

New Skills for Youth

NEVADA'S LIFEWORKS BIENNIAL REPORT

2017 - 2019



Building Skills for
the New Nevada

EXECUTIVE SUMMARY

In January 2016, the Nevada Department of Education (NDE)—in partnership with a number of State stakeholders including local school districts, the Governor’s Office of Workforce Innovation (OWINN), the Governor’s Office of Economic Development (GOED), the Nevada System of Higher Education (NSHE), the Nevada Department of Employment, Training and Rehabilitation (DETR), and other stakeholders—embarked on a statewide education-to-workforce strategic initiative designed to positively impact educational and career outcomes of students, and enrich Nevada’s workforce talent pool by aligning state educational initiatives with high-skill, high-wage, or in-demand occupational needs of local employers in growing or high-performing industries.

The initiative, named LifeWorks, was funded through the New Skills for Youth (NSFY) grant that was awarded to the NDE by JPMorgan Chase & Co. in January 2017 to lead this statewide initiative. Nevada was one of only 10 states awarded the NSFY grant, and the only western state. The two overarching goals of NSFY are to: (1) increase the number of students completing relevant and effective career pathways in high-skill, high-wage, or in-demand occupations and industries; and, (2) establish durable policies, processes, and programs that align agencies, organizations, and actors across the state to achieve greater results for all students.

The educational initiatives implemented through LifeWorks expand career pathways for all students by providing them access to and opportunities in advanced coursework, career technical education, work-based learning, and industry-recognized credentials that connect them to Nevada employers and careers. LifeWorks places students on a trajectory towards being productive and self-sufficient members of Nevada’s workforce.

Beyond reaching students, the LifeWorks initiative has secured enthusiastic support and cooperation from Nevada employers, parents, and other stakeholders expanding the initiative’s contribution to Nevada’s business ecosystem and its various rural and urban regions that would remain sustainable for generations to come. In order to accomplish this, Nevada needed a robust public outreach and marketing campaign aimed to assess local needs, secure meaningful input from community members, and to connect students to meaningful and aligned educational opportunities. The following account chronicles each phase of the LifeWorks initiative as it has progressed in Nevada over the course of the NSFY grant and beyond.

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INTRODUCTION

New Skills For Youth

Too few Nevada students graduate high school both college and career ready. Projections show that by 2020, 65 percent of the jobs —compared to 28 percent in 1973—will require postsecondary education and training beyond high school. Workers with postsecondary education earn 74 percent more than workers with a high school diploma or less. Nevada recognizes the need to ensure equitable access for all students to advanced coursework, career and technical education, dual-credit, and work-based learning experiences., The State’s charge is to identify and implement resources, laws, and policies to ensure Nevada students graduate high school, both college and career ready.

As Nevada’s economy continues to undergo significant growth and change, we must align educational career pathways with workforce and economic needs and demands. As part of a cohort of states and the four year initiative, Nevada embarked

on and continues to push forward the development and implementation of in-demand career pathways, and continues to provide students with the skills necessary to compete in today’s diversifying economy.

Nevada defines career pathways as, “an aligned system of industry-recognized academic and technical courses, workplace training programs, support services, and workforce preparation activities that help an individual enter or advance within a given occupation or industry sector.” The intent of Nevada’s career pathways promotion is to allow learners to enter at various points along a pathway and leave their pathway with a completion that holds labor market value. Nevada’s data continues to demonstrate that CTE students, on average, consistently graduate at a higher rate, approximately 12 percent higher than non-CTE students.

NEW SKILLS FOR YOUTH

Phase 1: State Career Readiness Action Plans

Nevada’s four-year NSFY/ LifeWorks initiative supports the state’s education-to-workforce development system through demand-driven career preparation frameworks. Funded by JPMorgan Chase & Co., NSFY is a coordinated partnership between the Council of Chief State School Officers (CCSSO), Advance CTE (ACTE), and the Education Strategy Group. Phase 1 began in 2016 and included 24 states and the District of Columbia. These states, including Nevada, were awarded initial planning grants and technical assistance to: (1) conduct an intensive needs assessment to identify strengths and gaps in existing career preparation systems; (2) collect data for six indicators to establish a career readiness profile;

and, (3) develop a three-year career readiness strategic plan to identify strategies and activities to achieve states’ project goals and objectives. JPMorgan Chase & Co. engaged RTI International as an independent, third-party evaluator to examine state approaches in developing career pathway systems that meet the initiative’s six objectives. Phase 1 resulted in states receiving the NSFY grant of \$100K to develop career readiness action plans and presenting them to the grantor and partners for Phase 2 In January of 2017, Nevada was one of 10 states awarded Phase 2 of the NSFY grant of \$1.95M, and immediately embarked on a collaborative statewide effort to refine and implement Nevada’s career

readiness action plan. The Nevada Department of Education (NDE) began its collaborative efforts and work with the Governor’s Office of Economic Development (GOED), Workforce Innovation (OWINN), and Science, Innovation and Technology (OSIT); the Nevada Department of Employment, Training and Rehabilitation (DETR); and, the Nevada System of Higher Education (NSHE) to begin pathway development, alignment and expansion with career and technical education as the pivotal foundational on-ramp to career pathways that align to Nevada’s workforce and economic needs, and employer demands.



1. [Recovery: Job Growth and Education Requirements Through 2020](#); Georgetown University, Georgetown Public Policy Institute, Center of Education and Workforce
2. Council of Chief State School Officers (CCSSO), Annual Report 2017
3. Governor’s Office of Workforce Innovation, 2017 Council of Chief State School Officers, 2016



NEW SKILLS FOR YOUTH

Phase 2: Key Objectives and Implementation
In January of 2017, Nevada was one of 10 states awarded Phase 2 of the NSFY grant, receiving \$1.95M from JPMorgan Chase & Co. to continue the career pathway initiative. Nevada has been working with the CCSSO, Advance CTE and the Education Strategy group to formalize processes, align programs, identify resources, and apply sustainable practices that ensure college and career readiness. Nevada strategic plan includes six main objectives with the intended outcome of aligning state agencies and stakeholders around a shared vision of career pathways to increase work-based learning opportunities and support career pathway development through labor market data (both state and regional) to inform alignment of educational opportunities with state economic goals.

OBJECTIVE 01

Employer Engagement
Establish employer-driven processes informed by real-time and other labor market data to determine high-skill, high wage, or in-demand occupations and industry sectors with which career pathways and programs of study will be aligned.

OBJECTIVE 02

Quality and Rigor in Career Pathways for all Students
Use policy and funding levers to improve the quality and rigor of career pathways including scaling down or phasing out those that do not lead to credentials with labor market value, and making those pathways widely available and accessible to all students in all secondary settings, especially in underserved populations.

OBJECTIVE 04

Scaled Pathways That Culminate in Credentials of Value
Working with local districts to develop and scale career pathways that span secondary and postsecondary education that offer focused career guidance and advisement, blend rigorous core academic and career technical instruction, include high-quality learning and work-based learning experiences, and culminate in recognized credentials of value.

OBJECTIVE 03

Career-Focused Accountability System
Incorporate robust career-focused indicators in state accountability systems that measure and value successful completion of meaningful pathways, work-based learning, enrollment in postsecondary education or apprenticeships, and credentials of value.

OBJECTIVE 06

Ensure Cross-Institutional Alignment
Foster greater collaboration between K-12 and postsecondary institutions to adopt policies and processes in schools, technology centers, academies, and institutions of higher education to ensure cross-institutional alignment of programs and pathways that smooth transitions for students and minimize institutional barriers.

Nevada continues to find synergistic support from stakeholders that are working collaboratively to establish and align policies and processes to allow all students to enter and complete relevant and effective career pathways.

OBJECTIVE 05

Integrated Funding Streams; Joint Resource Planning
Intentionally align and reorganize state and federal funding streams from education, workforce and development sources to efficiently deliver career-focused programs to all students.

Education & Workforce Development

A vital component of the NSFY/LifeWorks initiative was to create an infrastructure that could promote employer engagement and workforce development that would enhance education and workforce partnerships throughout the state. To accomplish this, NSFY provided subgrants to OWINN to build capacity to continue to drive innovation to bring Nevada forward in statewide collaboration, engagement, leadership, and actions that empower stakeholders.

THE OFFICE OF WORKFORCE INNOVATION

The Office of Workforce Innovation (OWINN) was created within the Office of the Governor and charged with providing support to the Governor’s Workforce Development Board (i.e., Workforce Innovation and Opportunity Act of 2014, OWINN, state workforce board), its associated industry sector councils, the State Apprenticeship Council, and the Office of the Governor in developing and implementing strategies that drive cooperative collaboration amongst all stakeholders in developing a career pathway system in Nevada, specifically in the high-priority areas of technology, advanced manufacturing, education, and healthcare. [Senate Bill \(S.B.\) 516](#) (2017) was passed by the Nevada Legislature, which codified OWINN whose outcomes are to:

1. prepare all K-12 students for college and career success;
2. increases Nevadans with postsecondary degrees and credentials; and,
3. increase employment outcomes in training and credentialing programs.

S.B. 516 formalized OWINN within Nevada law to ensure sustainability in education-workforce-economic development, which includes the initiatives

of NSFY/LifeWorks. OWINN’s vision is a vibrant and sustainable economy, and its mission is to help drive a skilled, diverse, and aligned workforce in the state of Nevada by promoting collaboration and cooperation amongst core public and private entities focused on workforce development. In this charge, OWINN’s goals are to: (1) address labor market and workforce needs by incorporating evidence- and outcome-based strategies; (2) develop career pathways strategies in high-demand and high-growth industries; and, (3) identify innovative practices and solutions; and recommend improvements to the allocation of federal and state dollars in Nevada.⁵

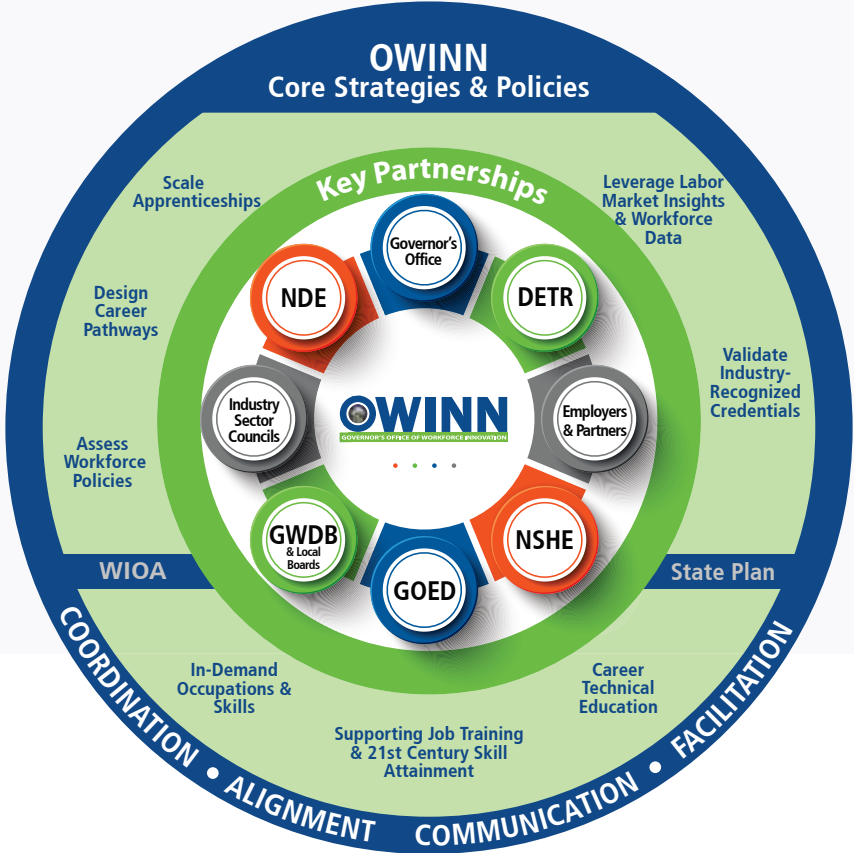


Figure 1

OWINN works closely with the NDE and other core stakeholders in branding and framing the NSFY/LifeWorks initiative, as visualized above in Figure 1. As part of the continued effort in statewide coordination of work-based learning, NSFY/LifeWorks funded an employer engagement specialist in OWINN to coordinate connections between employers and local educational agencies’ work-based learning coordinators

and youth apprenticeship programs within each Nevada high school to build robust systems and employer-school partnerships within each school district. These efforts align with Objective 2 of NSFY to create rigor and quality in career pathways in enforcing coordination, alignment, communication, and facilitation amongst all partners within Nevada.⁵

5. OWINN Annual Report, 2017 - 2018

152 Apprenticeship Occupation Programs
Approved at State Level

Shifting a Paradigm

Academic education and career education, exploration and experiences are integrated systems that prepare students to achieve a *life that works for them*. When Nevada was awarded the NSFY grant, one of the imperatives was creating a brand for the initiative that would embrace a vision for students, families, employers, and other community stakeholders. The NDE understood that people have individual paths, yet young people tend to discover and envision their career paths early on in their educational journeys. The branding and marketing of LifeWorks embraces the idea of blending the academic with career, and lessens the hard line decision-making between college or career, focusing more on career pathways that lead to both. Nevada continues creating opportunities for students to graduate with options, direction, marketable skills, and credentials for today’s diverse economy and labor market, and with the tools necessary to succeed as they find their own *life-work* balance.

LIFEWORКСNV

To promote student, parent, educator, and employer connections, NSFY/LifeWorks developed Nevada’s work-based learning *hub*, [LifeWorksNV.org](#), that will serve as the centralized one-stop informational center for all work-based learning opportunities in Nevada. Users can interface with the website to identify apprenticeships, internships, career and technical education programs, and career exploration opportunities to gain knowledge about in-demand occupations and skills.

This hub promotes the NSFY Objective 1 and 4 through focused career guidance and advisement that blends rigorous core academic and career technical instruction that includes high-quality learning and work-based learning experiences that culminate in postsecondary or industry credentials of value. The recurring theme that emerged early on in the NSFY/LifeWorks initiative demonstrated that

Nevada’s communication strategies were scattered, duplicative, and that there were significant gaps in consistent and accurate career pathway information for stakeholders. Said information was strewn across various platforms, and navigating was overwhelming for not only students, but parents, teachers, counselors, and employers. In an attempt to increase work-based learning opportunities, the hub was developed and now serves as Nevada’s work-based learning connection and resource center.

In addition to the functionalities indicated above, the [LifeWorksNV.org](#) website also provides users with regular news and information updates about Nevada’s workforce and education initiatives, as well as ongoing economic and labor statistics about what is happening in the state.

NEVADA SCHOOL PERFORMANCE FRAMEWORK

In a continued effort to align strategies, the NDE identified the need to create career-focused accountability systems. The NSFY Objective 3 focused on state strategies to integrate career-focused indicators within the state’s accountability system. In an effort to align career readiness with state accountability, the [Nevada School Performance Framework \(NSPF\)](#), now integrates a high school college and career readiness indicator that measures specific college and career readiness through postsecondary preparation, completion, and diploma measures that include, but are not limited to: advanced placement, international baccalaureate, dual-credit, career and technical education course participation and completion; and, the new college and career ready diploma attainments. The NSPF provides resources and supports through a star-rating system of schools based on outcomes of these performance indicator measures, incentivizing local education agencies in the preparation and promotion of college and career readiness. The NSPF is an annual evaluation of school performance developed by Nevada stakeholders to meet state and Federal Every Student Succeeds Act (ESSA) policy requirements.

The NSFP report provides a unique rating system that measures performance in each public school that is anchored on statewide performance expectations.

Schools earn points based on their performance in each performance indicator that, when totaled, provide each school with an overall summative or Star Rating.

The high school performance indicator of college and career readiness has 25 total possible points in the framework, which include:

- 1. Postsecondary preparation participation—10 point maximum
- 2. Postsecondary completion—10 point maximum
- 3. Advanced Diploma or College Career Ready Diploma awarded—5 point maximum

As Nevada continues to emphasize college and career readiness, the LifeWorks initiative will continue to align with the state’s NSPF accountability plan as indicated through the increased number of points available for schools to earn in the college and career ready indicator measures.



“

For decades our society has put pressure on our students to follow the traditional college pathways, and it has really done our students a disservice. We have not allowed students to create, build, fix and actually putting their hands on something and creating. So, LifeWorks is Nevada's attempt to correct that disservice.

*- Craig von Collenberg
Executive Director, OWINN
- [LifeWorks video](#)*

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STATE LONGITUDINAL DATA SYSTEM

The Nevada P-20 to Workforce Data System, or NPWR, is a statewide longitudinal data system and tool that allows the State of Nevada to extract and analyze education and workforce development data. NSFY has partnered with OWINN to develop a new CTE report and dashboard within NPWR. This report will automate many of the data reporting requirements and create a public facing dashboard that will provide interactive data visualizations that report on various outcomes for CTE students including their ACT scores, high school graduation, postsecondary continuation, concentration, persistence, and graduation. Including CTE data into the dashboard will enhance several existing reports with filters to study outcomes for CTE concentrators, completers, and certificate earners. The intent will be to link workforce data to education to understand outcomes such as industry demand and average wages. In 2019, Nevada's NSFY/LifeWorks supported expansion of the data capturing and reporting capabilities of NPWR, adding additional modules to include NSFY/LifeWorks data points, e.g., CTE, work-based learning, and enhanced dual-credit data.

Sustainability

OUR PARTNERS

LifeWorks maintains a battery of ongoing efforts toward ensuring that all of this statewide initiative work sustains. Nevada accomplishes, and will continue to accomplish this through: ongoing and consistent NSFY/LifeWorks Steering Team and Core Team meetings and activities; consistent communication and messaging dispatches issued across NDE and statewide channels; and, through a formalized employer engagement system that ensures that not only students, but also employers, are consistently brought into and included in the statewide conversations that facilitate collaborative, relevant, and vibrant engagements in this work.

The Abbi Agency continues to work collaboratively with the NDE and received an additional contract in 2019 to continue the NSFY/LifeWorks campaign providing increased awareness and interest. The goal of this campaign is to not only increase awareness, but to increase public interest in college and career readiness

initiatives, including CTE, and increase exposure to career pathways and programs

Jobs for Nevada's Graduates' (JAGNV) mission is to graduate every student in the program on a set path to higher education and careers. Based on the national Jobs for America's Graduates model, JAGNV has a diverse funding stream of both private and state appropriations. In 2019, the Nevada Legislature increased state appropriations for JAGNV to approximately \$4M per fiscal year (FY) in FY20 and FY21. The NDE administers the JAGNV contract, and JAGNV's educational support model has proven results. In the 2018-19 school year, JAGNV outcomes were as follows: 97% graduation rate, compared to the state's 83%; 70% employment/military service placement rate; and, 86% full-time job placement rate. JAGNV's delivery model in Nevada high schools is both positive outcome-based and scalable. JAGNV is currently providing services in 13 of Nevada's 17 school districts, representing 56 programs statewide

JOIN, Inc. is northern Nevada's workforce development solution, breaking the cycle of poverty for all Nevadans through career training. JOIN serves residents in 13 of Nevada's 17 counties, providing access to free educational and occupational training for individuals seeking careers, financial stability, and personal success. JOIN is a proud partner of the americanjobscenter network, and JOIN is a strong partner and collaborator with NSFY/LifeWorks. Recently, JOIN launched [Career Bound NV](#), a work-based learning strategy that supports employers and students in internship experiences. They serve as a liaison between the employer and education agencies and prepares students through employability skills training and giving the National Career Readiness Certification exams.



Career and Technical Education Messaging Coalition of Northern Nevada

In 2018, LifeWorks became a consortium member of coalition that connects educational, economic, public and private entities that are all devoted to building a strong and aligned workforce. LifeWorks recognized that there are many organizations and businesses who are working towards this goal, while also working independently and there is a need to embrace and combine community efforts. The consortium launched a website - NewNevadaJobs.com - to share this common message and to promote job opportunities.

Nevada's Local Workforce Development Boards (LWDBs)

Originally created to carry out the duties of regional workforce development outlined by the Workforce Investment Act (WIA) of 1998, [Workforce Connections](#) (southern Nevada) and [Nevadaworks](#) (northern Nevada) oversee workforce development activities as defined under sec. 107 of the Workforce Innovation and Opportunity Act (WIOA) of 2014. Each contain boards that are comprised of a diverse group of people actively engaged in the community who understand the local labor market, and align resources towards effective workforce development in order to meet local area needs. Board members represent various areas of the community including:

- Businesses
- Labor Organizations
- Educational Institutions
- Community Service Organizations
- Professional Service Associations

The LWDBs act to build effective partnerships and leverage resources needed to meet local workforce development needs. Each LWDB have implemented one-stop delivery systems in their respective regions through establishing a number of One Stop Community Centers (OSCCs) within local libraries sites. In 2019, WorkforceConnections became the first entity in Nevada to be granted the designation of a certified ACT® Work Ready Community. This nationally-recognized designation uses data to help close the skills gap and produce a workforce ready community that meets the needs of current and future employers. More than 550 employers in southern Nevada already support this initiative, which revolves around the ACT WorkKeys® assessments. Just as K12, colleges, and universities rely on the ACT® exam to determine a student's readiness for higher education, the ACT WorkKeys® assessments assess an individual's readiness for the workplace by measuring a range of foundational workplace skills.

93%
of CTE students graduate
high school, which is
more than 10% higher
than all Nevada Students

Connecting with Data

Currently, 36 of the 76 Nevada State Board of Education’s approved CTE programs of study offered in Nevada are designated to lead to high-skill, high-wage, or in-demand occupations and industry sectors. In 2016, only 27% of high school students in Nevada were enrolled in a high-skill, high-wage, or in-demand career pathways. By the end of 2019, 35% of Nevada’s 9th grade cohort will be enrolled in aligned priority career pathways; and, by 2020, 60% of Nevada’s secondary students will have access to high-skill, high-wage, or in-demand career pathways. In an attempt to create quality and rigor in career pathways for all students, LifeWorks has engaged and continues to work collaboratively with GOED and OWINN to identify designated skill sets aligned to high-skill, high-wage, or in-demand occupations in Nevada, utilizing Nevada’s workforce and economic data to drive decision making.

Perkins V – Comprehensive Local Needs Assessment

In 2018, the Strengthening Career and Technical Education for the 21st Century Act reauthorized the Carl D. Perkins Career and Technical Education Act of 2006. One of the major shifts in sub-grant requirements to eligible local education agencies (LEA) was the requirement for each LEA to conduct a comprehensive local needs assessment (CLNA), and then report the findings in the required Local Application. In August 2019, NSFY/LifeWorks targeted funding through a Request for Application (RFA), which would sub-grant funding towards this effort to LEAs. The CLNA requires LEAs to perform an assessment of their current CTE programs in relationship to workforce needs in their respective local areas; review student performance data; and, examine CTE program size, scope, and quality. A CLNA is required to be conducted at least once every two years, and specified stakeholder consultation is required during the process. The CLNA allows LEAs the opportunity to analyze and transform their current CTE programs to meet the needs of Nevada employers by providing an educated and qualified workforce. NSFY/LifeWorks funding through this RFA is intended to support the development of high-quality CTE programs in Nevada schools, and ensure that such programs are aligned with college and career readiness standards as well as the needs of Nevada employers, industry and labor.

WestEd: Nevada Education Pathways to Employment
In October 2018, LifeWorks contracted with WestEd to conduct a mapped analysis of Nevada’s secondary and postsecondary career and technical education programs in conjunction with Nevada’s workforce and economic data. The intended goal of this mapping and cataloging project of K-12 and community college pathway programs is to understand the gaps and opportunities, provide supports, and create stronger connections between Nevada’s K-12 career education programs to their sector and occupational counterpart programs in Nevada’s postsecondary system. The data set developed provides an important source of information to Nevada’s LEAs that they can then use in a multitude of ways, including: the development of their respective CLNAs, and to increase access to postsecondary career education programs for all students. This data will inform CTE program development ensuring that programs are aligned with current and future high-skill, high-wage, or in-demand occupations and industries in Nevada.

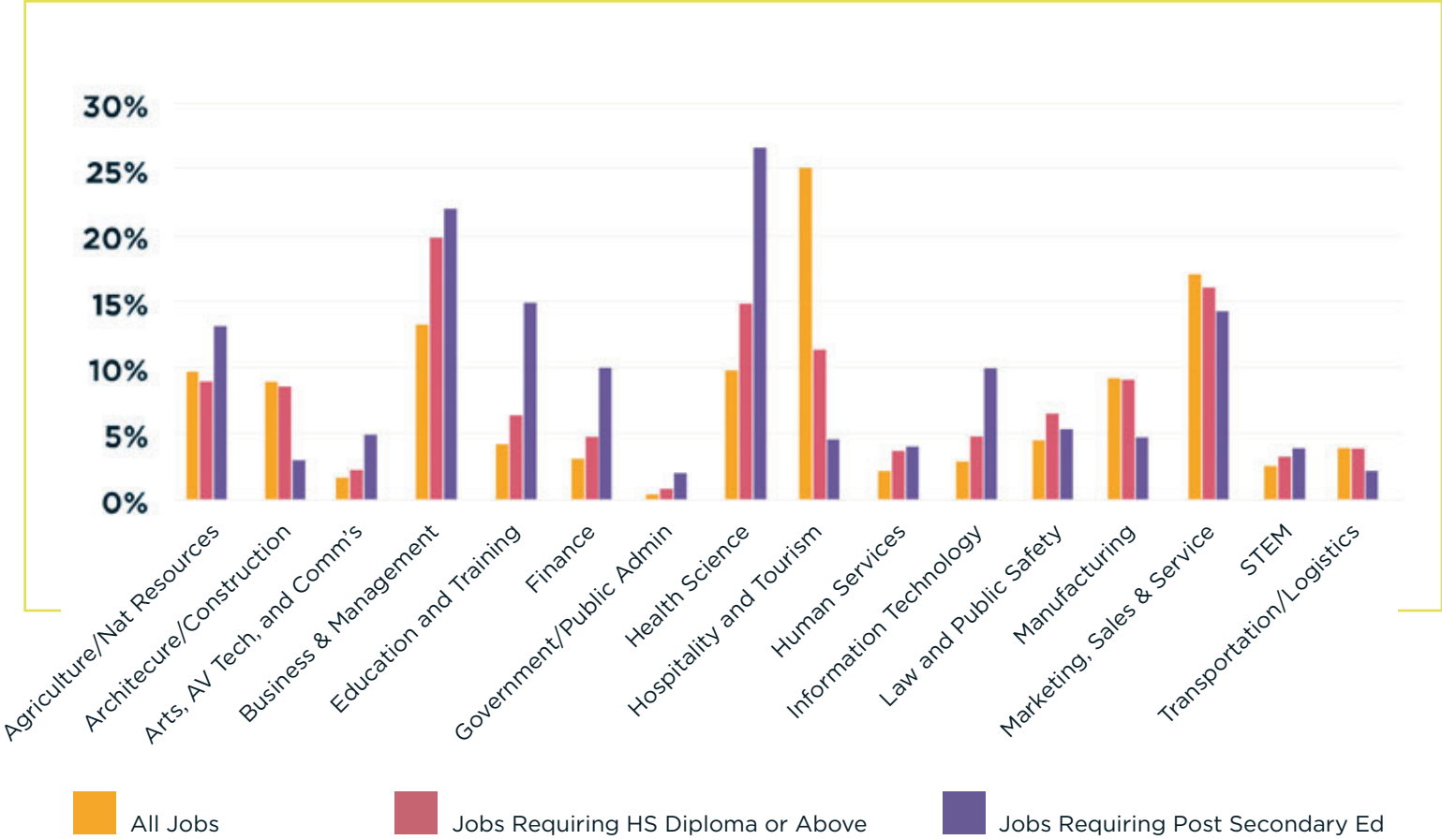


Figure 2

66,724
students
enrolled in CTE

Data comparisons were based on: (1) K12 CTE course sections offered in each cluster area of the state; (2) community college CTE awards offered by the four colleges in the Nevada System of Higher Education (NSHE) community college institutions; and, (3) statewide and regional labor market data provided by GOED. Data is visualized in the report similar to the representation in Figure 2, and provide insights on current labor market needs and demand, as well as gaps and opportunities within current CTE programs of study.

Nevada intends on continuing this work throughout the remainder of 2019, for an additional refined analysis that is expected in early spring of 2020. WestEd, in partnership with NDE, will provide training and technical assistance sessions to LEAs on existing data sets to help them identify what and how the data pertains to their specific region, and how to leverage regional data to support state-level planning. The intent of this work will be to support the abilities of K12 and college practitioners to meet their obligations under Perkins V for developing CLNAs.

LEGISLATION AND POLICIES

To ensure long-term success and sustainability, LifeWorks stakeholders worked diligently with the Nevada Legislature throughout the 2017 Nevada Legislative Session and beyond to enact and implement laws and policies that contribute to Nevada's aligned college and career readiness goals and sustainability. The laws and policies enacted in coordination with the LifeWorks initiative include, but are not limited to:

- **A.B. 7 and Nevada regulation R076-17**—Implemented the new College and **Career Ready High School Diploma** that incorporated advanced coursework, non-remedial postsecondary measures, work-based learning, career and technical education, industry-recognized credentials, and the Nevada State Board of Education's approved career readiness assessments: the ACT National Career Readiness Certificate (NCRC) and the Armed Services Vocational Aptitude Battery test (ASVAB)
- **A.B. 7 and Nevada regulation R120-17** further revised the **Standard High School Diploma** requirements, adding two (2) units of required college and career-ready FLEX credits, which could be accomplished through: CTE concentrator and/or completer coursework; a fourth year of mathematics; a third year of science; or, a third year of social science.



- **A.B. 482 and Nevada regulation R075-17** – Aligned CTE program funding with high-skill, high-wage, in-demand occupations and industries (NRS 388.395-398; NRS 389.800-815); established state CTE middle school funding; and, aligned CTE programs of study with priority career pathways for secondary and postsecondary education with workforce needs in Nevada..
- **S.B. 19** – Formalized and expanded dual-credit/dual-enrollment course offerings.
- **S.B. 66 and Nevada regulation R096-17** – Formalized work-based learning (approval/reporting/WBL district coordinator designation) aligned to high-skill, high-wage, in-demand occupations, and industries in Nevada.
- **S.B. 516** – Codified the Governor’s Office of Workforce Innovation for the New Nevada (OWINN), which: provides coordination/oversight of the State Apprenticeship Council and registered apprenticeship programs; provide support to the Governor’s Workforce Development Board and its eight industry sector councils; work in coordination with GOED to develop criteria and goals for workforce development and diversification in Nevada; identify, recommend and implement policies related to workforce development; define career pathways and identify priority career pathways for secondary and postsecondary education; identify and maintain Nevada’s state-vetted industry-recognized credentials; and, maintain and oversee Nevada’s state longitudinal data system, also known as the Nevada P-20 to Workforce Research Data System (NPWR) that links early childhood education programs and K-12 public education with data relating to postsecondary education and the workforce in Nevada.

“Through LifeWorks, our students are empowered to explore careers that are in-demand, high-wage and highly-skilled in Nevada.”

- Jhone Ebert, Superintendent of Public Instruction – LifeWorks video

Major Activities and Efforts

CTE TEACHER PROFESSIONAL DEVELOPMENT

In order to have quality CTE programs, teachers and administrators must have the opportunity for professional development at all stages of their career. Small and rural districts have limited resources to provide specific training for both new and veteran teachers. In 2018 and 2019, NSFY/LifeWorks funds were leveraged for the NDE to provide several CTE teacher training and professional development opportunities to develop new CTE teachers and increase the skills of existing CTE teachers in the business and industry licensure track.

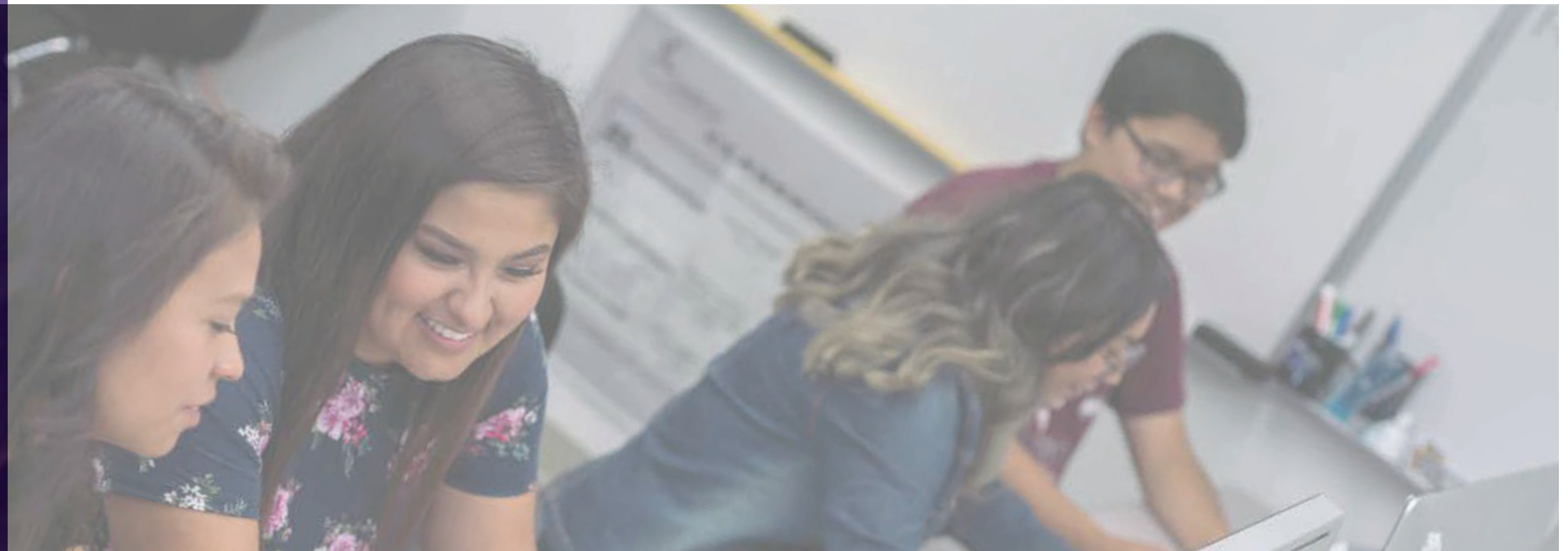


Externships

What began as a pilot in the summer of 2018 spearheaded by LifeWorks in partnership with TESLA, Inc. has scaled into an expandable, portable CTE teacher externship program that is providing invaluable work-based learning opportunities to career and technical educators across Nevada. Externships allow for educators to experience hands-on learning in CTE fields, and to engage in the skill sets necessary in today’s high-skill, high-wage, in-demand occupations and industries. LifeWorks recognizes the importance of educator recruitment, retention, and professional development to prepare teachers with practical classroom learning methods that align with current business and industry experiences, as well as expand capacity by decreasing CTE teacher gaps.

As LifeWorks continues to be marked by heavy cross-institutional alignment, the role of the CTE educator in facilitating academic and career alignment, employer engagement, and adequate preparation of students to pursue industry-recognized credentials requires that LifeWorks focuses on the development of CTE programs that promote partnerships and collaboration between educators and employers to continue to strengthen the relationships and connections between school, community, and students. Educator externships ensure that all students are academically, technically, and experientially prepared to go into a career with appropriate preparation and exposures in the classroom that align to current industry needs.

52 new CTE
teachers
participated
in training
sessions in
two years.



New Teacher Training

New CTE teachers in Nevada primarily come from business and industry with strong technical knowledge, but lack teaching experience. Districts with small central staff lack the capacity to provide indepth training on teaching methodologies for their new CTE teachers. In 2019, NSFY/LifeWorks provided quality new CTE teacher training sessions through contracted services and CTE teacher travel supports. The NDE contracted with training provider NOCTI to facilitate training for CTE teachers statewide who were in their first three years of their teaching career. Two sessions have been conducted: the first in January 2019, which included 25 educator participants in a two-day training session; and again in July 2019, which included 27 educator participants in a four-day training session. Participants learned: classroom and behavior management strategies; standards-based instruction strategies; assessment strategies on how to apply learning in meaningful, applicable ways; and, how to engage parents, partners, and the community. Some participants in rural schools will receive additional on-site coaching and mentoring during the fall of 2019.

A follow-up one day training with the July 2019 cohort will take place in January 2020, and a full day of CTE teacher training will be provided to school administrators at that time.

Counselor Training

The Nevada School Counselor Conference for K-12 counselors was held in spring of 2018. Supported by NSFY/LifeWorks, the conference contained an exhibit and workshop session about career pathways, and educational sessions about what it means to prepare students to be college and career ready. All attendees were provided Mark Perna's book [*Answering Why*](#) about unleashing passion, purpose, and performance in younger generations.

In fall of 2019, up to 18 high school counselors will receive career development counselor professional development, which may lead to a certification from the [*American School Counselor Association*](#).

Cybersecurity Teacher Development

In support of one of Nevada's high-skill, high-wage, in-demand occupations in technology, specifically cybersecurity, 20 teachers' registrations were supported to attend the [*National Colloquium for Information Systems Security Education \(CISSE\)*](#) conference held in Las Vegas on June 10-12, 2019. This was part of a week-long training for these teachers to prepare them to teach Nevada's CTE Cybersecurity program of study in their schools. In addition, these teachers received a combination of online learning and face-to-face training with faculty at College of Southern Nevada, a [*Cyber Education Center of Excellence*](#).

EMPLOYER ENGAGEMENT

NSFY/LifeWorks acknowledges the need to increase Nevada’s capacity to identify and strengthen the public’s understanding and awareness of emerging jobs in the new Nevada, as well as the current disconnect between Nevada employers and students. This includes the task of specifically recognizing employment opportunities in each region as well as identifying the necessary skills and credentials required to fill job openings. LifeWorks has also identified a need to increase both the quality and quantity of relationships between business and industry partners to provide all students with the potential and access to explore effective work-based learning opportunities.

Creating Capacity

OWINN Employer Engagement Specialist

Funded by NSFY/LifeWorks, OWINN hired an Employer Engagement Specialist that is charged with acting as an intermediary between Nevada employers and education, specifically districts’ designated work-based learning coordinators, to: scale work-based learning; support career and technical education; and, develop employer networks in collaboration and partnership with regional development authorities, chambers of commerce, local workforce development boards, and other business partners to support the education-to-workforce pipeline. The Employer Engagement Specialist:

- identifies employer needs and trends (statewide and regional) relating to industry growth, skills and credentials, and involvement by conducting primary research;
- establishes regional goals to expand work-based learning opportunities (e.g., job awareness, job shadowing, internships, work experiences, apprenticeships) to support the education-to-workforce pipeline;
- builds relationships with Nevada employers in high-growth, high-priority sectors to identify work-based learning opportunities;
- serves as the aggregator of work-based learning opportunities between education and industry;
- promotes high-quality, high-priority, in-demand industry sectors in Nevada;
- develops relationships with school districts’ designated work-based learning coordinators and community college faculty responsible for placing students in work-based learning opportunities to facilitate a streamlined process for student placements;
- seeks out employers to provide input into state and local work-based learning, designated coordinators, and CTE educators on the latest industry knowledge and trends;
- supports the state’s efforts for business and education outreach and partnerships;
- encourages employers to hire applicants with Nevada’s College and Career Ready (CCR) High School Diploma, the ACT National Career Readiness Certificate (ACT WorkKeys®), and the CTE Skills Attainment Certificate; and,
- provides learning and training opportunities and engagements that benefit employers and educators around career pathways, regional workforce needs, Nevada’s new CCR Diploma, and the ACT NCRC, which includes conducting two regional sector-specific meetings per year focusing on workforce development.

The Employer Engagement Specialist is currently funded through NSFY/LifeWorks grant funding through the end of the grant period (December 31, 2019); OWINN will explore extending and integrating the position with state funding, pursuant to authorization by the Nevada Legislature.

Through the creation of this position and designating one individual to facilitate and aggregate work- based learning opportunities across the state, Nevada has provided opportunities to effectively build stronger employer-education partnerships to continue to drive LifeWorks initiatives, specifically employer engagements, forward.

Employer Engagement Subgrant Opportunity

In August 2019, NSFY/LifeWorks released a Request for Application (RFA) to solicit subgrant applications and funding to support employer engagement in providing work-based learning opportunities in eligible public school districts and schools. The purpose of the funding is to support entities such as regional development authorities, chambers of commerce, and local workforce development boards in creating work-based learning opportunities with their employer partners and local schools and districts. This financial support will drive change at the school and/or district levels through strengthening and expanding career pathways for Nevada’s youth and young adults. Funding will be strategically awarded to the employer-facing organizations to strengthening the understanding and awareness of emerging jobs, the necessary skills and credentials needed to fill jobs, and to encourage and support local businesses in offering

effective work-based learning experiences to youth in partnership with their schools/school districts. NSFY/ LifeWorks identified the need to increase both the quality and quantity of relationships between business and industry partners with education, specifically recognizing employment opportunities in each region, and is strategically targeting Nevada employers to: (1) strengthen their understanding and awareness of emerging jobs and the necessary skills and credentials needed to fill them; (2) build partnerships between employers, employer-facing organizations, local school districts, and community colleges to align the education-to-workforce pipeline; and, (3) garner commitment and engagement from employers to provide students effective work-based learning opportunities.



“How do we bring employers and engage employers into this whole conversation to talk not only what we think but actually talk about what employers know and can bubble up to us as far as what they’re looking for as far as the workforce, and beyond that on how you ‘future proof’ jobs.”

- Bob Potts, Deputy Director, Governor’s Office of Economic Development (GOED) - LifeWorks video

Employer Survey

[SilverFlume](#) is Nevada’s online portal for business registration and transactions, and is administered by Nevada’s Secretary of State. LifeWorks aims to leverage that contact with businesses to include an employer engagement survey in that initial registration contact. The survey objectives include: learning from employers what their workforce needs are; education and training requirements for their specific businesses; and, their willingness to engage in education and training programs. The survey will be posted for one year, and data will be analyzed twice a year. After the first year, the survey may be amended to gather different information to inform economic and workforce development.

Education-to-Workforce Summits

2018 - Governor’s Education to Workforce Summit

On June 28, 2018, OWINN partnered with the NDE to host an informative and interactive education-to-workforce summit incorporating NSFY/LifeWorks and the [National Governors Association](#) Policy Academy’s work-based learning initiatives. The summit convened individuals from the Governor’s offices, K-12 and postsecondary education, business and industry, economic and workforce development, and the public to discuss and learn about strengthening career pathways for in-demand jobs in Nevada. Speakers at the summit included: former Lieutenant Governor Mark Hutchinson; Jeremy Aguero, Principal at Applied Analysis; Dr. Steve Canavero, former State Superintendent of Public Instruction; and, Mary Beth Sewald, President and CEO of the Las Vegas Metro Chamber of Commerce. The summit was a result of statewide partnerships between the education, workforce, business and industry communities.

2019 - Business and Education Luncheon

In partnership with the Washoe K-12 Foundation and [Economic Development Authority of Western Nevada \(EDAWN\)](#), NSFY/LifeWorks co-hosted a second summit on May 30, 2019 entitled: The Business of Education Luncheon. The goal of the luncheon was to connect Washoe County public education and the business community, statewide. This summit focused on work-based learning, and encouraged businesses to commit involvement through a variety of engagements including, but not limited to: student internships; job shadowing; and, field trips. Speakers at the summit included: Traci Davis, former Superintendent of Washoe County School District; Jhone Ebert, current State Superintendent for Public Instruction; and, Governor Steve Sisolak. Key messages in all speeches emphasized the importance of LifeWorks and its initiatives, including reinforcing the need for businesses to partner with education for successful transition of trained students to the workforce. The luncheon was attended by more than 600 participants.



Business Administration Futuring Panel

Futuring panels, co-sponsored by LifeWorks and OWINN, were conducted in late March 2019 for the business functions of management, finance, and marketing in Nevada’s priority industries. Over the course of three days, 37 business professionals participated in focus groups to gather information on trends, skill sets, and competencies that employees need to be successful within those areas of business administration. The participants were provided an overview of OWINN and career and technical education, and participated in brainstorming breakout sessions. Staff from [MBA Research and Curriculum Center](#), a consortium of states that developed national standards for these clusters based on research from industry, facilitated the focus groups. Outcomes from the future panel included a report that summarized the discussion and outlined the implications for Business and Marketing education, which was disseminated to the NSFY/LifeWorks Steering Team in August 2019.



UNR PILOT: Learn and Earn Advanced-CAREER Pathways (LEAP)

The University of Nevada, Reno (UNR) identified a challenge in providing a large and diverse STEM workforce. NSFY/LifeWorks partially funded a research team within UNR to: 1) identify real and perceived barriers in the corporate and academic cultures that hinder advancement for underrepresented populations; 2) evaluate the effectiveness of exiting academic and workplace support systems in promoting Latin advancement in STEM careers; and, 3) develop a set of best practices that future LEAP adopters can use to promote STEM workplace diversity.

VEGAS PUBLIC BROADCASTING SERVICE (PBS)

Jobs in information technology (IT) are expected to grow by 25% over the next 20 years. Jobs on the higher rungs of an IT career ladder, particularly cybersecurity, are at higher demand and projected to grow by 30% over the next five years alone.

The [Southern Nevada Cybersecurity Alliance](#), a cohort of top cybersecurity professionals, emphasizes the need for a blend of seasoned technical and real-world experience to address the rapidly changing cybersecurity landscape. As threats shift from dark web basement hackers to sophisticated, collaborative, well-funded, and multi-faceted criminal networks, employers want high-level problem-solvers and decision-makers, sound communicators, and effective collaborators, which require skills developed through real-world, hands-on workplace experiences. Effectively meeting this labor force demand requires an unobstructed pipeline of simultaneous education, training, and workplace experience initiated while the prospective labor force is in high school.

Vegas PBS piloted a summer bridge certification program to collectively address the labor force skills gap. The program provides preparation for IT certification for entry-level IT employment and early work-place experiences, skills-building, and continuing education, training, and certification for a high-level career in IT and cybersecurity. In partnership with Clark County School District, Vegas PBS recruited students who were either: (1) recent high school graduates with some IT related course work; or, (2) veterans, aged 26 or younger, who also had IT experience in the military. As a pilot program, the intent is to design and implement a scalable model.

Vegas PBS aims to serves Nevada’s workforce training needs through strong relationships with over 100 workforce partners that range from high-capacity international employers, to grass-roots family centers and shelters, to statewide institutions and specialized nonprofit organizations.

Challenges & Next Steps



While the NSFY/LifeWorks initiative has resulted in considerable success in Nevada, there remain challenges in sustainability and opportunities for improvement.

The initiative faced significant state-driven fiscal and budgetary process challenges in the ability to efficiently allocate resources (e.g., state contracting, budgeting, and subgrant processes). Furthermore, because of the disconnect of access to some secondary to postsecondary data elements, the WestEd Nevada Pathways to Employment project was delayed considerably, which impeded CTE program alignment and supports for the local education agencies Perkins V comprehensive local needs assessment (CLNA) resources.

Presently, the NSFY/LifeWorks initiative is an unfunded initiative in the state's budget beyond the December 31, 2019 NSFY grant term; NDE is currently seeking alternative methods to continue the LifeWorks initiative and activities post-NSFY grant expiration.

As LifeWorks is actively seeking long-term solutions for initiative and activity sustainability, which pertains not only to funding but also to the repositioning of key personnel to ensure the success and continuity of the program, significant roles have changed during 2019:

Dr. Dawn Burns, who previously led the NSFY/LifeWorks initiative for the NDE, returned to her position with the Clark County School District. Melissa Scott, an Education Programs Professional in NDE, has assumed the acting role of NSFY/LifeWorks lead in the interim of a permanent solution.

The NSFY/LifeWorks Steering Team that was established under this grant is committed to continuing its work and collaborations, which is iterated within Nevada's Perkins V State Plan. To the best of the ability and capacity of NDE and its key NSFY/LifeWorks partner agencies and entities, LifeWorks will continue to be the college and career pathway readiness initiative that connects students and engages employers to support Nevada's high-skill, high-wage, or in-demand occupations and industry sectors.

Further, NDE is collaborating with OWINN to identify opportunities for LifeWorks' alignment, sustainability, and success in connection to OWINN's charge. The agencies are executing this collaboration with the intent of establishing long-term, positive educational and career outcomes for Nevadans, as well as contributing positively to Nevada's economic diversity and overall health.



Building Skills for
the New Nevada

