skill Level**
January 1979 - September 2016

- **High-Skill Occupations**: 39%
- **Middle-Skill Occupations**: 43%
- **Low-Skill Occupations**: 18%

**SOURCE**: The original chart is from “The Vanishing Middle: Job Polarization and Workers’ Response to the Decline in Middle-Skill Jobs,” by Didem Tuzemen and Jonathan Willis, Federal Reserve Bank of Kansas City, 2013. The original chart has been updated to begin in 1979 and end in September 2016. Data were provided by Didem Tuzeman.
The Vanishing Middle

Job Polarization in the United States

High-Skill Occupations
Workers with analytical ability, problem solving, and creativity.

Traditional Middle-Skill Occupations
Workers who perform routine tasks that are procedural and repetitive

Low-Skill Occupations
Workers who perform service oriented and manually intensive labor

Source: The Vanishing Middle: Job Polarization and Workers’ Response to the Decline in Middle-Skill Jobs, Didem Tüzemen and Jonathan Willis, Kansas City Federal Reserve Bank, 2013.
New High-Skill Occupations
Bachelor’s Degree and Above

New Middle-Skill Occupations
Associate Degree or Certificate with Labor Market Value

Low-Skill Occupations
Workers with No Formal Education beyond High School

Source: *The Vanishing Middle: Job Polarization and Workers’ Response to the Decline in Middle-Skill Jobs*, Didem Tüzemen and Jonathan Willis, Kansas City Federal Reserve Bank, 2013.
The Goal in Every Community...

Growing Good Jobs + Connecting People with Good Jobs

...but whose responsibility is it?

- City/County/State Economic Development Organizations
- Chamber of Commerce
- Small Business Development Center
- Industry Association

- Community College
- K-12 CTE
- University
- Workforce development board
- Adult Basic Ed
- Voc Rehab
- Community-Based Workforce Training Provider
A Typical State of Play

City Economic Development Organization

Community College

Chamber of Commerce

Private Training/school

Community Training Centers

Regional Economic Development Organizations

Community Based Org

Workforce Development Board

County Economic Development Organization

University

K-12 CTE

Adult Basic Education

Job Center services

VR, Vets, Older Worker Programs

University
Collaboration is really hard – no one’s in charge, everyone’s busy

- No common point of accountability
  - Different missions, funding streams, performance metrics, etc.

- Temporary common points of accountability created via grants
  - E.g temporary shared target population (Opportunity Youth, Vets, Low-income, STEM students, etc)

- Everyone hearing same call-to-action: more, better, stronger partnerships with industry

. . . AT WHAT RISK?
Unintended Consequences

1. Employer fatigue (or some missed altogether)

2. No critical mass of employers = no integrity in how training programs are developed.

3. Students/jobseekers don’t get the right education at the right time. Think about student perspective.
   
   • “This is the door I went in. It must be the right door.”
   • “This is where I am now. I better make the best of it.”

4. Undersupply the labor market = companies leave.

5. Over-saturate the labor market = people don’t get jobs + wage depression.
Instead of engaging “employers” around our agenda...

e.g.

• Developing a new training program
• Advising on curriculum
• Writing a letter of support for a new industrial park

...Business leaders define and champion their own agenda and public partners participate as supporters.
Industry-led, community-supported partnerships that strengthen regional economies and connect people to jobs.
Next Gen Sector Partnerships

Regional partnerships of business leaders within one industry, who work together with public partners from economic development, workforce development, education and training, and other community organizations, to address the shared workforce and broader competitiveness needs of their industry.
Next Gen Sector Partnership

Business Table

Convener

Designs by
Next Gen Sector Partnership

Community Partners

- Community Colleges
- Universities
- Chambers of Commerce
- Community-Based Organizations
- Economic Development Organizations
- Workforce Development
- K-12
- Adult Ed
- Career Tech Ed
- Convener

Designs by

THE WOOLSEY GROUP

NATIONAL GOVERNORS ASSOCIATION
Distinguishing Characteristics

• Industry pull vs. program push
• A way of doing business vs. a grant or special initiative
• Go-to, shared table to understand and respond to industry’s needs vs. one more meeting
• Focus on industry competitiveness and growth vs. workforce only
• Integrated response from education, workforce and economic development vs. one-off solutions
• Business leaders invested for the long haul vs. providing input only
They Are Different From...

- Workforce Development Board
- Chamber of Commerce
- Education Advisory Board
- Career Pathway Employer Groups
- Economic Development Organizations or Plans
- Industry or Trade Associations
- Focus Groups
- Workforce Partnerships
- Sectoral Training Initiatives
What do They Accomplish?

**Education and training**
- Definition and resolution of key talent issues
- Short-term training
- Consortia training
- Incumbent worker training
- Long-term training and education programs (including career pathways)
- Work based learning

**Non-training**
- Improved HR practices
- Third party screening and assessment
- Hire local campaigns
- Career awareness campaigns
- Aligning job descriptions with actual KSAs

**Economic Development**
- Shared marketing and branding of the region and industry
- Supply chain mapping and coordination
- Shared transportation costs
- Infrastructure improvement
- Regulatory or permitting process streamlining
- Company-to-company networking
Ask Us About These Partnerships

- Phoenix Health Care Sector Partnership
  Phoenix, Arizona

- Los Angeles Regional Health Care Sector Partnership
  Los Angeles, California

- Gallatin Valley Manufacturing Sector Partnership
  Bozeman, Montana

- Freight and Logistics Sector Partnership,
  Southwest Pennsylvania

- Licking, Coshocton, Knox Counties Manufacturing Sector Partnership,
  Ohio

- Four Northern California Partnerships:
  Health Care, Agriculture, Technology, Digital Media

- Southern Oregon Health Care Partnership,
  Coos Bay, Oregon

- Northeast Louisiana Health Care Sector Partnership
  Monroe, LA

- Kingman Area Manufacturing Association
  Kingman, AZ

- Northern Colorado Manufacturing Sector Partnership
  Fort Collins, Colorado

- Calumet Manufacturing Sector Partnership
  Chicago, Illinois

- Phoenix Service Center Sector Partnership
  Phoenix, Arizona

- Maritime Sector Partnership
  Northwest Oregon

- Kauai Food and Agriculture Sector Partnership
  Kauai County, Hawaii

- Lane County Tech Collaborative
  Eugene, Oregon

- And others...
What’s the Bigger Picture?

• How do Next Gen Sector Partnerships connect to career pathway systems-building?

• Do they impact the economic health of our region?

• How do they connect these pieces together?
Next Gen Sector Partnership

Community Partners
- Community Colleges
- Universities
- Chambers of Commerce
- Community-Based Organizations
- Economic Development Organizations
- Workforce Development

Business Table

Convener

Designs by

THE WOOLSEY GROUP
NATIONAL GOVERNORS ASSOCIATION
Career Pathways

Effective career pathways rely on coordination across education and training programs in order to offer a clear sequence of industry-relevant coursework and credentials to job seekers. Today's education and training programs include online and in-person opportunities.

- **High school (diploma or equivalent)**
- **Adult Basic Education (credential)**
- **Community college (degree or certificate)**
- **Organized labor training/apprenticeships (certificate)**
- **University (degree)**

- **Workforce training (certificate)**

Enter workforce:
- In a variety of careers

After being in the workforce, a person may choose to go back for more credentials to make an upward or lateral career move.
Industry Cluster

An industry cluster consists of large and small firms in a single industry. Firms in industry clusters benefit from synergies of association related to shared labor, sources of innovation, suppliers, markets, technology, and infrastructure.
Career Pathway System

High school (diploma or equivalent) → Workforce training (certificate) → University (degree) → Community & technical college (diploma & certificate) → Adult Basic Education (credential) → Organized labor training/apprenticeships (certificate) → Enter workforce in a variety of careers

Enter workforce in a variety of careers

Enter workforce in a variety of careers

Enter workforce in a variety of careers

Enter workforce in a variety of careers

Industry Cluster

Small Businesses

Medium Firms

Large/Anchor Firms

Support Sectors

Start-ups

Suppliers

INFRASTRUCTURE

INNOVATION AND TECHNOLOGY

LAbOR

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NATIONAL GOVERNORS ASSOCIATION
Sector Partnership

Industry Members

Input from industry

Convener

Career Pathway System

Career & technical education (diploma & certificate)

High school (diploma or equivalent)

Adult Basic Education (credential)

University (degree)

Workforce training (certificate)

Enter workforce in a variety of careers

Enter workforce in a variety of careers

Enter workforce in a variety of careers

Enter workforce in a variety of careers

Small Businesses

Medium Firms

Large/Anchor Firms

Support Sectors

Infrastructure

Product/Service Innovation and Technology

Labor

Designs by
Sector Partnership

Strategic Partners create a Career Pathway System based on industry needs

Input from industry

Industry Cluster

Career Pathway System

Career & technical education (diploma & certificate)

High school (diploma or equivalent)

Adult Basic Education (credential)

Workforce training (certificate)

University (degree)

Community & technical college (diploma & certificate)

Organized labor training, apprenticeship (certificate)

Enter workforce in a variety of careers

Enter workforce in a variety of careers

Enter workforce in a variety of careers

Enter workforce in a variety of careers

Start up

Small Businesses

Medium Firms

Large/Anchor Firms

Support Sectors

Supply Chain

Infrastructure

Innovation and Technology

Labor

Convener

Strategic Partners

Industry Members

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THE WOOLEY GROUP

NATIONAL GOVERNORS ASSOCIATION
A New Approach in Action

Panel of Partnership Practitioners
Panelists

- **Steven Baiter**, Executive Director, Oakland Workforce Development Board
- **Jacob Castillo**, Economic Development Director, Larimer County
- **Valerie Gamez**, Director, South Texas STEM Degree Accelerator
- **Katie Weaver**, Economic & Community Development Extension Agent, Montana State University Park County Extension
- **Mary Ross**, Executive Director, Workforce Solutions of West Central Texas
- **Facilitator: Francie Genz**, Principal, Genz Consulting
Current Reality and Desired Future
Moving Beyond Many Tables, Many Knocks, and Many Asks in Our Regions
AT YOUR TABLES:

1. List out all the “tables” or places where businesses are currently convened (3 minutes)

2. List out the sources of the many one-on-one “asks” or “knocks” for information (3 minutes)

3. Short Table Discussions (3-4 minutes)
   - New to this? What do you notice?
   - Some experience? What’s changed about coordination? What hasn’t? Where are immediate opportunities for improvement?
   - State level? What do you notice at a state level?
Panel of Industry Champions

*How and why to engage industry*
Panelists

• **Leslie Bingham**, CEO, Valley Baptist Medical Center – Brownsville, *South Texas Healthcare Sector Partnership*

• **Steve Dye**, Manager of Information Systems, R.E. Dye Manufacturing Corp., *West Central Texas Manufacturing Sector Partnership*

• **Zeydi Gutierrez**, Director of Business Operations, ABI Foundry, *East Bay Sector Partnership*

• **Sebastian Ivanisky**, Wireless Network Manager, VTX1, *South Texas IT Sector Partnership*

• **Tony Wampler**, Advanced Technology Group, Chair, *Northern Colorado Manufacturing Sector Partnership*

• **Facilitator: John Melville**, CEO, Collaborative Economics
Regional Work Session #1

Transition to your team’s designated room
### For Regional Teams

<table>
<thead>
<tr>
<th>Room</th>
<th>Team Assignments Day 1</th>
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<tbody>
<tr>
<td>Bluebonnet</td>
<td>Austin</td>
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<td>Houston1</td>
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Tonight & Tomorrow

TONIGHT
• Dinner on your own – team dinners encouraged – restaurant list in folder

TOMORROW
• Breakfast from 7:30-8:30
• Workshop on Building Sector Partnerships
• Breakout sessions:
  • Just Getting Started: Simulation launch meeting
  • For Those who Have Launched Partnerships: peer sharing to build momentum and sustainability
• Regional Team Session #2
• Lunch
• Just-in-Time Troubleshooting
• Regional Team Session #3
• Regional report outs and closing
Texas Next Generation Sector Partnership Academy

November 7, 2017

Austin, TX
Overview of Day 2

• Step-by-Step Workshop on Building Sector Partnerships
• Breakout sessions:
  • Just Getting Started: Simulation launch meeting
  • For Those who Have Launched Partnerships: peer sharing to build momentum and sustainability
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Building Sector Partnerships

*A step-by-step workshop*
WHAT DOES IT TAKE?

Phase I: Build Support and Buy-In

1. Create a regional sector support team—a joint decision-making body (note: this is not *industry*)
2. Identify and agree on industry sectors that merit your collective and formal action
3. Identify and agree on neutral convener(s), and the role of other support partners
Phase II: PREPARE TO LAUNCH

1. Build (together) a list of industry leaders who should attend an official “Launch”
2. Identify and cultivate potential business “champions” (the ones who will help spearhead this effort)
3. Champions (How many? 2-6) send out invitation & host the Launch meeting
Phase III: LAUNCH

1. Get businesses leaders talking about opportunities and exciting trends in their industry
2. Identify shared priorities for action
3. End with commitments to next steps
Phase IV: MOVE TO ACTION

1. Form action teams around priority areas
2. Bring in the right support partners/organizations slowly and selectively
3. Focus on early and regular wins (90 days, 6-months, 9-months, one year)
4. Be consistent and regular with communications, including committee updates, quarterly meetings, updated action plans and breaking news
Phase V: Sustain and EVOLVE

1. Let form follow function
2. Take seriously cross-organization co-staffing models
3. Be honest with industry partners about available resources and needs for support
4. Be opportunistic in finding support (financial and in-kind) but do not get trapped in grant games
5. Refresh with industry partners at least annually, evolve accordingly

- **Step 1: Build Your Regional Support Team**
  - Frequently Asked Questions about Next Gen Sector Partnerships
  - Universe of Connections Diagramming Exercise + Guiding Discussion Questions
  - Building your Non-Industry Support Team: A Sample Work Session

- **Step 2: Define the Scope of Industry Focus**
  - Getting the Scope Just Right
  - How to Use Labor Market Information
  - Sample Regional Labor Marketing Information Profiles for Oregon's Regions
  - Industry Readiness Worksheet
  - Aspen Institute's Targeted Industry Sector Worksheet

- **Step 3: Prepare to Launch**
  - Preparing to Launch Worksheet
  - How to Choose an Industry Champion
  - Talking Points to Recruit Champions
  - Sample Launch Invitation Letter

- **Step 4: Launch**
  - Suggested Meeting Setup
  - Sample Launch Agenda
  - Detailed Launch Facilitation Guide
  - Simulations - Facilitating a Launch Meeting
    - A 45-minute video of a 2016 launch simulation from the Hawaii Sector Summit
    - A more in-depth series of videos from 2013 provided by the Colorado Workforce Development Council

- **Step 5: Move to Action: Organize the Aftermath and Begin Implementation**
  - The Task Force Model
  - Influence Map + Tipping the Sales Assessment: Getting the Right People to Do the Job
  - Roles and Responsibilities of industry champions, broader industry partners, conveners, core support partners, and broader community partners
  - Sample implementation plan

- **Step 6: Sustain and Evolve**
  - Red Flags and Green Lights
  - Funding Considerations for Mature Industry-Led Partnerships
  - Organizational Shifts for Long-Term Systems Linkages
  - Aspen Institute's Asset Spiral
  - Developing Leaders, Building a Movement

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**Mapping your Universe of Connections**

Step 1: Brainstorm the Actors in your Universe

Think about the institutions, organizations, and agencies involved (or that will be/should be involved) in your industry-led partnership activities. Brainstorm a list of the principal actors in each of these systems and organizations. E.g., think about trade associations, chambers of commerce, unions, workforce development organizations, education and training institutions, support service providers, investors, others. Where you can name the principal actor (i.e. actual person with some influence in an organization), just list the organization.

Step 2: Code your Actors

Take a moment to code your principal actors/organizations. Code them in two ways: 1) Mark them with an “N” for Very Important, an “M” for Important, and a “L” for Not Important, depending on how important you see their role in your industry-led partnerships efforts; and 2) Mark them with a “V” for Strong relationship, an “M” for Moderate relationship, and a “W” for weak relationship, depending on your relationship with each of them.

Step 3: Draw your Universe

You are the center of the universe (well, your universe anyway). Start with a blank piece of paper. Draw yourself in the center. Now draw all the other actors in your universe around you as big circles if they are Very Important, medium circles if they are Just Important, and small circles if they are Not Important. Ask yourself very close to you if you have a Strong relationship with them, far away from you if you have a Weak relationship, and somewhere in between if the relationship is Moderate. What do you notice? Any surprises? What's been confirmed for you? Do you see any strengths or opportunities you had not thought of? Any gaps you want to address? Is there a system here, or parts of a system, or just many independent actors?

Step 4: Be Someone Else

Imagine you are another actor on your list. Pick anyone. How would their Universe of Connections look? Where is their organization on their map? How does that relationship have that might be useful to you? What relationships have that might be useful to them?

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**YOUR SECTOR PARTNERSHIP: GETTING THE SCOPE JUST RIGHT**

Ask yourself:

Is the geography right for this partnership? Too big, too small; too right?

- Too big: Big enough state, half a state? (Put some parameters on your geographic reach: How far away is too far?)
- Too small: A neighborhood? (Too small for you to actually influence interaction? Too small for you to be a meaningful actor?)
- Just right: Start with your target industry's natural market reach with parameters that will allow you to collect a critical mass of critical mass and on the road to expansion. Geographically may expand or narrow over time.

Is the scope of industry right? Too broad, too narrow; too right?

- Too broad: "Advanced Industries" defined as any industry that uses some advanced technology (biotechnology + aerospace + IT, etc.) (Why not? If you're talking on the world!)
- Too narrow: Texile Manufacturers, Physical therapist offices, Tracking companies (Why not? How you'll end up with one or two essential vehicle, not a partnership)
- Just right: Advanced Manufacturing, Food & Beverage Manufacturing, Healthcare providers, Transportation and Logistics (Why? Breadth and Depth)

What about employer champions? Membership? What is too big, too small? Just right?

- Too big: 100+ employer champs at your lunch meeting!
- Too small: 10 employers champs at your lunch meeting! (Sometimes, just have a conversation with them, ask them to help you build an invite list)
- Just right: 40-50 employer champs at your lunch meeting, be happy if you get 10+ more. Join for a broader employer membership of much larger (500+) members, and over time expect to reach all or most companies in your region and target industry, even if they are not active champs or members.

Are we expanding beyond our own jurisdictional boundaries?

- Don't just be a carmine economic development agency, college or single organization doing this work.
- Do expect that your support or partner team will be multiple levels, economic development agencies, colleges and other organizations.
- Do expect to cross state and country lines as sectoral partnership is actually in just one if they're really looking at their natural labor market.
Breakout Sessions
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Lunch
Just in Time
Troubleshooting
Regional Work Session #3

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Regional Roll Call
Team Commitments & Next Steps

1. What was your team’s biggest a-ha or turning point?

2. What commitments did you make?

3. What are immediate next steps?