

# SKILLS ECONOMY TOOLKIT

## ACTION GUIDE: STRATEGIC PLANNING FOR A SKILLS ECONOMY

---

### Introduction

The shift to a skills economy represents a fundamental transformation in how we understand, value, and deploy talent. For Workforce Development Boards, this is both an opportunity and a mandate to lead regional transformation.

*This guide provides a structured 7-step process to help your board develop and implement a strategic plan that positions your region to thrive in a skills economy. You'll learn how to build consensus, align partners, set clear goals, and create actionable roadmaps that drive measurable change. It will also help you. Your strategic plan will articulate the board's vision, goals, ecosystem strategy, and regional-level accountability framework.*

Note: This is not an operational manual for running skills-based programs, initiatives, or delivering services. Those operational details belong in workforce center operating plans, informed by your board's strategic direction.

### Who Should Use This Guide

This action guide is designed specifically for boards as the governing and strategic body:

- Board chairs and members seeking to set strategic direction
  - Executive directors and leadership teams are responsible for implementation
  - Employer representatives who want to influence workforce strategy
  - Planning staff who need frameworks and tools
-

## What You'll Learn

- How to conduct a skills economy readiness assessment
- Strategies for building member and partner buy-in and consensus
- Frameworks for setting vision, goals, and measurable outcomes
- Action planning techniques with clear timelines and ownership
- Methods for tracking progress and adapting your strategy

## How to Use This Guide

Work through the seven steps with your board leadership, senior staff, and key partners. Each step produces content for a specific section of the companion Skills Economy Strategic Plan Template. The process typically takes 8–12 weeks, depending on the scope of stakeholder engagement.

Step	Action	Strategic Plan Section	Action Guide or Tool Ref
1	Assess Your Board's Readiness	Section 1: Current State	Skills Readiness Assessment, Board Capabilities
2	Develop Your Regional Vision	Section 2: Vision & Direction	Skills Economy Vision Guide
3	Clarify Your Board's Role	Section 2: Vision & Direction	Clarifying Your Board's Role
4	Set Strategic Goals	Section 3: Goals & Objectives	All relevant Practice Guides
5	Create Action Plans	Sections 4–5: Ecosystem & Roadmap	Clarifying Your Board's Role, Employer and Issuer Engagement, The Role of Technology in Skills Work, and Ensuring Accessibility
6	Establish Governance	Section 6: Governance	Board Capabilities, Skills Data Governance
7	Launch, Monitor & Adapt	Sections 8–10: Risk, Eval, Comms	Evaluation and Impact Measurement

### **Before You Begin**

We recommend completing the Action Guides - Skills Readiness Assessment and developing your Skills Economy Vision before starting this strategic planning process. These foundational activities create the shared understanding and partner alignment that make strategic planning more productive.

If you haven't completed them yet, Steps 1 and 2 of this guide will walk you through abbreviated versions.

# Board Use Story

*This is a fictional story based on research with boards across the country as to how they used strategic planning processes and tools to support their skills economy work.*

## The Challenge

Great Lakes had piloted digital badges with two employers for 18 months, but the initiative stayed small. They had early wins but lacked a roadmap for scaling. Every board meeting, someone would usually ask 'What's next?' and the board didn't have a good answer. They needed a real strategy, not just a pilot.

## How They Used the Guide

The board's executive committee worked through the Strategic Planning Action Guide over eight weeks, completing corresponding sections of the Strategic Plan Template.

- **Assess Readiness:** The Board Readiness Quick-Check revealed they scored high on employer engagement but low on infrastructure and regional ecosystem connections. They had relationships but no system.
- **Vision & Role:** Using the Vision Development Worksheet, they drafted a regional vision statement. The Role Clarity Matrix helped them define their primary role as Investor and Capacity Builder, funding infrastructure others would operate, rather than running programs directly.
- **Goals:** The Goal-Setting Framework prompted them to set SMART goals at the board level. Instead of 'expand the badge program,' they set: 'By Q4 2026, 50% of manufacturing employers in our region will use skills-based job descriptions for entry-level roles.'
- **Action Plans & Governance:** The Action Plan Template assigned clear ownership, staff vs. board vs. partners, for each initiative. They established a Skills Economy Committee with quarterly reporting to the full board, in accordance with the Governance Framework.

## The Result

Six months after adopting the plan, Great Lakes had secured a \$400K state grant for regional skills infrastructure, funding they couldn't have pursued without a documented strategy. Their pilot expanded from 2 employers to 14, and their community college partner began aligning credentials to the shared skills framework.

# Step 1: Assess Your Board's Readiness


 **Strategic Plan Template** → Section 1: Current State Assessment

Before you can plan where you're going, you need an honest picture of where you are. This step helps your board evaluate its current capacity across the four elements that drive skills economy readiness. This is a board-level assessment; it evaluates your board's strategic capacity, not the operational performance of individual workforce centers or programs.

## The Four Elements of Board Readiness

Use the following framework to evaluate your board's current capabilities across key dimensions:

Element	What It Measures	Key Questions
<b>Leadership &amp; Vision</b>	Board's understanding of and commitment to skills economy principles	Does the board have a shared vision? Are skills language embedded in strategy?
<b>Employer Engagement</b>	Depth and quality of employer relationships around skills practices	Are employers adopting skills-based hiring? Do they participate in governance?
<b>Infrastructure &amp; Technology</b>	Data systems, taxonomies, and platforms that support skills transparency	Do you have shared language skills? Can data flow between partners? Are there LER/Digital Credential pilots or demonstrations in the region?
<b>Regional Ecosystem</b>	Strength of partnerships and collective action across the region	Are partners aligned? Is there shared ownership of skills economy outcomes?
<b>Policy &amp; Resources</b>	Presence of board, regional, and state policies around skills practices.	Are there state or local policies supporting skills-based approaches? Do you have dedicated funding or staff? What resources are available?

 **Action Item:** Schedule a 90-minute board workshop to complete this assessment together. Document current state ratings (Starting, Developing, Leading) for each dimension.

# Board Readiness Quick-Check

➔ **Toolkit Cross-Reference:** See the *Action Guide: Skills Readiness Assessment* for a comprehensive self-assessment with scoring, and *Action Guide: Board Capabilities Self-Assessment* for evaluating board member competencies.

Use this condensed assessment with your board or planning committee. Rate each area from 1 (Starting) to 5 (Leading).

Readiness Area	Rating	Evidence / Notes
Board members understand skills economy concepts	/ 5	
The board has adopted a skills economy vision statement	/ 5	
Employer partners are engaged in skills-based practices	/ 5	
Regional skills taxonomy or a common language exists	/ 5	
Technology infrastructure supports skills data	/ 5	
Staff have the capacity for skills-first approaches	/ 5	
Partners are aligned around shared skills goals	/ 5	
Board governance includes skills economy oversight	/ 5	
<b>Total Score</b>	<b>/ 40</b>	

## Interpreting Your Score

<b>Criterion</b>	<b>Leading</b>	<b>Building</b>	<b>Developing</b>	<b>Starting</b>
<b>Score</b>	<b>32-40</b>	<b>24-31</b>	<b>16-23</b>	<b>8-15</b>
<b>Description</b>	Your board is well-positioned. Focus on scaling and deepening impact.	Strong foundation in place. Prioritize gaps and accelerate momentum.	Key elements are emerging. Focus on vision alignment and early wins.	Begin with foundational work: education, vision, and stakeholder engagement.

## Step 2: Define Your Regional Skills Economy Vision

 [Strategic Plan Template](#) → *Section 2: Vision & Strategic Direction*

A compelling regional vision creates the shared direction that aligns your board, partners, employers, and community. As a workforce development board, your role is to convene members, partners, and stakeholders around this vision, not to develop it in isolation.

### What Makes a Strong Skills Economy Vision?

Your vision should answer one question: What does our region look like when skills are the primary currency connecting workers and employers?

- **Aspirational:** Paints a compelling picture of the future that motivates action
- **Regional:** Reflects your specific economy, industries, populations, and opportunities
- **Inclusive:** Centers equity and access for all workers, especially underserved populations
- **Shared:** Developed with input from employers, educators, workers, and community
- **Actionable:** Specific enough to guide strategic decisions and resource allocation

Your vision statement should answer:

- What does success look like in 3-5 years?
- How will workers benefit from a skills-based system?
- How will employers benefit?
- What makes your region unique or competitive?

### The Board's Role in Vision Development

The board convenes the conversation, but the vision belongs to the region. Your role is to:

- Identify and invite the right stakeholders to the table
- Facilitate a structured process for developing the vision
- Ensure diverse voices are represented, especially those historically excluded
- Formally adopt the vision as board policy
- Communicate the vision consistently across all channels

## Example Vision Statements

### **Example 1: Manufacturing Region**

"By 2030, our region will be recognized as a leader in skills-based manufacturing careers, where every worker has a portable skills profile, employers hire based on verified competencies, and training providers align to industry-recognized credentials, creating clear pathways from entry-level to advanced manufacturing roles."


### **Example 2: Urban Tech Hub**

"Our region will eliminate degree requirements as the primary barrier to opportunity, replacing them with skills-based hiring practices that expand access to high-wage tech careers for underrepresented communities, creating 10,000 new pathways to economic mobility by 2030."

**Action Item:** Use the *Vision Development Worksheet* in the guide (Tool 1) to draft your vision statement through stakeholder input sessions.

**Toolkit Cross-Reference:** See the *Skills Economy Vision Action Guide* for a detailed facilitation process, including a 90-minute workshop format with instructions.

## Step 3: Clarify Your Board’s Role in the Skills Ecosystem

 **Strategic Plan Template** → Section 2: Vision & Strategic Direction (Board Role)

Not every board will play the same role in the skills economy. Your board’s specific role depends on your region’s needs, your existing capacity, your partnerships, and your strategic priorities. Clarity about your role prevents overcommitment and focuses your impact.

### The Role Spectrum

Most boards operate across a spectrum of roles. The key is knowing where you lead, where you support, and where you defer to partners.


Role	Description	Example Activities
<b>Convener</b>	Bringing stakeholders together around shared priorities and creating the conditions for collective action	Hosting employer roundtables, facilitating cross-sector partnerships, coordinating regional alignment
<b>Strategist</b>	Setting regional direction through research, planning, and policy influence	Publishing labor market analyses, developing regional skills strategy, advocating for policy change
<b>Investor</b>	Directing resources and funding toward skills economy priorities	Funding pilot programs, investing in technology infrastructure, supporting employer incentives
<b>Capacity Builder</b>	Building the capabilities of partner organizations across the ecosystem	Training providers on skills-based approaches, supporting employer HR practices, sharing best practices

➔ **Toolkit Cross-Reference:** See *Clarifying Your Board's Role (Action Guide)* for a detailed self-assessment of your board's unique value. See the *Action Guide Mapping the Skills Ecosystem* for understanding your regional landscape.

## Key Questions for Your Board

- Where does our board add the most unique value in the skills ecosystem?
- What are other organizations already doing well that we should support rather than duplicate?
- What gaps exist in our region that only a board-level convener or strategist can fill?
- How does our skills economy role complement our existing WIOA responsibilities?

# Step 4: Establish Strategic Goals and Objectives

 **Strategic Plan Template** → *Section 3: Strategic Goals & Objectives*

Strategic goals translate your vision into measurable targets. Focus on 3–5 major goals that will drive transformation across your regional ecosystem. These should be board-level goals that set the system's direction, not operational targets for individual programs.


## Recommended Goal Areas for Boards

Consider setting goals across these areas, each of which connects to specific Practice Guides in the toolkit:


Goal Area	What It Looks Like	Relevant Action Guides
<b>Ecosystem Building</b>	Strengthening partnerships, aligning regional actors, and building shared infrastructure	Mapping the Ecosystem, Skills Data Governance, Skill Taxonomies
<b>Employer Adoption</b>	Increasing the number of employers using skills-based hiring and talent practices	Employer & Issuer Engagement
<b>Infrastructure</b>	Building technology, data systems, and shared platforms for skills transparency	Role of Technology, Skills Data Governance
<b>Equity &amp; Inclusion</b>	Ensuring skills-based approaches expand access for underserved populations	Ensuring Inclusion and Accessibility
<b>Innovation</b>	Leveraging AI and emerging tools to enhance skills work responsibly	AI in Skills Economy
<b>Measurement</b>	Demonstrating impact and continuously improving based on evidence	Evaluation & Impact

## Example Goals

Goal Area	Example Goal	Measurable Outcomes
<b>Employer Adoption</b>	Increase employer use of skills-based hiring practices	50% of partner employers remove degree requirements from 25% of job postings by 2027
<b>Worker Access</b>	Enable workers to access and share validated and verifiable skills-rich credentials	10,000 workers create digital wallets with verified skills-rich credentials by 2026
<b>System Alignment</b>	Align education, training, and credentialing to common skills frameworks	75% of WIOA-funded training maps to recognized skills taxonomies by 2027
<b>Infrastructure</b>	Build data and technology infrastructure for skills transparency	Implement skills management platform and integrate with 3 partner systems by Q4 2026

 **Action Item:** Use the Goal Setting Framework (Tool 2) to develop SMART goals with your planning team.

## Step 5: Develop Action Plans with Clear Ownership

 **Strategic Plan Template** → Sections 4–5: Regional Ecosystem Strategy & Implementation Roadmap

Each strategic goal needs a detailed action plan that breaks it down into manageable initiatives with clear timelines, responsibilities, and milestones. This step also involves developing your regional ecosystem strategy, how you will engage partners, employers, and infrastructure to achieve your goals.

### Developing Your Ecosystem Strategy

Before detailing individual action plans, map out the ecosystem-level strategy that supports your goals. This involves three elements:

1. **Partner Engagement:** Which organizations will play key roles in your strategy? What will you ask of them, and what will you provide in return?
2. **Employer Approach:** How will you engage employers in skills-based practices? What is your phased engagement strategy?
3. **Infrastructure Investment:** What technology, data systems, or shared resources does your region need? What is the board's role in building or funding these?


→ **Toolkit Cross-Reference:** See *Action Guide: Mapping the Skills Ecosystem for partner identification methodology*. *Action Guide: Employer & Issuer Engagement for engagement strategies*. *Action Guide: Role of Technology for infrastructure planning*.

### Components of a Strong Action Plan

- **Key Initiatives:** Major projects or workstreams that will achieve the goal
- **Lead & Team:** Who owns each initiative and who supports them
- **Timeline:** Start and end dates, key milestones, and decision points
- **Resources:** Budget, staff time, partnerships, and other assets required
- **Success Metrics:** How you'll measure progress and impact
- **Risk Mitigation:** Potential obstacles and contingency plans

## Sample Action Plan: Employer Adoption Goal

Initiative	Lead/Team	Timeline	Milestone	Success Metric
<b>Skills-Based/First Hiring Roundtables</b>	Employer Engagement Manager	Q1-Q2 2026	Host 4 roundtables with 50+ employers	20 employers commit to pilot
<b>Job Description Toolkit</b>	Program Manager + HR Consultant	Q2 2026	Toolkit published and distributed	100+ downloads in the first quarter
<b>Pilot Implementation Support</b>	Business Services Team	Q3-Q4 2026	20 employers complete 6-month pilot	15 employers revise job postings

 **Action Item:** Use the Action Planning Template (Tool 3) to detail each initiative under your strategic goals.

# Step 6: Establish Governance and Accountability

 **Strategic Plan Template** → Section 6: Governance & Accountability

A skills economy requires sustained attention beyond what a single staff member or a committee meeting can provide. Establishing clear governance ensures your strategic plan has the oversight, decision-making authority, and accountability structures it needs to succeed.

## Governance Structure Options

Consider which model best fits your board’s structure and the scope of your skills economy work:

Model	How It Works	Best For
<b>Dedicated Committee</b>	A standing board committee focused on skills economy strategy, with regular meeting cadence	Boards with significant skills economy investment and multiple active initiatives
<b>Task Force</b>	A time-limited, cross-functional group charged with overseeing plan implementation	Boards launching skills work for the first time or piloting new approaches
<b>Integrated Oversight</b>	Skills economy goals embedded into the existing board committee structure and reporting	Boards where skills work is woven into the overall strategy rather than being separate
<b>Multi-Stakeholder Body</b>	A regional governance body that includes the board, employers, educators, and community organizations	Regional strategies that require shared ownership across multiple organizations

## Key Governance Elements

- **Decision Authority:** Who can approve resource allocation, partnership agreements, and strategy changes?
- **Reporting Cadence:** How often does the full board receive updates on skills economy progress?

- **Staff Accountability:** Which staff positions are responsible for day-to-day implementation?
- **Partner Roles:** How do partner organizations participate in governance and decision-making?
- **Escalation Process:** How are challenges, delays, or strategy changes raised and resolved?

● **Action Item:** Use the *Governance and Partner Engagement Tool (Tool 4)* to outline key governance and engagement decisions

➔ **Toolkit Cross-Reference:** See the *Board Capabilities Self-Assessment* for evaluating your board's governance readiness. *Clarifying Your Board's Role: Action Guide* for aligning governance with board functions

## Step 7: Launch, Monitor, and Adapt

 **Strategic Plan Template** → Sections 8–10: Risk Management, Evaluation & Improvement, Communication

A strategic plan is only as good as its execution. This final step establishes the rhythms and processes that keep your plan alive—turning a document into a living system of accountability, learning, and adaptation.

### Launch Checklist

Before formally launching your strategic plan, ensure these elements are in place:

- The board has formally approved the strategic plan
- Staff leads are identified and understand their roles
- Partner organizations have confirmed their commitments
- Baseline data has been collected for all success metrics
- The communication plan is ready for internal and external audiences
- The first quarterly review date is scheduled
- Budget has been allocated for Year 1 priorities

### Quarterly Review Process

Schedule quarterly reviews with your governance body to assess progress, surface challenges, and make adjustments. A consistent review rhythm prevents plans from becoming shelf documents.

#### Each Quarterly Review Should Cover:

1. **Progress Update:** What milestones were achieved? What's behind schedule?
2. **Metrics Review:** What do the data tell us about our impact?
3. **Partner Feedback:** What are we hearing from employers, educators, and the community?
4. **Risk Assessment:** Have new risks emerged? Are existing mitigations working?
5. **Adaptation Decisions:** What changes do we need to make to strategy, timeline, or resources?
6. **Communication Actions:** What do we need to communicate, and to whom?

➔ **Toolkit Cross-Reference:** *Action Guide: Evaluation & Impact Measurement for comprehensive metrics frameworks and evaluation methodologies.*

## Communication Strategy

Consistent communication keeps stakeholders engaged and maintains momentum. Plan for both internal and external communication:

Audience	Communication Type	Frequency
Full Board	Progress report and dashboard	Quarterly
Staff	Implementation updates, training, and celebrations	Monthly
Employer Partners	Impact stories, engagement opportunities, recognition	Quarterly
Education Partners	Alignment updates, data sharing, joint planning	Quarterly
Community / Public	Success stories, annual report, media	Semi-annually
Peer Boards	Lessons learned, resource sharing, and collaboration	Ongoing

## Appendix: Planning Tools & Templates

The following tools will support your strategic planning process. Copy and adapt them to fit your region's needs.

No.	Title	Short Description
1	<b>Vision Development Worksheet</b>	Use this worksheet to guide board and partners' discussions and draft your skills economy vision statement.
2	<b>SMART Goals Framework (Board Level)</b>	Use this template to develop specific, measurable, achievable, relevant, and time-bound goals for your skills economy initiative and activities.
3	<b>Action Planning Template</b>	Complete one template for each strategic goal.
4	<b>Governance Framework and Partner Engagement Matrix</b>	Map board governance framework, and member and partner interest, and plan your engagement approach.
5	<b>Quarterly Checklist</b>	A checklist to help the board stay on track with their work, building a skills economy

# TOOL 1: Vision Development Worksheet

Use this worksheet to guide board and partners' discussions and draft your skills economy vision statement.

**Vision Statement Prompt**

"By [year], [region name] will be a place where [aspirational outcome for workers], [aspirational outcome for employers], and [aspirational outcome for the community]. We will achieve this through [key strategies], ensuring [equity commitment]."

**1. What are our region's unique economic strengths and opportunities?**

**2. What workforce challenges do employers consistently face?**

**3. What barriers prevent workers from accessing good jobs?**

**4. How would a skills-based or skills-first system benefit our community?**

## 5. If we adopt a skills approach, what does success look like in 3-5 years?

### **Draft Vision Statement:**

(Synthesize the above responses into a compelling 2-3 sentence vision)

#### **Vision Statement Prompt**

"By [year], [region name] will be a place where [aspirational outcome for workers], [aspirational outcome for employers], and [aspirational outcome for the community]. We will achieve this through [key strategies], ensuring [equity commitment]."

## TOOL 2: SMART Goals Framework

Use this template to develop goals that are Specific, Measurable, Achievable, Relevant, and Time-bound. Frame goals in terms of what the board will achieve as a regional leader, not what individual centers will deliver.

**Example SMART Goal (Board-Level)**

"By December 2027, our board will have convened and supported at least 25 regional employers in adopting skills-based job descriptions, resulting in a measurable increase in interview rates for non-degree candidates across three priority industries."

Complete this for each goal

Element	Your Goal
<b>Goal Area</b> <i>What area does this goal focus on?</i>	
<b>Specific</b> <i>What exactly will you accomplish?</i>	
<b>Measurable</b> <i>How will you track progress?</i>	
<b>Achievable</b> <i>Is this realistic given your resources?</i>	
<b>Relevant</b> <i>How does this advance your vision?</i>	
<b>Time-bound</b>	

<i>When will you achieve this?</i>	
<b>Final SMART Goal Statement:</b>	

### Goal Summary

Complete this table for a summary of your boards goals.

Goal Area	Strategic Goal	Key Objectives	Success Measures	Timeline
Goal 1:				
Goal 2:				
Goal 3:				
Goal 4:				
Goal 5:				

## TOOL 3: Action Planning Template

Complete one action plan per strategic goal:

Component	Details
Strategic Goal	
Initiative 1	
Initiative 2	
Initiative 3	
Lead / Accountable	
Supporting Partners	
Timeline (Start-End)	
Q1 Milestones	
Q2 Milestones	
Q3 Milestones	
Q4 Milestones	
Budget Required	
Funding Source(s)	
Success Metrics	
Key Risks & Mitigation	

Initiative/Action	Lead	Start	Complete	Resources	Status


## TOOL 4: Governance Framework and Partner Engagement

Governance Element	Your Board's Approach
Governance Model (Committee, Task Force, etc.)	
Chair / Lead	
Members / Composition	
Meeting Frequency	
Reporting to Full Board (frequency & format)	
Decision-Making Authority	
Staff Lead for Implementation	
Partner Participation Model	
Performance Review Process	
Annual Strategy Refresh Process	

Map board member and partner interest and plan your engagement approach.

Board Member and/or Partner	Interest Level (Low/Medium/High)	Influence Level (Low/Medium/High)	Engagement Strategy


## TOOL 5: Quarterly Review Checklist

✓	Review Item	Status / Notes
	All milestone progress has been documented and reviewed	
	Success metrics data collected and analyzed	
	Partner feedback gathered (surveys, interviews, or meetings)	
	Budget expenditures reviewed against plan	
	Risk register updated with new or changed risks	
	Strategy adjustments identified and approved	
	Communication actions assigned and scheduled	
	Next quarter priorities confirmed	
	Wins and progress are celebrated with the team and partners	

## Next Steps

Your strategic plan is a living document that will evolve as you learn and adapt. To get started:

1. **Schedule your readiness assessment workshop** within the next 30 days
2. **Draft your vision statement** using stakeholder input
3. **Select 3-5 strategic goals** aligned to your vision
4. **Develop detailed action plans** for each goal
5. **Map and engage stakeholders** to build momentum
6. **Establish review cycles** to track progress

## Companion Resources

This guide is designed to work with the full Skills Economy Toolkit. Here's how the pieces connect:

### Action Guides: Readiness

- **Skills Readiness Assessment:** Evaluate your board's capacity (feeds into Step 1)
- **Skills Economy Vision:** Develop your regional vision (feeds into Step 2)
- **Clarifying Your Board's Role:** Define your unique contribution (feeds into Step 3)
- **Mapping Your Pathway Forward:** Chart your board's journey across developmental stages

### Action Guides: Implementation

- **Strategic Planning:** This guide and the **Strategic Plan Template:** Fill-in companion document, organized by 7 steps.
- **Mapping the Skills Ecosystem:** Partner identification and ecosystem analysis
- **Skills Data Governance:** Data standards and stewardship
- **Skills and Credentialing Taxonomies:** Common skills language
- **Employer and Issuer Engagement:** Employer adoption strategies
- **Role of Technology:** Platforms and digital infrastructure
- **Ensuring Accessibility:** Equity and inclusion in skills work
- **AI in the Skills Economy:** Responsible use of AI tools
- **Evaluation and Impact:** Measuring outcomes and continuous improvement

## Support Resources

- **Board Capabilities and Professional Development:** Self-assessment of board member competencies
- **Stories and Lessons Learned from the Field:** Spotlights and lessons from peer boards

*Questions, feedback, or need support setting your strategic plan?  
Contact the National Association of Workforce Boards  
[www.nawb.org](http://www.nawb.org)*