



Increase Opportunity Through Education and Workforce Development

All of Nevada's plans for economic development require a strong partnership with the State's educational system and workforce training programs. Nevadans must have the education and skills necessary to fill high-quality jobs. Our future success depends on developing and sustaining an excellent and efficient education system that is aligned with the programs that develop skill sets with the sectors that produce jobs.

Benchmarks

- Increased percentage of workforce training program participants who complete the training and are employed.
- Increased high school graduate rate.
- Increased job and graduate school placement rates for graduates throughout NSHE.

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Nevada's renewed focus on the development of a knowledge-based and technologically-advanced economy presents great promise for good and sustainable jobs. To prepare our children for that future, educational leaders must be included in the State's economic development planning efforts in order to develop curriculum, programs

of study, and internship opportunities that will best prepare students to work and to succeed in Nevada's most promising sectors and clusters. Simultaneously, economic development authorities and local business leaders must work collaboratively with local and state educational leaders to communicate their workforce needs.

In 2012, GOED will be a resource for, and a partner to, the relevant educational and training agencies as they advance workforce readiness, job training partnerships, and state goals through the development and implementation of their strategic plans. The process is already underway at Nevada's Department of Employment, Training, and Rehabilitation (DETR) and the Nevada System of Higher Education (NSHE) and will be undertaken at the K-12 level with the Department of Education after Governor Sandoval appoints a State Superintendent for Public Instruction.

Strategic Initiatives

Align education, career training, and workforce development to targeted opportunities
Reorganize the workforce investment system in line with targeted sectors
Improved educational achievement

Align Education, Career Training, and Workforce Development to Targeted Opportunities

GOED will work in collaboration with the Nevada Department of Education, NSHE, DETR, and other interested agencies to develop the foundational coursework necessary to prepare students for the industry sectors that will form the foundation of Nevada's economy of the future.

Key Tactic #1

School districts are **establishing career and industry-based programs**, such as Washoe County's Signature Academies, which focuses on specific programs, topics, and distinguishing themes to prepare all students for Nevada's future economy. These academies align with Nevada's key sectors, will help to prepare future teachers, and will also begin the process of School Choice.

There are many other such examples throughout Nevada. Two include the Clark County School District's Advanced Technologies Academy (high school) and the Academy of Mathematics, Science, and Technology (middle school).

Additionally, community college Tech Prep programs engage thousands of students in career readiness, with some programs offering dual credit for students.

Key Tactic #2

NSHE is also considering its programs in order to position the State to have the educated workforce required for supporting and maintaining economic development and diversification. The Board of Regents of NSHE recently adopted **an updated master plan** that is based on the critical role that public higher education must play if Nevada is to have a brighter economic future. This plan will build on the many partnerships and sector initiatives already underway. In NSHE's plan, the primary goal is student success, which is defined as significant increases in students completing academic and workforce programs with meaningful degrees and certificates.



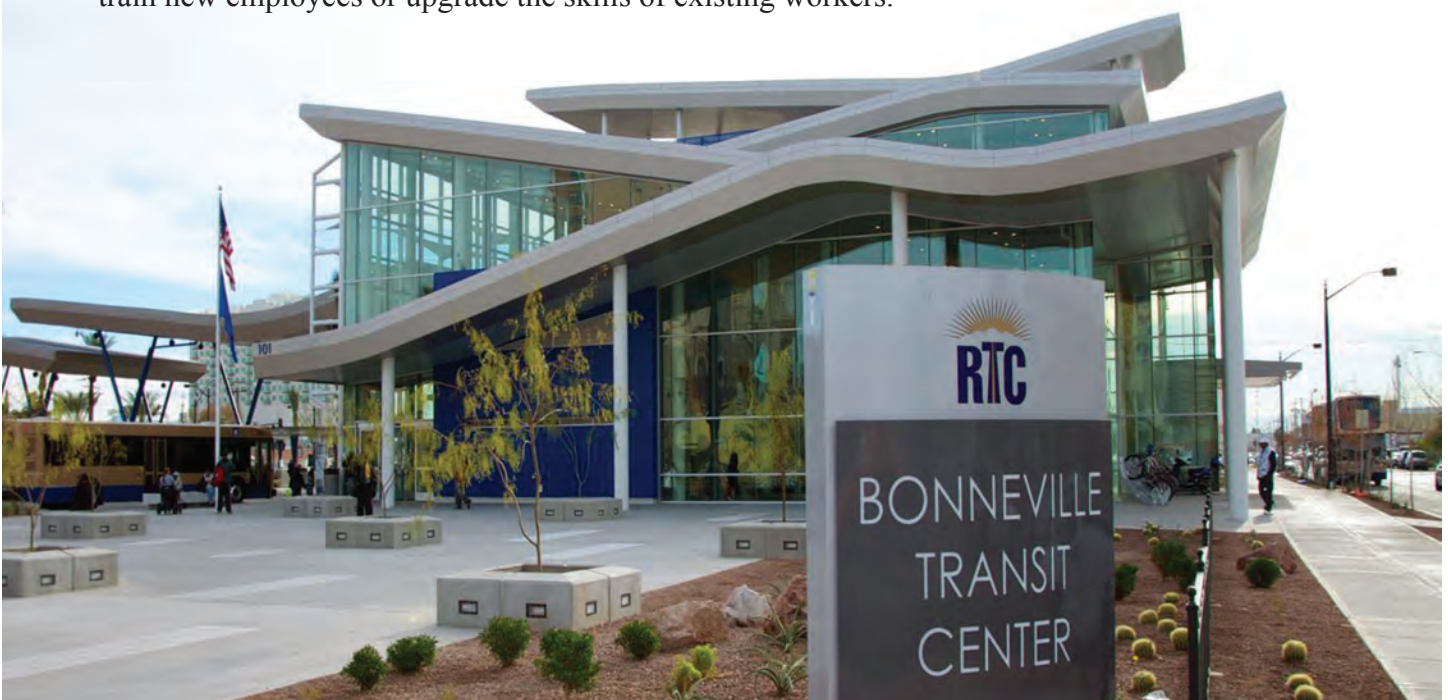
In the meantime, GOED and its RDA partners will help advance knowledge-based industries through partnerships between higher education and targeted sectors, such as:

- Gaming and hospitality in partnership with the Harrah's Hotel College at UNLV;
- Mining in partnership with the Mackay School of Mines at UNR;
- Health care in partnership with the Nevada School of Medicine and NSHE's Health Sciences System;
- Geothermal energy in partnership with the DRI;
- Water in arid climates in partnership with DRI, UNLV, and the Southern Nevada Water Authority;
- Cyber security in partnership with UNLV; and
- Innovation and technology commercialization in partnership with NSHE.

Key Tactic #3

GOED's partners in workforce training are DETR, our community colleges, and Nevada's private sector businesses. Both federal and state **training funds** are managed by DETR to accelerate the alignment of company skills requirements with Nevada's workforce availability. Training funds are available to new high-wage employers throughout the fiscal year.

DETR transfers between \$500,000 and \$750,000 in Train Employees Now (TEN) funding to GOED to make training funds quickly available to companies who are either new to Nevada or expanding in Nevada. The TEN funds require a minimum number of new jobs and can be used to train new employees or upgrade the skills of existing workers.



Reorganize the Workforce Investment System to Align with Targeted Sectors

GOED will collaborate with DETR to assure targeted industries and companies that a qualified workforce, suitable for their industries, is available in Nevada and that the workforce development system will be able to serve their needs for the long term.

Key Tactic #1

The **Governor's Workforce Investment Board** (GWIB) is appointed by the Governor and includes certain federally-mandated standing representatives of the State Legislature, labor, non-profits, and public sector. It is comprised of 35 members of whom 18 must represent the private sector. This board is tasked with oversight of the workforce development system, including disbursement of Workforce Investment Act (WIA) funds to local workforce investment boards and subsequently to program/training providers that will serve unemployed, under-employed, dislocated, and youth workers throughout the State. GWIB initiatives will be aligned with GOED and this State Plan.

Key Tactic #2

To ensure consistent ascertainment and flow of industry intelligence among GOED, and the GWIB, DETR will convene **Sector Councils** that are aligned with the industry sectors targeted by GOED. These Sector Councils will be comprised of private sector members who represent the companies within the various industry sectors and who can delineate the education, certifications, and experience necessary for employment in all aspects of the sector as well as the regulatory and other public sector support necessary for the industry to thrive. The Sector Council will also include representatives from the Legislature, labor, education and other pertinent segments of Nevada business sectors.

Each GOED Industry Specialist will be a member of the applicable Sector Council, and the Sector Council chair or other knowledgeable member will be a member of the GWIB. In addition, the GWIB will include at least one executive representative of each industry sector targeted by GOED.



Key Tactic #3

NSHE is aligning its education efforts with Nevada's workforce needs, too. **Community College Workforce Partnerships** with private business, industry advisory boards, and DETR are being built by all four community colleges:

- College of Southern Nevada,
- Great Basin College,
- Truckee Meadows Community College, and
- Western Nevada College.

They will respond to specific workforce needs, provide training in critical fields, particularly for unemployed workers displaced by global competition, and create curricula to match the identified focus areas in the State's economic development plan. Key to these partnerships is a clear and timely route to employment through established learning outcomes and internships tied to job skills. These partnerships are already being formed and strengthened with a number of grants and contracts, enabling Nevada citizens to be ready for new industry and employment. For example, the Dream It Do It career certification program is already being developed in concert with businesses, particularly the manufacturing sector, and the community colleges workforce centers.



Improve Educational Achievement

With the expectation that many of the jobs of the future will be technology-based, school districts throughout Nevada have raised curriculum standards in science, technology, engineering and mathematics. This enhancement comports with state and regional economic development efforts.

Key Tactic #1

GOED will contract with specialists to focus on one or two of Nevada's targeted sectors to determine the **workforce skills** necessary for businesses within that sector to be successful. The first study will examine the manufacturing sector and will take place in 2012. The expected outcomes include the identification of education and training programs that will produce job candidates who will best fill available positions in Nevada's rapidly-growing manufacturing sector.

Key Tactic #2

In 2011, Governor Sandoval and the Legislature, through a bipartisan, statewide process, adopted a number of education reforms that are bringing national attention to our state. Under the stewardship of a Superintendent of Public Instruction appointed by the Governor, Nevada's primary and secondary education system features rigorous teacher evaluation, pay for performance, an alternative route to teacher licensure, tenure reform, the elimination of the last-in-first-out process for workforce reductions, and the establishment of a charter school institute.

An important part of Nevada's business ecosystem is a quality educational system to prepare students for college, graduate school, career, and some combination of the three. GOED will work closely with the State Department of Education and local districts to focus policies and efforts for **high-quality instruction and student achievement** with the intent that all Nevada children have the opportunity to be educated to the highest level of excellence.



Key Tactic #3

Complete College America is a national consortium of states dedicated to increasing their college-educated citizenry to meet workforce needs and to be nationally competitive. Under the leadership of Governor Sandoval, Nevada was one of the first states to join this consortium and has set annual goals for **significant increases in students receiving certificates, associate degrees, and baccalaureate degrees**. Additionally at UNLV and UNR, there are anticipated increases in master's and doctoral degrees, particularly in areas identified by Nevada as needed for economic growth. Areas identified as critical to the State's needs, such as science, engineering, and health care fields, will be given particular attention at all institutions.

Partnerships for Public Reporting and Accountability are hallmarks of NSHE's new strategic plan. Under Governor Sandoval's leadership, Nevada was selected to participate in the National Governor's Policy Academy to establish State Goals and Accountability Metrics. The development of these goals and metrics is still in progress, anticipated to be completed in 2012. The two goals identified to date are increasing the number of students graduating with a high-quality degree or credential in accordance with the goals of Complete College America and aligning degree productivity with the State's economic development goals to meet the needs of Nevada's workforce in the new economy. Metrics will be publicly reported and will include number of graduates, productivity measures, return on investment data, and quality assessment for NSHE.

