

BOARD OF REGENTS

BRIEFING PAPER

1. AGENDA ITEM TITLE: NSHE Strategic Goal 4 - Workforce Development

MEETING DATE: March 5-6, 2020

2. BACKGROUND & POLICY CONTEXT OF ISSUE:

Due to remarkable growth and transformation of the economy in recent years, Nevada is facing immediate and long-term challenges in meeting industry needs with respect to high-demand occupations. In general, large-scale automation associated with what some are calling the 4th *Industrial Revolution* could result in a broad spectrum of positive and negative consequences across Nevada's workforce. More specifically, licensed professions like teaching and nursing are facing immediate challenges that are likely only to become greater over time. Right now, NSHE and its partners throughout Nevada have an opportunity to act intentionally and strategically to address the immediate and long-term workforce development education needs in the state by developing a single, unified strategic plan for meeting workforce development education that includes short-, intermediate-, and long-term objectives and recommendations to accomplish them.

The NSHE Workforce Development Education Initiative is one aspect of NSHE's efforts to achieve its workforce development goals, though it does not represent an exhaustive list of NSHE's workforce development efforts. NSHE is also engaging directly with the Governor's cabinet in order to ensure our efforts are aligned in support of the Governor's vision for workforce development. Further, NSHE continues to work with economic development authorities in the state to ensure that NSHE institutions are meeting local needs as well.

3. SPECIFIC ACTIONS BEING RECOMMENDED OR REQUESTED:

NSHE has an opportunity in calendar year 2020 to create a system-level collaborative effort to address statewide workforce development challenges. As proposed here, this initiative consists of three parallel strategies that are to be coordinated simultaneously by NSHE: the "Educator Pathway," the "Nursing Pathway" strategy, and the "Emerging Workforce Pathway" strategy. Within this initiative, NSHE will establish working groups for each of these three pathway strategies, which are to be made up of representatives from NSHE institutions and appropriate external partners, both public and private. Over the first half of 2020, these working groups will meet to identify challenges and opportunities, develop policy and funding recommendations, and propose methods for sustaining these efforts in the future, respectively.

4. IMPETUS (WHY NOW?):

The NSHE Workforce Development Education Initiative is timely for a number of reasons. First, in 2019, NSHE established the position of Assistant Vice Chancellor for Workforce Development and Community Colleges, as well as the NSHE Apprenticeship Navigator. Both of these positions have worked over the last six months to build relationships and establish a system-level approach to address the workforce development priorities of the Board of Regents. Further, given that the major deliverables for this effort consist of policy and budgetary recommendations, the NSHE Workforce Development Education Initiative's proposed timeline will ensure that these items are developed in time to be considered during the next legislative session. Finally, workforce development is a major goal within the NSHE strategic plan, and a coordinated, system-level effort is essential to achieving important outcomes in this area.

5. CHECK THE NSHE STRATEGIC PLAN GOAL THAT IS SUPPORTED BY THIS REQUEST:

- Access (Increase participation in post-secondary education)
- Success (Increase student success)
- Close the Achievement Gap (Close the achievement gap among underserved student populations)
- Workforce (Collaboratively address the challenges of the workforce and industry education needs of Nevada)
- Research (Co-develop solutions to the critical issues facing 21st century Nevada and raise the overall research profile)
- Not Applicable to NSHE Strategic Plan Goals

INDICATE HOW THE PROPOSAL SUPPORTS THE SPECIFIC STRATEGIC PLAN GOAL

The NSHE Workforce Development Education Initiative identifies five system-level, statewide challenges related to workforce development education in Nevada and proposes a method, a timeline, and specific deliverables to address these challenges. The challenges are as follows:

- Lack of a comprehensive workforce development education strategy across NSHE institutions.
- Lack of methodology to ensure that the statewide strategy can be sustained and can evolve as the workforce education needs evolve.
- Lack of uniform, objective data for current workforce needs and a lack of a uniform methodology to predict future workforce development needs.
- Lack of a clear and comprehensive understanding of Nevada’s workforce development policy and funding structures.
- Lack of a uniform and comprehensive business case to provide private sector partners with opportunities for philanthropy to address NSHE workforce development needs.

The specific deliverables to address these challenges directly are as follows:

- Comprehensive statewide strategic plan for meeting Nevada’s workforce development education needs.
- Method to leverage research knowledge of internal and external partners to provide immediate and predictive data on regional and statewide industry education needs.
- Policy and budget recommendations for addressing Nevada’s workforce development education needs.
- Overview of Nevada’s workforce development education organizational and funding structures.
- Business Case for addressing industry education needs in Nevada.

6. BULLET POINTS TO SUPPORT REQUEST/RECOMMENDATION:

- Workforce Development is one of the five goals of the NSHE strategic plan.
- Due to technological and other changes, both education and the nature of work is likely to evolve significantly over the next decade.
- Tremendous work related to workforce development education is already underway at the NSHE institutions.
- A coordinated, statewide, and system-level approach will help to improve statewide outcomes.
- This model will serve as an initial pilot that can be expanded into future areas and career fields.
- This initiative, along with other NSHE workforce development efforts, will allow NSHE to continue to align with the workforce development efforts of other state and local entities.

7. POTENTIAL ARGUMENTS AGAINST THE REQUEST/RECOMMENDATION:

- Nevada’s high-demand occupations aside from nursing and education do not all easily fit within the category of “emerging pathways.”
- Nevada has workforce development needs beyond those related to these three pathway areas.

8. ALTERNATIVE(S) TO WHAT IS BEING REQUESTED/RECOMMENDED:

NSHE could continue addressing workforce development challenges and issues on an as needed basis with each institution.

9. RECOMMENDATION FROM THE CHANCELLOR'S OFFICE:

This item is provided for your information without recommendation.

10. COMPLIANCE WITH BOARD POLICY:

- Consistent With Current Board Policy: Title # _____ Chapter # _____ Section # _____
- Amends Current Board Policy: Title # _____ Chapter # _____ Section # _____
- Amends Current Procedures & Guidelines Manual: Chapter # _____ Section # _____
- Other: _____
- Fiscal Impact: Yes _____ No X _____

Explain: The budget for this initiative is already approved through the establishment of the position of Assistant Vice Chancellor for Workforce Development and Community Colleges under the Vice Chancellor for Community Colleges.

NSHE Workforce Development Education Initiative

The goal for workforce development within the Nevada System of Higher Education (NSHE) is to “collaboratively address the challenges of the workforce and industry education needs of Nevada.” Much of this collaboration currently exists, occurring between economic development and workforce development organizations in partnership with NSHE institutions and the communities they serve. NSHE is well positioned to advance efforts toward this goal with respect to high-demand occupations by building on existing collaboration efforts and maximizing the potential of intellectual capital within NSHE institutions and with external partners to identify immediate and predict future workforce education needs.

Overview: Due to remarkable growth and transformation of the economy in recent years, Nevada is facing immediate and long-term challenges in meeting industry needs with respect to high-demand occupations. In general, large-scale automation associated with what some are calling the *4th Industrial Revolution* could result in a broad spectrum of positive and negative consequences across Nevada’s workforce. More specifically, licensed professions like teaching and nursing are facing immediate challenges that are likely only to become greater over time. Right now, NSHE and its partners throughout Nevada have an opportunity to act intentionally and strategically to address the immediate and long-term workforce development education needs in the state by developing a single, unified strategic plan for meeting workforce development education that includes short-, intermediate-, and long-term objectives and recommendations to accomplish them.

The initiative outlined below is one aspect of NSHE’s efforts to achieve its workforce development goals, though it does not represent an exhaustive list of NSHE’s workforce development efforts. For example, NSHE is engaging directly with the Governor’s cabinet in order to ensure our efforts are aligned in support of the Governor’s vision for workforce development. Further, NSHE continues to work with LVGEA, EDawn, and other economic development authorities in the state to ensure that NSHE institutions are meeting local needs as well. These efforts are in addition to ongoing efforts to explore additional opportunities and partnerships as well, such as an ongoing discussion with Cox Nevada around technology and education.

Challenges: There are currently several challenges that NSHE must address with respect to meeting the workforce development education needs within the state. Briefly put, these are as follows:

- Lack of a comprehensive workforce development education strategy across NSHE institutions.

- Lack of methodology to ensure that the statewide strategy can be sustained and can evolve as the workforce education needs evolve.
- Lack of uniform, objective data for current workforce needs and a lack of a uniform methodology to predict future workforce development needs.
- Lack of a clear and comprehensive understanding of Nevada’s workforce development policy and funding structures.
- Lack of a uniform and comprehensive business case to provide private sector partners with opportunities for philanthropy to address NSHE workforce development needs.

Initiative Concept: NSHE has an opportunity in calendar year 2020 to create a system-level collaborative effort to address these challenges. As proposed here, this initiative consists of three parallel strategies that are to be coordinated simultaneously by NSHE: the “Emerging Workforce Pathway” strategy, the “Educator Pathway” strategy, and the “Nursing Pathway” strategy. Within this initiative, NSHE will establish working groups for each of these three pathway strategies, which are to be made up of representatives from NSHE institutions and appropriate external partners, both public and private. Over the first half of 2020, these working groups will meet to identify challenges and opportunities, develop policy and funding recommendations, and propose methods for sustaining these efforts in the future, respectively. The scope and purpose of each pathway is explained further below:

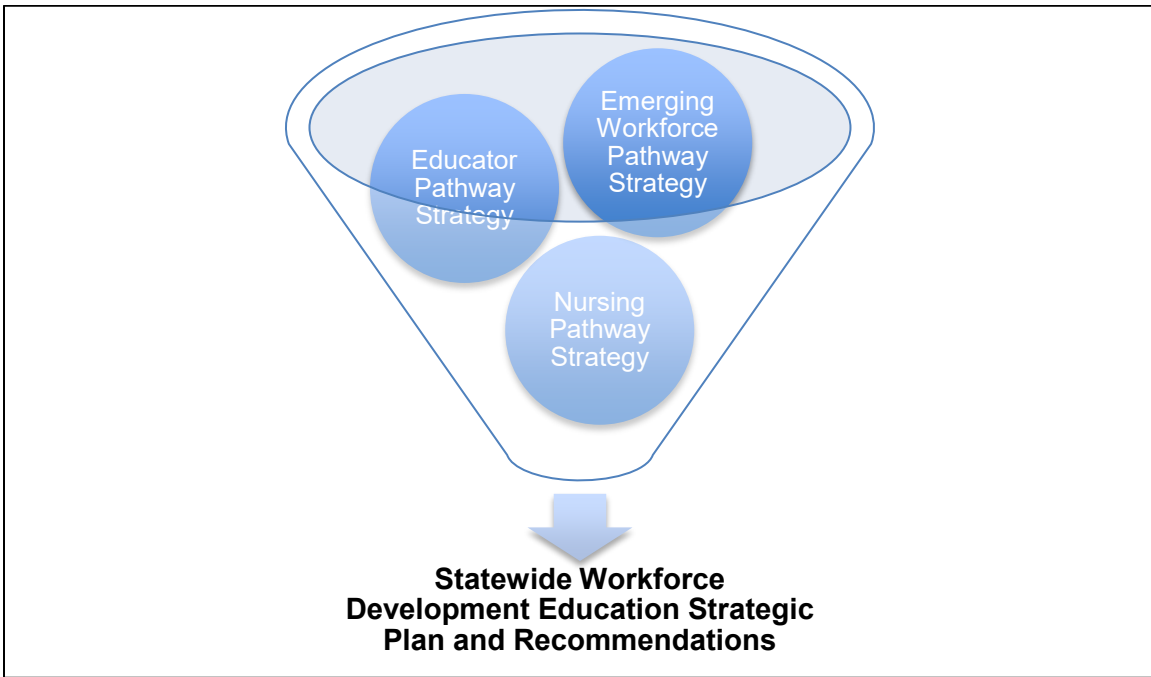
- **Educator Pathway Strategy:** This strategy is intended to identify and meet the workforce needs for Nevada’s public education system, including teachers, paraprofessionals, counselors, and all other licensed educational professionals. While the objective is to address statewide shortages in each of these areas, partners within this strategy will be seeking to address the root causes of the shortages in a holistic manner.
- **Nursing Pathway Strategy:** While referred to here as the Nursing Pathway Strategy, this strategy is actually intended to encompass workforce education efforts for all allied health care professions within NSHE. While focusing on improving outcomes for Nevada’s nursing workforce, partners in this area will work to identify challenges facing health care professionals across Nevada and opportunities to address them.
- **Emerging Workforce Pathway Strategy:** Given the questions around what “the future of work” will encompass in the next decade and beyond, NSHE will work with partners to develop systematic approaches to determining immediate and long-term workforce needs in Nevada, to understanding the role of technology in workforce education in the future, and to developing innovative ways to meet Nevada’s workforce education needs. The Emerging Workforce Pathway will also focus on emerging technologies, and how they may affect workforce development and education delivery in the future.

NSHE Workforce Development Education Initiative (v3)

Nate Mackinnon, NSHE Vice Chancellor for Community Colleges

Caleb Cage, Assistant Vice Chancellor for Workforce Development & Community Colleges

This initiative will be staffed by Caleb Cage under the direction and guidance of Nate Mackinnon, Vice Chancellor for Community Colleges, with additional input support from NSHE leadership and staff as appropriate. The entire effort will also include NSHE’s Apprenticeship Navigator in order to seek opportunities to increase registered apprenticeship opportunities in Nevada as well. In addition to ongoing informal updates, the Council of Presidents and Board of Regents will be provided formal opportunities for oversight and input during the scheduled March and June meetings. It will result in the unified strategy, recommendations, and other outcomes outlined below.



Phase I, Strategic Plan Development: In order to accomplish the objectives of the initial phase of this strategy, NSHE will convene the key partners above from January to June of 2020. The partners will meet monthly, as outlined below, and will develop the education components of the initiative’s overall deliverables. Throughout the monthly process outlined below, partners within each strategy will be updated on activities within the strategies in which they are not currently participating in order to ensure that the outcomes remain aligned.

Education Pathway Partners	Nursing Pathway Partners	Emerging Pathway Partners
NSHE Education Leaders	NSHE Nursing Leaders	NSHE
Department of Education	NV Hope	Economic Development
Education Organizations	WICHE/DHHS	Chambers of Commerce
School Districts	Healthcare Providers	Private Sector Partners

- **January:** NSHE will convene pathway strategy partners from each pathway separately for initial meetings, provide an overview of the strategy, and begin to discuss challenges and opportunities.
- **February:** NSHE will convene pathway strategy partners from each pathway separately to discuss current activities, current opportunities, as well as policy and budget proposals.
- **March:** In addition to convening strategy partners from each pathway separately to continue the discussion on activities, opportunities, and recommendations, an update on this activity will be provided to the Council of Presidents as well as the Board of Regents at their regular meeting in March in order to provide an opportunity for oversight and input.
- **April:** NSHE will convene strategy partners from each pathway separately to begin refining recommendations into draft report format.
- **May:** NSHE will convene strategy partners from each pathway together to review the draft report and recommendations and offer suggestions for improvement.
- **June:** NSHE will convene strategy partners from each pathway together to finalize approval of the report and recommendations, and following finalization of this report, it will be presented to the Board of Regents for final review and approval.

Deliverables: By June of 2020, NSHE will provide the following deliverables based on input from the three working groups, the Council of Presidents, the Board of Regents, and other partners as appropriate:

- Comprehensive statewide strategic plan for meeting Nevada's workforce development education needs.
- Method to leverage research knowledge of internal and external partners to provide immediate and predictive data on regional and statewide industry education needs (e.g., immediate needs for RN-to-BSN programs or long-term needs for Data Science degree programs.)
- Policy and budget recommendations for addressing Nevada's workforce development education needs.
- Overview of Nevada's workforce development education organizational and funding structures.
- Business Case for addressing industry education needs in Nevada.

Phase II, Implementation: Following the approval of these deliverables in June 2020, NSHE will initiate efforts to implement the approved recommendations. Pursuing implementation of the approved recommendations may consist of pursuing legislation to change state policy, pursuing budget adjustments to provide funding for key priorities, or otherwise acting on opportunities to streamline various workforce development education efforts in the state. The implementation effort will begin with a public summit in the summer of 2020 to announce and familiarize partners with the outcomes of the development phase.

Phase III, Sustainment: In order to ensure that the work within this initiative does not merely result in a report and recommendations, NSHE will continue to pursue a long-term sustainment effort. As with the work during the Development phase, sustaining these efforts may likely be specific to each of the three strategies within this initiative. Some examples for sustainment efforts are listed below:

- **Educator Pathway Sustainment:** NSHE may consider establishing an Education Workforce Development Working Group in order to streamline Nevada's educator pathway efforts.
- **Nursing Pathway Sustainment:** NSHE may pursue the establishment of a Nursing Workforce Center in order to coordinate existing nursing workforce resources, to identify nursing workforce needs, and to pursue resources to meet those needs.
- **Emerging Pathway Sustainment:** As with the Nursing Workforce Center, NSHE may seek the establishment of a partnership between NSHE scholars, graduate researchers, subject matter experts, and students to create an organization to provide analysis to inform NSHE's current and long-term workforce education decisions with the best data possible.

Although these sustainment efforts are listed here separately, it will remain the goal of this initiative to ensure that any sustainment efforts remain coordinated and complementary in the future as well.

Conclusion: Through this proposed approach, NSHE has an opportunity to develop specific initiatives for three categories of high-demand occupations, and to ensure that these individual initiatives are coordinated through a systematic strategy. A key aspect of this initiative and the strategic plan that is developed is the fact that this is an initial step. There is important work that can be achieved over the first six months of calendar year 2020, however, this work will only provide the foundation for future years of building a successful workforce development education system.