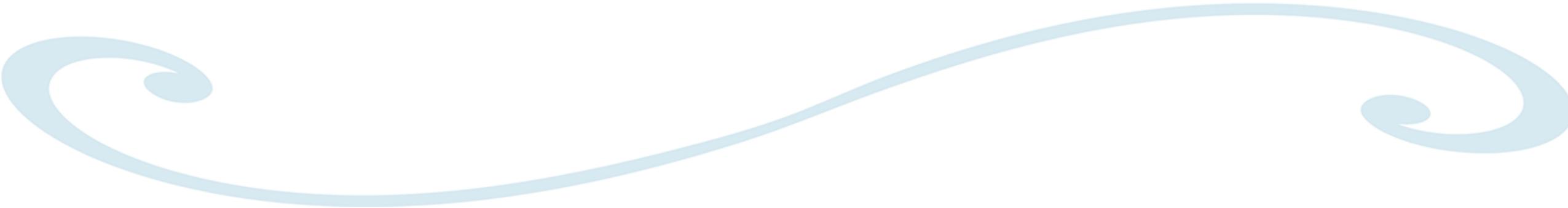


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# 2015 Workplan and Discussion



DECEMBER 17, 2014

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JANE N. KUSIAK  
*EXECUTIVE DIRECTOR*

# Outline

- Overview and Discussion
- Areas of Focus
  - Workforce
  - Innovation and Entrepreneurship
  - Government Operations

# Overview and Discussion

## 2015 Workplan

### Special Issues

- ✓ Continue to focus on the drivers of state and regional economic growth with an emphasis on how Virginia and its regions can better meet the workforce-related needs of the business community:
  - Work with the Governor's Office and other partners on key workforce initiatives, including:
    - Identifying high-demand, high-value workforce credentials based on job opportunities, wages, and skill needs
    - Strengthening Virginia's access to reliable, user-friendly data on demand
    - Participating in Virginia's leadership team for a National Governors Association Policy Academy on aligning economic development and workforce
    - Analyzing best practices for regional workforce development that align with industry needs
  - Provide support for the Virginia Chamber of Commerce's BLUEPRINT Virginia Initiative on workforce-related issues, including:
    - Partnering with the Chamber and the Virginia Employment Commission to survey Virginia's employers to determine their long-term talent needs

### High-priority Assessment in Virginia Performs

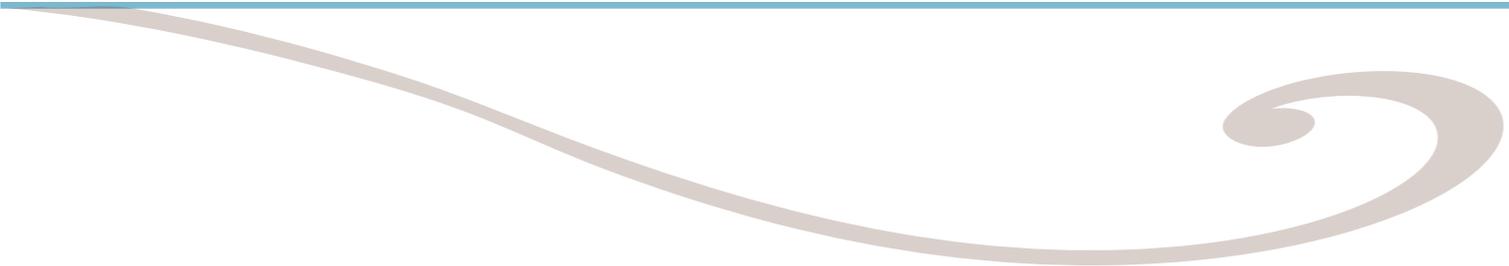
- ✓ Continue to work with strategic partners to improve and report outcomes through high-priority report cards in Virginia Performs:
  - Virginia's Workforce System Report Card Version 3.0 and beyond:
    - Include additional industry data; assess demand-focused workforce solutions in Virginia's regions; and create a platform to access report card data online
  - Innovation and Entrepreneurship Report Card Version 2.0:
    - Benchmark indicators to other states and the nation; enhance indicators related to commercialization; and identify a method to track Entrepreneurship Training
  - State Government Operations Report Card Version 2.0:
    - Develop a consistent approach to assessment for Customer Service; enhance the Facilities Maintenance and Construction indicator; and identify a method to track Leadership Development/Succession Planning
    - Explore emerging new models focused on process and outcome improvements
- ✓ Work with strategic partners to develop report cards on additional high priority issues:
  - Children's issues (Partner - Children's Cabinet)
  - Manufacturing (Partner - Manufacturing Development Commission)
- ✓ Continue to solidify the enterprise-level platform by ensuring the relationship between the Enterprise Strategic Priorities and agency strategic planning is synchronized

### Virginia Performs Enhancement and Outreach

- ✓ Enhance Virginia Performs:
  - Continue to strengthen data assessment and enhance indicator content wherever possible
  - Work with the Department of Planning and Budget to maintain and enhance agency-level planning and performance measurement components of Virginia Performs
- ✓ Publish required reports and publications:
  - The Virginia Report, Issue Insights, Regional Snapshots, Newsletter, Brief Insights, etc.
- ✓ Support international, national, state, and regional dialogue on performance assessment and accountability

# Areas of Focus

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A decorative flourish consisting of a thin blue horizontal line that transitions into a thick, grey, wavy line that curves downwards and then loops back up to the right.

# Areas of Focus: The New Virginia Economy

- Since its inception, the Council has accomplished its work through a strong focus on performance assessment and accountability through Virginia Performs.
- In addition, we have sought to highlight high-priority issues, our 2015 workplan includes the following:
  - Understanding the drivers of state and regional economic growth, with an emphasis on how Virginia and its regions can better meet the workforce-related needs of the business community.

Important Drivers of Economic Growth  
for the Governor's New Virginia Economy



**“Credentials to Compete” Workforce:** Virginia must ensure it aligns its workforce and education programs with the needs of the business community.



**Innovation and Entrepreneurs:** Virginia must create an environment that encourages individuals to form new companies, commercialize research into new products and services, and invest in new businesses.



**“Project Ready” Infrastructure:** Virginia must continue to develop its infrastructure assets in the areas of energy, broadband, economic development sites, and housing to compete nationally and globally.



**Diversified High-growth Industries:** Virginia must support the growth of strategic industry sectors to diversify its economy and create new opportunities.



**Preeminent Business Climate:** Virginia must ensure that it continues to provide a strong business climate for retaining its existing businesses and attracting new ones through tax incentives, regulations, and other economic development tools.

# Virginia's Workforce System Report Card

In 2012, the Council on Virginia's Future partnered with the Governor's Office, the now Virginia Board of Workforce Development, and Virginia's Career Pathways Workgroup to develop a report card that transcends individual workforce programs, agencies, and stakeholders.

Virginia's Workforce System Report Card for the first time reflects the concerns state agencies, businesses, and policy leaders have with workforce issues through a common set of indicators. The report card captures the key drivers of workforce quality and tracks the state's ongoing progress in these areas.

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## VIRGINIA'S WORKFORCE SYSTEM REPORT CARD

### STEM-H Pipeline

*GOAL: Increase the number of students with science, technology, engineering, math, and healthcare skills.*

STEM-H enrollments	↑
STEM-H credentials and degrees	↑
STEM-H dual enrollment credits	↓
STEM-H Advanced Placement exam	→

### Secondary Educational Attainment

*GOAL: Enable all students, including at-risk students, to complete high school and prepare for college.*

High school graduation	↑
Advanced studies diplomas	↑
Adult secondary credentials	↓

### Postsecondary Educational Attainment

*GOAL: Increase the number of students entering college and earning degrees, certifications, licenses, and apprenticeships.*

Postsecondary enrollments	→
Postsecondary credentials and degrees	↑
Industry certifications or state licensures	↑
Apprenticeship credentials	↑

### Career & College Readiness

*GOAL: Increase student readiness for both postsecondary education and the workplace.*

Workplace Readiness Skills Credentials	↑
Career Readiness Certificates	↑
Certificates and degrees before high school graduation	↑
Dual enrollment credits	↓
Advanced Placement exams	→
Algebra II	↑

### Employment & Business Development

*GOAL: Reduce unemployment and increase both employment and income.*

Labor force participation	↓
Wages	→
Unemployment rate	↑
Weeks on unemployment	→
Employment	↑
Establishments	↑
Demand-focused workforce solutions	♻️

### Emerging Workforce in Manufacturing

*GOAL: Increase credentials and enrollments in manufacturing-related programs; improve the reach of manufacturing instruction and overall employment.*

Dual enrollments	↑
Project-based competitive events	↑
Career and technical education	↑
Community college internship programs	↑
State-registered apprentices	↑
Industry certification	↑
Credentials and degrees	↑
Annual new hires	→
Shared assets (labs, equipment, instructors)	-
Shared manufacturing curriculum programs	-

Performance  
Trend

Improving	↑
Maintaining	→
Worsening	↓
Trend data not yet available	-

♻️ Under Development

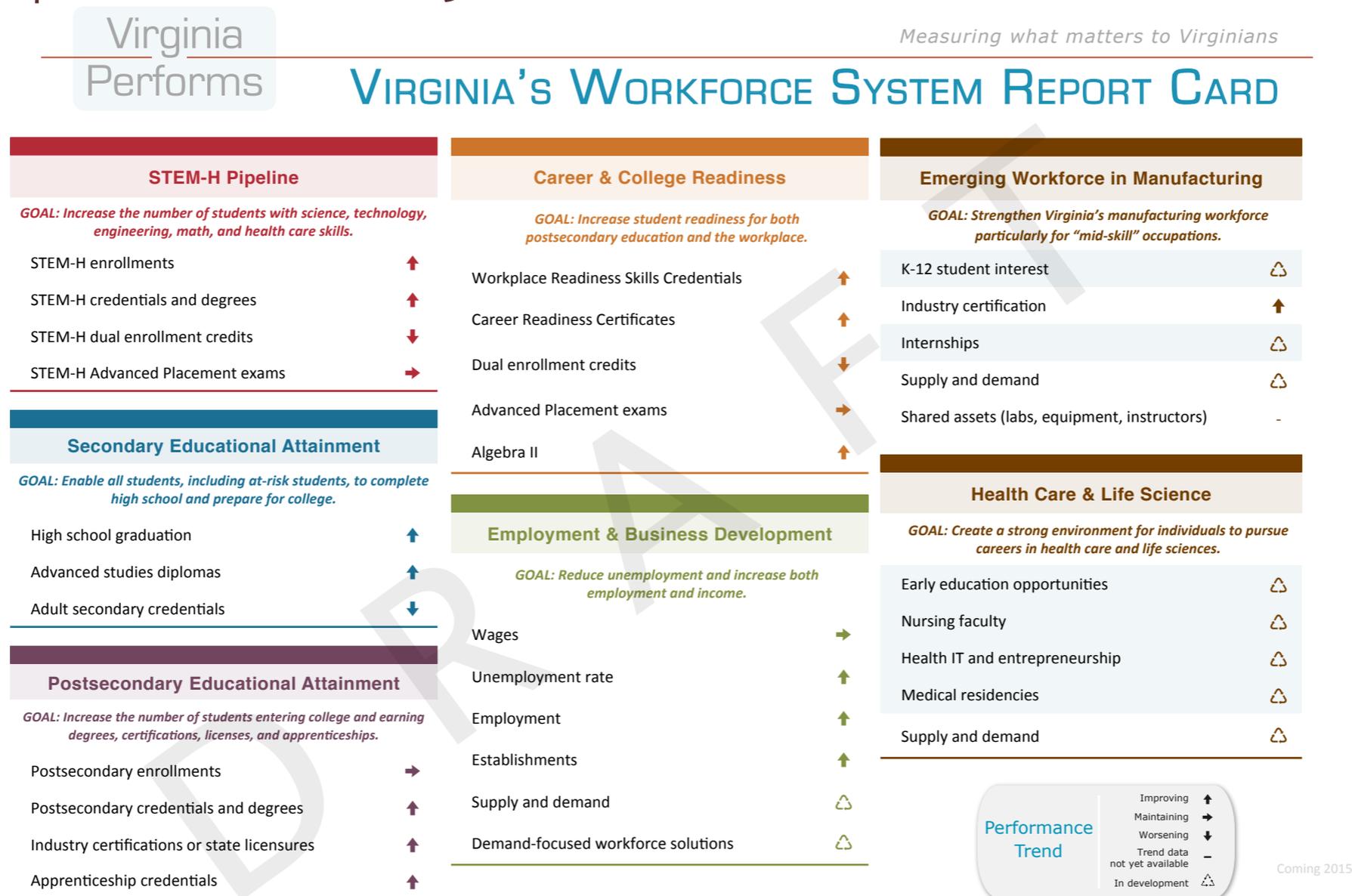
Performance is tracked from 2008 to the latest year data is available.

January 2014

# Virginia's Workforce System Report Card: Winter 2015

In Winter 2015, updates to the Workforce System Report Card will feature:

- New indicators to track Virginia's health care and life science workforce
- Revised metrics for Virginia's emerging workforce in manufacturing
- Updated data for its over 30 indicators

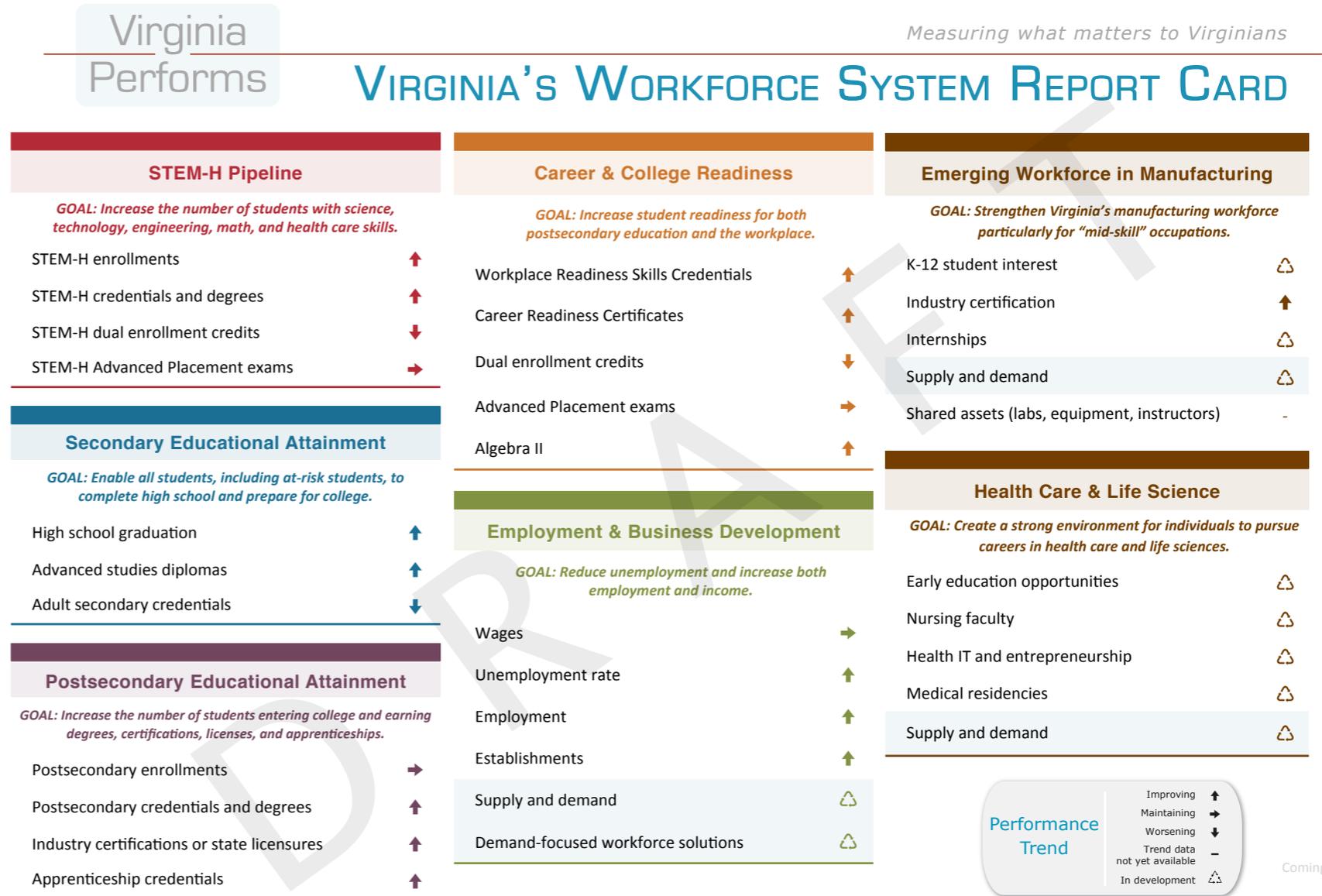


NOTE: Highlighted indicators are those that are on schedule to be available by Winter 2015.

# Virginia's Workforce System Report Card: Spring/Summer 2015

Additional changes will be initiated in Spring/Summer 2015:

- Launch a new indicator to capture regional Demand-focused Workforce Solutions
- Develop an approach to measuring Supply and Demand
- Create an online platform for access to Report Card data
- Research potential new indicators for Virginia's information technology workforce



NOTE: Highlighted indicators are those that will be developed in Spring/Summer 2015.

# Virginia's Workforce System Report Card: Demand-focused Workforce Solutions (Summer 2015)

Over the last six months, Council staff, along with key partners, have been working to develop a model to assess regions along a continuum of stages on their progress in creating workforce solutions to meet industry needs.

## Proposed Stages of Demand-focused Workforce Solutions

Stage	Definition
<b>Pre:</b> Minimal	There is minimal effort in the region to develop a partnership with the business community to close workforce skill gaps for a key industry sector.
<b>Stage 1:</b> Convening	A workforce intermediary (an organization with a deep understanding of employer and workforce issues in a particular industry) takes the first step in engaging a stakeholder group that includes economic developers, business leaders, educators, and trainers on workforce challenges for a key regional industry.
<b>Stage 2:</b> Understanding	The regional consortium or partnership conducts a gap analysis of timely and accurate labor market information and other data to identify occupations with the greatest demand. Additionally, the regional consortium or partnership engages the business community, and education and training providers to identify the gaps between available training and employer identified competencies.
<b>Stage 3:</b> Planning	The regional consortium or partnership develops an approach to address gaps by identifying the strategies, including the partners and funding resources, needed to create new or revise existing programs and curricula. The resulting plan has a clear, business-driven vision.
<b>Stage 4:</b> Implementing	The regional consortium or partnership works together to implement the approach to address demand by redesigning curricula, aligning programs, and redirecting resources.
<b>Stage 5:</b> Ongoing	The regional consortium or partnership continues to meet with representatives of the business community; to revise demand assessments periodically; to adjust strategies based on performance outcomes; and, to collaboratively contribute resources to the work of the partnership.

# Virginia's Workforce System Report Card: Demand-focused Workforce Solutions (*Examples*)

## Employer Engagement Best Practices and Innovations

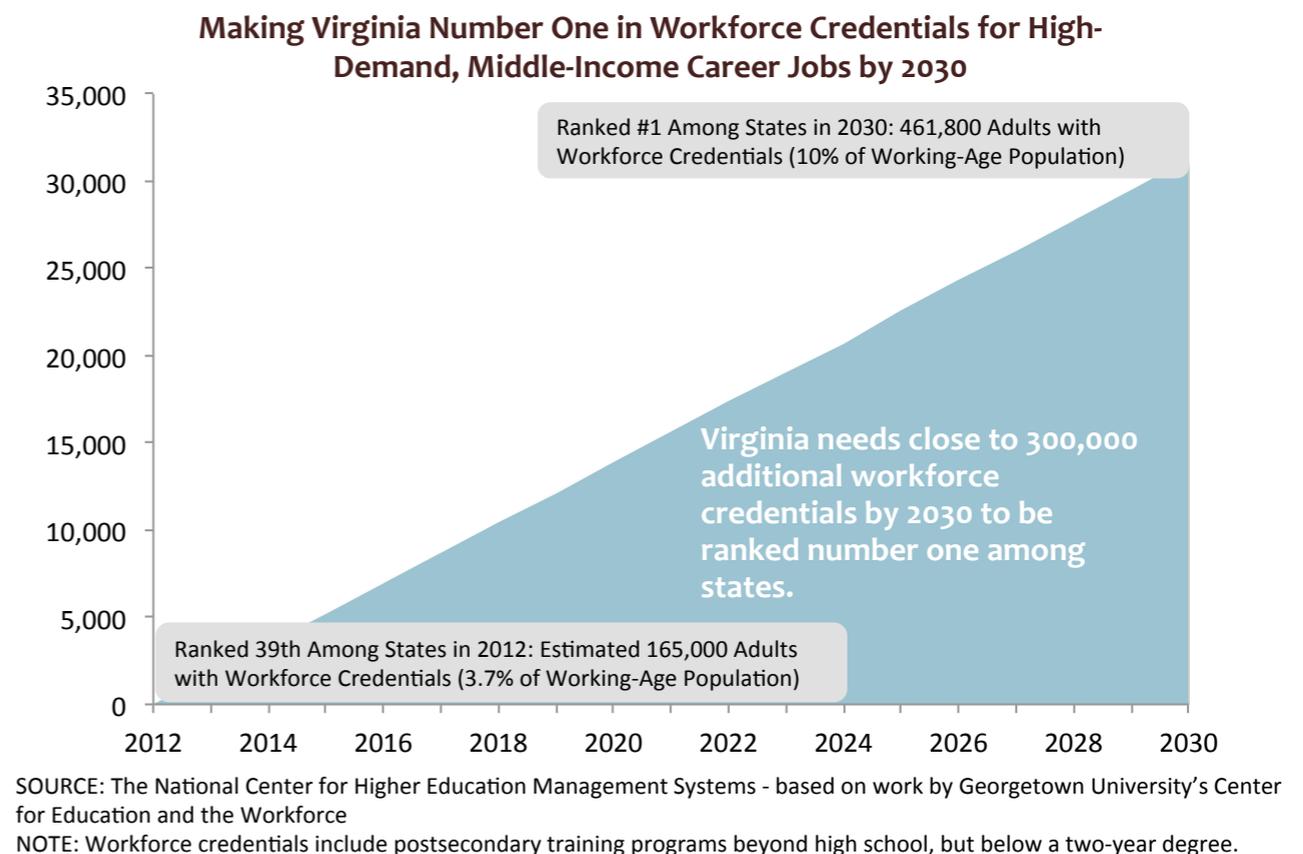
Example	Overview	Partners
<b>Southeast Maritime and Transportation Center/Tidewater Community College's Registered Apprenticeship Program</b>	The Southeast Maritime and Transportation Center (SMART) Center is one of 41 National Science Foundation Advanced Technological Education (ATE) centers. The SMART Center has a national footprint and works with employers to develop career pathways programs that align with industry standards. The origins of the SMART Center are in Tidewater Community College's Registered Apprenticeship Program.	<ul style="list-style-type: none"> <li>• BAE Systems Ship Repair</li> <li>• Huntington-Ingalls Industries</li> <li>• AMSEC</li> <li>• Tidewater Community College</li> <li>• Florida State College at Jacksonville</li> <li>• K-12 School Divisions</li> </ul>
<b>Peninsula Council for Workforce Development</b>	The Peninsula Council for Workforce Development is a uniquely structured Workforce Investment Board that divides its work between two divisions. One division administers the federal Workforce Investment Act while the other engages directly with the employer community. Through its public-private partnership division, it has initiated industry-specific partnerships for manufacturing and healthcare.	<ul style="list-style-type: none"> <li>• Alcoa Power and Propulsion</li> <li>• Newport News Shipbuilding</li> <li>• Canon Virginia, Inc.</li> <li>• Thomas Nelson Community College</li> <li>• Old Dominion University</li> <li>• K-12 Public School Divisions</li> <li>• Hampton Roads Economic Development Alliance</li> </ul>
<b>Northern Virginia Health Care Workforce Alliance</b>	The Northern Virginia Health Care Workforce Alliance (NoVaHealthForce) is a coalition created to address Northern Virginia's health care workforce shortage. Since its formation, Northern Virginia has increased its supply of nursing graduates by 57 percent in addition to creating programs in Radiation Oncology and Sonography. Northern Virginia had 851 nursing graduates in 2012.	<ul style="list-style-type: none"> <li>• Virginia Hospital Center</li> <li>• Inova Health Systems</li> <li>• Sentara</li> <li>• Northern Virginia Community College</li> <li>• Shenandoah University</li> <li>• The Skills Source Group</li> </ul>
<b>SySTEMic Solutions</b>	SySTEMic Solutions creates opportunities for STEM (Science-Technology-Engineering-and-Math) exposure in a geographic area that covers eight school divisions in Northern Virginia. The programming offered by SySTEMic solutions creates a connection to STEM fields for students from elementary to high school as well as opportunities for teachers to grow professionally as STEM educators.	<ul style="list-style-type: none"> <li>• Micron Technology</li> <li>• Aerojet Rocketdyne</li> <li>• Verizon</li> <li>• K-12 Public School Divisions</li> <li>• Northern Virginia Community College</li> <li>• George Mason University</li> </ul>
<b>Lynchburg Regional Governor's STEM Academy</b>	The Lynchburg Regional Governor's STEM Academy offers science, technology, engineering, and mathematics programming to high school juniors and seniors in five school divisions. While the region's Governor's School targets college bound students in science and engineering fields, the STEM Academy offers students that are not necessarily on track to a four-year degree opportunities to earn credit towards an associate's degree.	<ul style="list-style-type: none"> <li>• AREVA</li> <li>• Delta Star</li> <li>• Babcock and Willcox</li> <li>• Centra Health</li> <li>• K-12 Public School Divisions</li> <li>• Central Virginia Community College</li> </ul>
<b>Automotive Technical Education Collaborative</b>	The Automotive Technical Education Collaborative (AMTEC) in Kentucky is part of the National Science Foundation's network of Advanced Technological Education (ATE) centers. This ATE center includes industry and college partners in over 10 states including Virginia and is focused on identifying and meeting the workforce needs of automotive manufacturers.	<ul style="list-style-type: none"> <li>• Nissan North America</li> <li>• Ford Motor Company</li> <li>• Goodyear Rubber and Tire Company</li> <li>• Easton</li> <li>• Danville Community College</li> <li>• Patrick Henry Community College</li> </ul>

NOTE: Graphic includes select partners.

# Virginia's Workforce System Report Card: Identifying and Articulating the Needs of Employers

➤ In 2015, the Council on Virginia's Future will partner on a number of initiatives designed to strengthen alignment between the needs of employers and the training delivered by Virginia's education and workforce community.

- **Identifying the Credentials That Virginia Needs to Compete:** The Governor's Office, along with the Council and other key partners, will focus on identifying the skills and credentials needed by Virginia's employers to compete both statewide and regionally.
- **Surveying Virginia's Business Community:** The Council will partner with the Virginia Chamber of Commerce and the Virginia Employment Commission to develop and implement a survey to identify the business community's long-term workforce needs across industry sectors and regions.
- **Strengthening Access to Data on Supply and Demand:** Council staff will participate in a small work group to make recommendations to the Secretary of Commerce and Trade's office on additional sources of workforce demand data that can enhance Virginia's current Labor Market Information System.



# Innovation and Entrepreneurship Report Card

The 2013 General Assembly charged the Center for Innovative Technology (CIT) with the creation of the Innovation and Entrepreneurship Measurement System (IMES) to measure the growth of innovation and entrepreneurship in the Commonwealth and to inform the Commonwealth Research and Technology Strategic Roadmap.

The Council partnered with CIT to develop the Innovation and Entrepreneurship Report Card as a complement to the IEMS. 2015 updates will include:

- Benchmarking current indicators, where possible to other states and the nation
- Enhancing the current indicators related to commercialization
- Identifying a method to track Entrepreneurship Training

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## INNOVATION & ENTREPRENEURSHIP REPORT CARD

NOTE: Data provided by the Center for Innovative Technology

### Talent Pipeline

*Goal: Expand and enhance Virginia's high-quality, highly skilled workforce.*

Entrepreneurship Training	↻
High-tech Employment	→
Knowledge Worker Migration	↓
STEM Degrees	↑
Virginia FIRST Participation	↑

### Commercialization

*Goal: Accelerate the introduction and growth of new technologies and products derived from research in Virginia.*

University Licensing	↓
University Startups	↑

STEM: Science, Technology, Engineering, and Math  
 FIRST: For Inspiration and Recognition of Science and Technology (programs to introduce six to 18-year-olds to science and technology)  
 SBIR: Federal Small Business Innovation Research grants  
 STTR: Federal Small Business Technology Transfer programs  
 IPOs: Initial public stock offerings

December 2013

### Research and Development

*Goal: Increase support for the research and development activities that provide a foundation for high-tech growth.*

Corporate R&D Intensity	↑
Federal R&D Spending in Virginia	↓
Patents Filed	↑
Patents Awarded	↑
SBIR and STTR Awards	↓
State R&D Intensity	↑

### Business Dynamics

*Goal: Enhance Virginia's business climate for entrepreneurs and high-growth technology enterprises.*

Broadband Access	↑
Entrepreneurial Activity	↑
Establishment Churn	↓
Fast Growing Firms	↑
IPOs, Mergers, and Acquisitions	↑
Startups	→

### Access to Capital

*Goal: Improve access to capital for new and expanding high-tech enterprises.*

Private Investment	↓
Public Sector Investment	→
R&D Tax Credits	↑

### Outputs

*Goal: Accelerate technology-based capital investment and job growth.*

High-tech Export Share	↓
High-tech Job Creation Share	↓
High-tech Output Share	↑
High-tech Wages	→
Hypergrowth Share	→
Market Trends	↑
Workforce Educational Level	→

Performance  
Trend

Improving ↑  
 Maintaining →  
 Worsening ↓

Under Development ↻

# Areas of Focus: Operations

The new Government Operations Report Card was developed with state leaders to provide a higher level, enterprise view of state government operations. The first version was released in early 2014.

Discussions with state leaders have provided the foundation for improvements in 2015, which include:

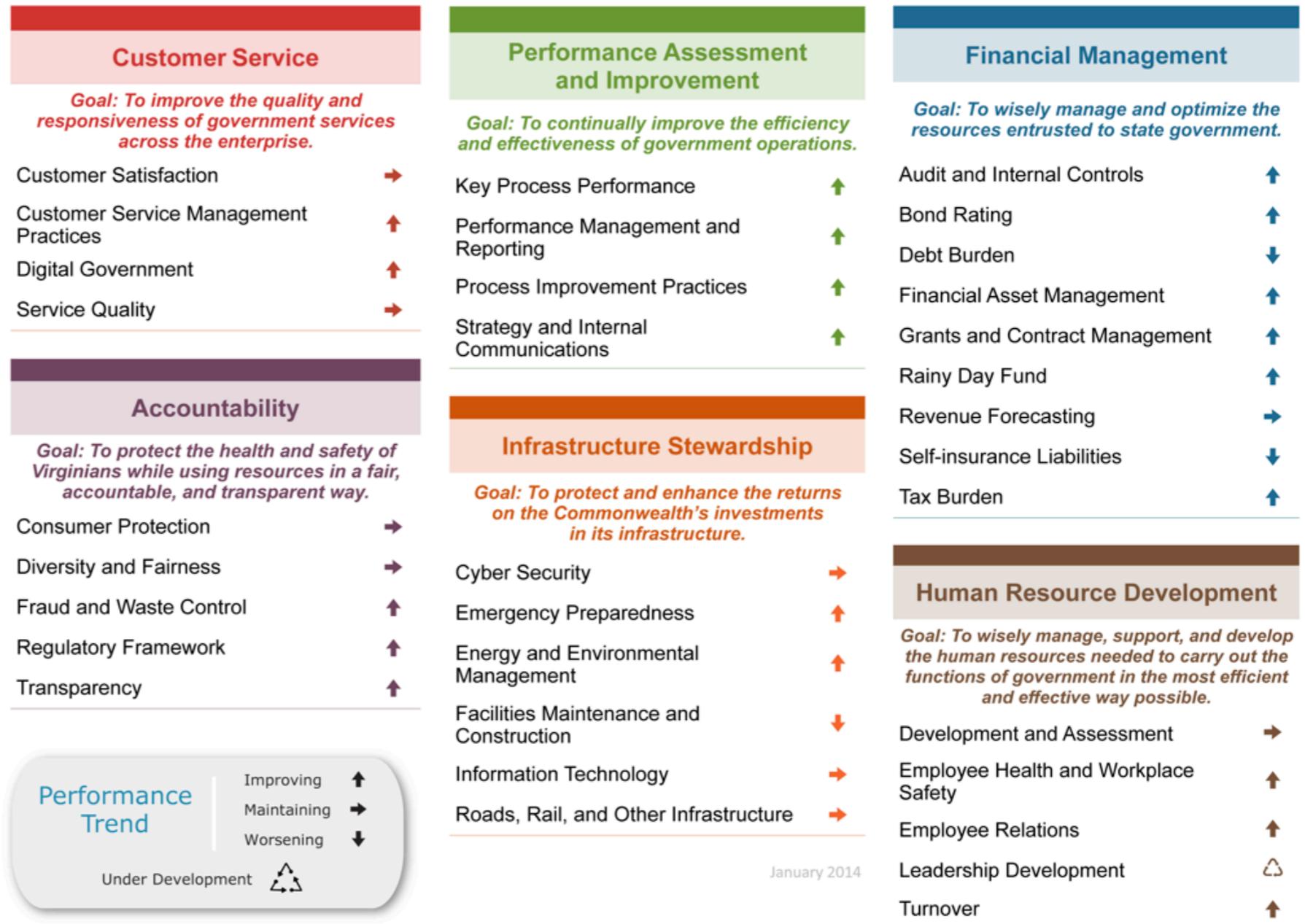
- Developing a more consistent and comprehensive approach to assessing Customer Service
- Collecting better data for the Facilities Maintenance and Construction indicator including on-time and on-budget status and deferred maintenance
- Identifying a method to track Leadership Development/ Succession Planning

The Council will also explore emerging new models focused on process and outcome improvements.

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## STATE GOVERNMENT OPERATIONS REPORT CARD



**Performance Trend**

- Improving ↑
- Maintaining →
- Worsening ↓
- Under Development ↻

January 2014

# Sites of Interest

**Virginia Performs:**  
[VaPerforms.virginia.gov](http://VaPerforms.virginia.gov)

**Council on Virginia's Future:**  
[future.virginia.gov](http://future.virginia.gov)

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