



STAKEHOLDER FEEDBACK FROM 10-19-10 AND 10-22-10

During two stakeholder feedback sessions, participants were broken up into small group discussions, with each group asked to report out on one consensus recommendation for each time period indicated for each goal. All consensus recommendations are highlighted in yellow, and all input offered during the two sessions is included.

VISION SHARED GOALS FOR WEST VIRGINIA

(note: the exact goal statements may be adjusted slightly depending on the availability of reliable metrics.)

GOAL 1: ENTREPRENEURSHIP — By 2015, West Virginia ranks first in the nation in the percentage of residents who own a business.

Suggested action steps from the Board of Directors:

Possible start-up activities for first Committee meeting:

- Review the Vision Shared Entrepreneurship Team’s Blueprint for Entrepreneurial Development in West Virginia (copies will be provided to team members in addition to being available on the VS website) plus other relevant materials
- Review legislation related to entrepreneurial growth, i.e. SB493 (2010)

Possible Action Steps for the Remainder of Year 1:

- Pursue legislation allowing entrepreneurial growth to happen, i.e. SB493 (2010).
- Via a media and education campaign, educate the public on entrepreneurship as a career option. Remove the mystery of starting a business.
- Take an inventory of entrepreneurial training programs available in W.Va.
- Explore viable legislation for increasing availability/access to capital for start-ups.

Possible Year Two Action Steps:

- Implement entrepreneurial training programs in schools, K-12 or higher. Increase availability of capital for start-ups by passing legislation to establish funds for start-ups.

Goal 1: Entrepreneurship Action Step Recommendations from Stakeholders

(highlighted responses indicate group consensus)

1. What possible start-up activities do you recommend for the first meeting of each committee (tentatively slated for January 2011)?

- Review VS entrepreneurship Blueprint
- Study successful entrepreneurship programs across the nation

- Inventory best programs in WV and US that promote RURAL entrepreneurship and best school programs to train entrepreneurs
- Review the national content standards for entrepreneurship for implementation into WV CSOs Policy 2520.
- Review the current entrepreneurship activities available in the state (i.e. entrepreneur competition, VisionQuest)
- Review: Where are we now on this goal? Is it a realistic goal? What have we done? What are our goals beyond year 1? What are the barriers?
- Educate members about ESOPS (employee stock-ownership plans)
- Look at Indiana's ESOP program and ESOPs already in WV
- Do an assessment of where WV ranks now. How many self-owned businesses?
- What can we do to increase e-ship in WV?
- What support exists now for start-up businesses – how to promote these services?
- Get familiar with existing entrepreneurial support programs in the state (micro-lending, IDAs, etc.)
- Conduct a survey to understand the challenges of small business owners.

2. What are some realistic action steps for the committee for the remainder of 2011?

- Review SB493
- Coordinate education on entrepreneurship at the high school, CTC and university level.
- Hold one event every year that focuses on entrepreneurship.
- Launch a media campaign that includes examples of successful rural entrepreneurs.
- Encourage business competitions to expand to include mentorships for students – kids shadowing entrepreneurs.
- "Revisit" the CSOs to determine initial efforts that should be introduced.
- Develop entrepreneur visitation day program.
- "Be Your Own Boss" Day.
- Support entrepreneurial training programs infrastructure.
- Use the Department of Education to promote entrepreneurship.
- Determine barriers to entrepreneurship in WV.
- Develop curriculum with the state Board of Education for K-12 education across the state.
- Determine entrepreneurship resources across WV.
- Celebrate successful entrepreneurs across WV.
- Look at legislation that may impair or enhance ESOP creation.
- Take an inventory of what support systems exist for start-up businesses and get the word out about what is available.
- Find the gaps.
- Find out what schools have entrepreneurship classes.

3. What are some longer-term action steps for each committee (activity for years 2-3-4)?

- Make sure available e-ship programs identified/recommended in the Blueprint are filled.
- Support the business plan competition.
- Encourage mentoring or e-mentoring.
- Promote the development of additional/expanded CDFI's (community development financial institutions) and other vehicles to fund entrepreneurship.

- Implement an entrepreneurship portfolio component into the career tracking techniques already being done in the schools.
- Promote regional entrepreneurial development and the statewide business plan competition
- e-mentoring
- Review the majors/courses available in high school/higher ed to see whether they include entrepreneurial-related coursework.
- Implement curriculum for K-12 entrepreneurial education across state.
- Publicize entrepreneurship opportunities across WV.
- Develop entrepreneurship mentoring programs across WV.
- Increase involvement of higher education in entrepreneurship across WV.
- ESOP policy promotion in public policy and legislation.
- Develop entrepreneurship education in K-12.
- Information to support small business owners – online tutorial (so you want to start a business?). Resources include regulations, how to incorporate, tax credits, etc. Simplify the process with e-government.
- Map existing services/programs by who they serve and identify gaps in services (high-growth sophisticated vs. micro)
- State-level entrepreneurship czar
- Retirees with small businesses
- Incubators that are not just cheap real estate.

GOAL 2: EDUCATION — By 2020, West Virginia ranks within the top 10% internationally for reading and math scores of grade 4 and grade 8 students.

Suggested action steps from the Board of Directors:

Possible Start-Up Activities for first committee meeting (slated for January 2011):

- Meet with state education leaders to discuss aligning the state’s educational standards to meet the Vision Shared goals, i.e. establish a partnership with the Department of Education/Board of Education to increase their standards.
- Engage teacher unions to gauge their feedback to Vision Shared’s goals for West Virginia.
- Review the Board of Education report, “It’s All About the Kids.”

Possible Action Steps for the remainder of Year 1:

- Become fully updated on the new state Early Child Advisory Council (formerly PIECES) and explore areas for collaboration (i.e. create a new parenting initiative to foster early childhood education).
- Get a status update on the Professional Development School program – where are we on the Partnership for Teacher Quality?
- Study public policy initiatives that allow for innovation.

Possible Action Steps for the years 2-3-4:

- Increase funding for education programs.
- Define and develop innovative public-private partnerships that pilot new ideas in schools.

- Create incentives for educators and the system to allow for innovation.
- Improve teacher quality and quantity particularly in the areas of reading and math.

Goal 2: Education Action Step Recommendations

(highlighted responses indicate group consensus)

1. What possible start-up activities do you recommend for the first meeting of each committee (tentatively slated for January 2011)?

- Examine WV Department of Commerce Jobs of the Future report to the Legislature.
- Bring kids to jobs. Get them learning experiences to pique their interest.
- Meet with state education leaders to discuss aligning the state's educational standards to meet the Vision Shared goals, i.e. establish a partnership with the Department of Education/Board of Education to increase their standards.
- Convene educational leadership to articulate student programs from birth through higher education and attract the support of the business community to support needed programs.
- Review the top three recommended curricula for math and science (including problem-based learning and applied math).
- Revisit the current 21st Century Learning initiative: public ed, higher ed and how they relate to entrepreneurial education and their assessments. Policy 5800 – leadership.
- Understand where we are and why (include vulnerabilities, health, etc., of parents and kids)
- Create awareness of public and community-based organizations in meeting this goal.
- Ask for representation of all stakeholders/players to participate in committee, from students to policymakers.
- Develop a system that supports social needs of children as well as their educational needs.
- Look at innovative ideas to increase math and reading scores.
- Involve the Department of Education, superintendent of schools, union leaders, parents, young people, Senate and House education chairmen, HEPC, Education Alliance, etc.
- Where are we now?
- Look at international success models/global leaders.
- Bring in leaders from successful models/send us there.
- Union partnership is critical – elevate status of the profession.
- Engage a crisis mentality
- NAEP scores are not the goal, they are an extension of students genuinely motivated and engaged as learners (context-see www.gallupstudentsurvey.org or www.hopesurvey.org)

2. What are some realistic action steps for the committees for the remainder of 2011?

- Collaborate with the new Early Child Care Council (formerly PIECES).
- Evaluate and develop three actions that advance the Partnership for Teacher Quality/professional development program for teachers and identify resources to make this stronger.
- Implement public policy initiatives that allow for innovation and entrepreneurship.
- Embark on a media campaign (involving three WV governors?) to persuade the public that: 1) the education system in WV and US is in crisis; 2) failure is not an option; 3) West Virginians must develop, for the sake of their children, a self-expectation of becoming educated AND being able to

work. Coordinate the media campaign with local sessions built on public and private local partnerships.

- Make recommendation on curricula to state Board of Education.
- Develop a legislative agenda promoting extended learning/after-school programs.
- Plug into and involve public and community-based organizations in meeting this goal (maybe partner with other organizations)
- Engage industry to develop curricula and programs to meet current and future needs.
- Determine reasons we are behind, etc.
- Reward/incentivize principals for results-oriented goal achievement (and give principals more independence for hiring policies).
- Abandon a one-size-fits-all policy – look at other indicators of success in schools rather than just test scores.
- Find ways for more parental involvement in schools.
- Read research and recommendations that already exist.
- Look at how teachers are being trained to innovate or cultivate innovative education processes.
- West standards – how do they help/hurt innovation?
- Look at Net Worth model as a way to integrate new ideas to core curricula requirements.

3. What are some longer-term action steps for each committee (activity for years 2-3-4)?

- Increase funding for education programs.
- Focus on making STEM education a priority.
- Continue the media campaign suggested above...
- Develop a marketing campaign to promote and encourage higher educational attainment (to overcome cultural/family challenges to becoming educated or combat the argument that “if you become educated, you’ll leave us.”)
- Improve teacher quality and quantity, particularly in the areas of reading and math. Encourage more national teacher certification
- Re-examine the VS goal language for education to see whether it remains the right goal.
- Continue to advocate for extended learning/after-school programs.
- Develop and fund early childhood programs to help them success in school and in life.
- Examine year-round schools or charter schools.
- Look at why “bad” teachers are still allowed to teach.
- Increase funding
- Decrease class sizes
- Incentives for innovation
- Holistic look at solving education problems (social issues), Geoffrey Canada model.
- School as the community center.

GOAL 3: WORKFORCE DEVELOPMENT — By 2020, West Virginia ranks among the top 20% internationally for students who have obtained at least a two-year degree within six years of graduating from high school.

Suggested action steps from the Board of Directors:

Possible start-up activities for first team meeting:

- Examine how graduation rates are calculated for higher ed (graduation rates do not include transfers or those who take time off).
- Examine the governor's NGA program, Complete to Compete.

Possible Action Steps for the remainder of Year 1:

- Develop an inventory of all existing workforce development programs (Vision Shared started work on this a few years ago, but it was never completed.)
- Explore creation of a mentor-based retention system to keep students in programs once they are enrolled.

Possible Action Steps for years 2-3-4:

- Increase scholarship support.

Goal 3: Workforce Development Action Step Recommendations

1. What possible start-up activities do you recommend for the first meeting of each committee (tentatively slated for January 2011)?

- Examine Complete to Compete and develop a WV-appropriate model.
- Regarding two-year degrees, educate for jobs at whatever level.
- Examine graduation rates (high school and college) and develop exit interview plan for dropouts and their parents.
- Track "returning" students (22-64 years of age)
- Focus on P-14, not just K-12 (NGA program)
- Youth and adult focus groups.
- Decide: career prep or skill prep?
- Market the "right paper for the job" – why two-year versus four-year?
- Business and CTC workforce summit – curriculum challenges and priorities
- Acknowledge "non-degree" programs as a path to good jobs/careers.
- What demographic is going to four-year college and why – de-emphasis skills/trades? Improve matching student skills with their career objectives.
- Examine reasons why college enrollees do not graduate.
- What is the rate of enrollment in programs and the dropout rate.
- Examine how graduates are calculated – percentage of graduation rate right now for higher education.
- Do two-year degrees get you to knowledge-based/hi-tech careers?
- Reformat goal to count all post-secondary education, not just two-year, four-year.
- Get industry to the table to talk about how structure of two-year degree programs can improve

2. What are some realistic action steps for the committees for the remainder of 2011?

- Develop an inventory of existing workforce development programs and see if they overlap with what others are doing.
- Explore mentoring-based retention systems for students.
- Explore giving grants to schools, not just to students.

- Promote cooperative efforts among WIBs, CTCs, K-12 to model best practices and avoid duplication.
- Examine just what goes on during the two years of an associate's degree. Push for practical skills (business math and business writing)
- Extensive internships in high school. Immersive career exploration programs.
- Coordinate myriad of workforce development organizations across the state.
- Ensure HS graduates are prepared for post-secondary education.
- Examine level of high school remedial skills impacting success in college.
- Promotion of trades/skills vs. solely four-year college.
- Look at what kind of support systems students need to keep them from dropping out or to be successful.
- PROMISE scholarship expansion to two-year schools.
- Performance of WIBs and accountability

3. What are some longer-term action steps for each committee (activity for years 2-3-4)?

- Identify incentives to graduate. Tie scholarships to graduation?
- Confirmation of programmatic alignment of available jobs.
- Build a plan to address what has been learned during the first year of the committee's work.
- Extend PROMISE Scholarship to two-year institutions.
- Develop solutions for financial barriers for post-secondary education (two-year, four-year, etc.)
- Address cultural mindsets that are barriers to post-secondary education.
- Implement strategies that are worth keeping.
- Determine how to assist high school students in being successful.
- Develop transition programs from high school to college, i.e. College 101 – a college-readiness class statewide, in all schools.
- Program to better match up what workforce needs are vs. what college and universities are producing. Forums between business leaders and academia to produce graduates the workforce actually needs.
- Promotion of classes at actual employer locations to help students choose majors/careers.
- Funding for retraining of displaced jobs, i.e. from coal industry.
- 529 accounts for all kids in WV (seeded money)
- Two-year entrepreneur degree

GOAL 4: RESEARCH AND COMMERCIALIZATION — By 2020, West Virginia ranks among the top 25% of the U.S. in the percentage of its workforce employed in private-sector, technology-based companies, including advanced energy firms

Suggested action steps from the Board of Directors:

Possible start-up activities for first team meeting (slated for January 2011)

- Read, discuss the Blueprint for technology-based economic development (from VS partner organization TechConnect WV).

- Discuss/plan how to encourage state government leadership at least to embrace and champion (if not fund) the concept of the technology sector.
- Analyze policy that will help grow the high-tech sector, i.e. SB493 (2010) to establish an environment from a regulatory standpoint that fosters development.

Possible Action Steps for the remainder of Year 1:

- Inventory all available resources for connecting investors with our entrepreneurs and researchers and develop a plan to increase activity in this area.
- Identify best ways to direct people into STEM-related degrees.

Goal 4: Research and Commercialization Action Step Recommendations

1. What possible start-up activities do you recommend for the first meeting of each committee (tentatively slated for January 2011)?

- Make sure Vision Shared has all four goals in concert.
- Connect TechConnect WV to others?
- The Blueprint is the plan! Adopt the TechConnect blueprint and support advancing it.
- Review best policy options and develop an advocacy agenda. No need to rewrite TechConnect blueprint.
- Investigate how universities could create bridge funds, incubators.
- Read, review, rewrite (if needed) the TechConnect blueprint. Find West Virginia's niche.
- Review what's been done – TechConnect WV, goals, etc.
- Education for legislative bodies on technology – disconnect on what we need, particularly to help businesses overcome generational issues.
- Work further on broadband access to promote smartphone use.
- Assess the availability of tech-based majors in WV to prepare for a technology career.
- What are we poised to succeed at with energy? (geothermal, e.g.)
- Incentives to innovate in high-tech fields
- Communicate blueprint to the public

2. What are some realistic action steps for the committees for the remainder of 2011?

- Coordinate VS activities with TechConnect and Create WV.
- "Sell" the TechConnect blueprint and VS advocacy agenda for research/commercialization.
- Hold Vision Shared workshops with key campus leaders at universities across the state to start building more of a buy-in of TBED objectives.
- Create energy trust fund to promote high-tech jobs and economic development.
- Get WV to invest more money in the technology economy (infrastructure, etc.)
- Develop IT infrastructure that will support hi-tech businesses.
- Provide information to students in grades 4-8 on what skills they need and what they need to be good at if they want a career in gaming, computers, etc.
- Address/resolve infrastructure issues

3. What are some longer-term action steps for each committee (activity for years 2-3-4)?

- Sell the blueprint even more – Help the state focus on the need for universities and their partners (i.e. Innova) to become COMPETITORS for federal money, since earmarking is longer the answer. Competition will require regional and farther-out collaborative – lone rangers can't compete.
- Create one research corporation for all of West Virginia (WVU and Marshall)
- Increase STEM (science, technology, engineering and math) involvement in K-12 across WV with emphasis on under-represented groups (females, etc.)
- Increase awareness of breadth of opportunities in technology areas (not just engineering and four-year degrees)
- Develop programs to promote to young entrepreneurs about what WV can offer in addition to IT infrastructure.
- Have all economic development authorities and agencies embrace and promote technologically based businesses.
- Examine whether the goal has the wrong metric attached to it.
- Technology tracks in high school so students will know what courses they need for hi-tech careers/higher ed.
- Look at ways to utilize other natural resources that protects them and uses them innovatively
- Credit programs/offsets (nutrient credits)
- WV Proud model: celebrate those who support the future of West Virginia's environment, society, etc.)