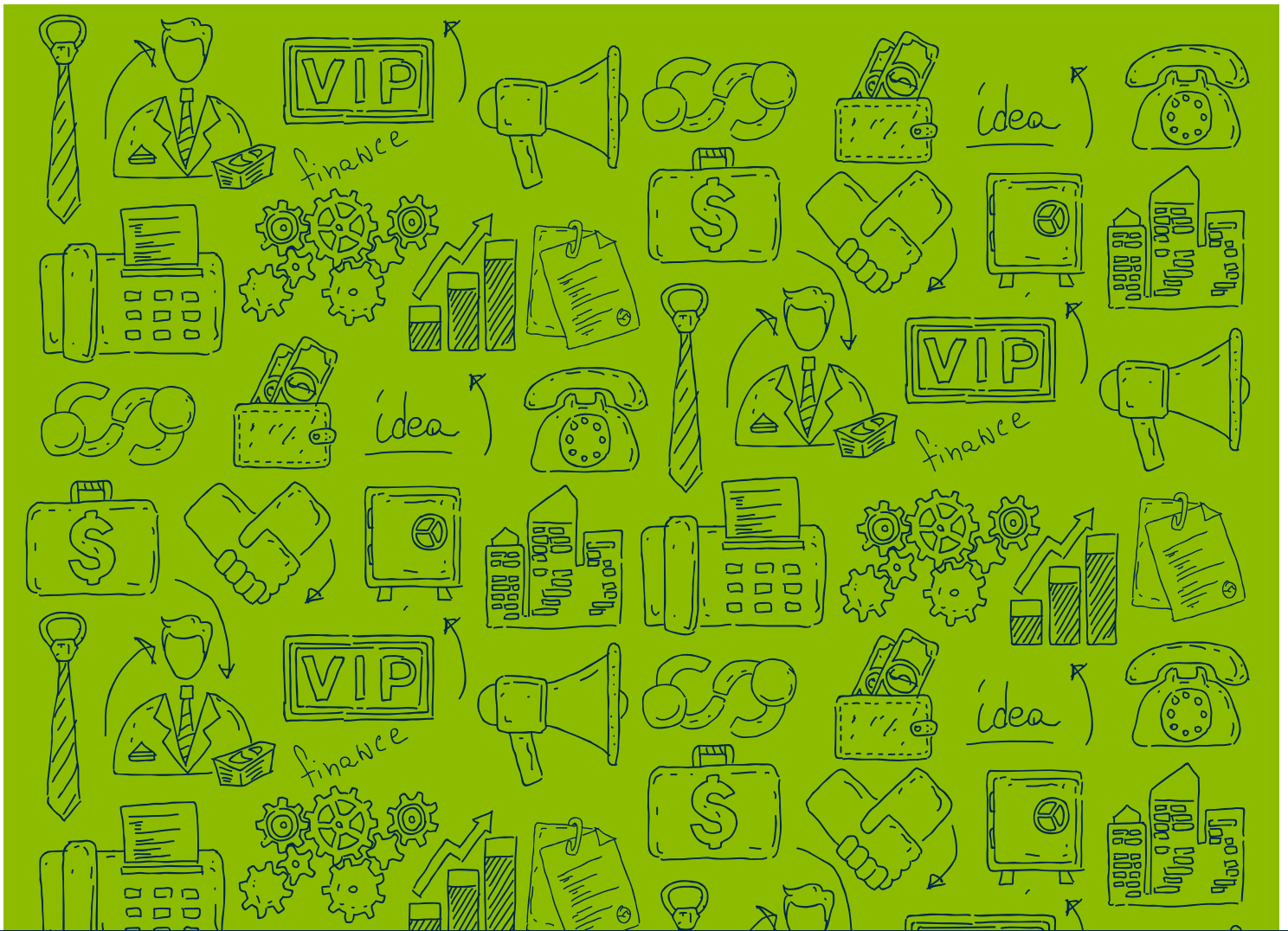


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EXECUTIVE SUMMARY



In November and December 2025, the Nebraska Statewide Workforce & Educational Reporting System (NSWERS) conducted a comprehensive engagement process to inform the development of its 2030 Strategic Plan. This process included three regional community engagement workshops held in Scottsbluff, Kearney, and Omaha, followed by a statewide strategic planning session with NSWERS' board, partners, philanthropic supporters, and NSWERS staff, in Lincoln.

The community workshops brought together educators, workforce leaders, and community members to share perspectives on the forces shaping Nebraska's education and workforce future. Across regions, participants emphasized the need for stronger education-to-workforce alignment, sustainable investment, collaboration across institutions, and strategies to attract and retain talent—particularly in rural areas. While each region surfaced unique priorities, common themes reflected shared concern about demographic change, workforce shortages, and the importance of preparing for emerging technologies.

Building on this input, the December Partners and Key Stakeholders Workshop focused on synthesizing statewide themes and examining future uncertainty. Participants identified major driving forces such as population change, artificial intelligence, trust in institutions, fiscal constraints, and the pace of change. Through scenario-based discussions and “What If” exercises, participants explored how different combinations of these forces could shape Nebraska's future and highlighted the importance of early warning indicators and data-informed policy choices.

Across all engagements, participants expressed strong support for NSWERS' role as a trusted, neutral source of integrated data and analysis. They emphasized the need for NSWERS to move beyond system building toward deeper use of data for decision making, evaluation, and preparedness. The insights captured through this engagement process directly informed the strategic goals and priorities outlined in the NSWERS Strategic Plan 2030.

On January 28, 2026, the NSWERS Executive Council approved the strategic plan goals and objectives. NSWERS staff then finalized the detailed strategies and tactics and will begin implementation of the full plan on July 1, 2026.



OVERVIEW

In November 2025, NSWERS hosted a series of three community engagement workshops in Scottsbluff, Kearney, and Omaha to gather ideas, insights, and aspirations for the future of education and the workforce in Nebraska. These events invited participants to help shape the next NSWERS strategic plan by sharing their perspectives on the trends and challenges influencing the state's long-term success. Each full-day session brought

together leaders and community members for collaborative discussions, grounded in global and regional workforce trends and enriched by the diverse experiences of attendees. Participants engaged deeply in conversations that directly informed NSWERS' priorities and guide how the organization continues to connect data and information to improve outcomes for all Nebraskans.

LOCATIONS

SCOTTSBLUFF • NOVEMBER 10, 2025

Western Nebraska Community College

John N. Harms Center, 2620 College Park, Scottsbluff, NE 69361



KEARNEY • NOVEMBER 12, 2025

University of Nebraska at Kearney

Regional Engagement Center, 2204 University Dr, Kearney, NE 68845



OMAHA • NOVEMBER 14, 2025

Metropolitan Community College, Fort Omaha Campus

Center for Advanced and Emerging Technology (CAET)

5300 N 30th Street, Building 24, Omaha, NE 68111



KEY INSIGHTS

Across the three NSWERS community engagement workshops, participants from Scottsbluff, Kearney, and Omaha expressed consistent themes about the opportunities and challenges shaping Nebraska's education and workforce future. While each region contributed unique perspectives, the discussions revealed shared priorities, a collective urgency for system-level improvements, and a commitment to advancing opportunities for all Nebraskans. The following summarizes the major similarities that emerged across all three sessions, followed by a description of the notable differences in regional focus.

SIMILARITIES ACROSS REGIONS

Investment Required

Participants in every region emphasized that many of the opportunities and solutions identified will require sustainable investment and dependable local or state funding. Omaha participants specifically noted the importance of framing policy discussions around a cohesive long-term vision, educating stakeholders on policy decisions, and demonstrating the return on investment for education and workforce initiatives.

Restructuring the Education System

There was broad agreement that meaningful, top-down systemic change is needed to modernize Nebraska's education structure. Though attendees acknowledged that significant reform is challenging and often slow, they outlined similar strategies for making the system more flexible, responsive, and aligned with evolving learner and workforce needs.

Pipeline to the Workforce

Strengthening the continuum from early education through career entry was a recurring focus. Participants stressed the importance of youth career exploration, expanded apprenticeships, internships, and certification opportunities, and greater access to on-the-job training and retraining to meet workforce demands.

Education and Industry Partnerships

All regions recognized the critical role of collaboration between education systems and employers. Community colleges in Kearney were praised for strong business partnerships and the ability to tailor programs to industry needs. In contrast, participants noted that rural western Nebraska faces constraints that make curriculum flexibility more difficult. Strengthening these partnerships was a shared priority statewide.

Future-Proofing Nebraska

Participants emphasized the need to diversify Nebraska's economic base and encourage innovation to keep the state competitive. Preparing for emerging industries and technologies was viewed as essential to long-term economic resilience.

Collaboration and Integrated Coordination Across Nebraska

A common theme across all workshops was the need to break down silos and strengthen coordination across communities and institutions. Scottsbluff participants expressed particular concern that education opportunities and funding are not equitably distributed statewide.

Marketing Rural Nebraska

This topic was most prominent in Scottsbluff but also surfaced in Kearney and Omaha. Participants emphasized the importance of making rural Nebraska more attractive to both residents and newcomers. Themes included expanding childcare options, supporting homeownership, improving core infrastructure, enabling remote work, and strengthening pathways for career advancement.

Workforce Recruitment and Retention

All regions expressed concern about attracting and retaining a strong workforce. Omaha participants specifically highlighted the need to reduce "brain drain" and increase "brain gain," positioning Nebraska as a place where talented individuals want to live, learn, and work.

DIFFERENCES ACROSS REGIONS

While many themes were shared across the three locations, each region also surfaced distinct priorities shaped by local contexts. These differences provide valuable insight into how Nebraska's communities experience education and workforce issues in unique ways.

Artificial Intelligence (AI)

AI emerged as a major topic of interest in the Scottsbluff session, where participants frequently discussed its implications for education, workforce development, and economic competitiveness. In contrast, AI received significantly less attention in Kearney and Omaha, where other priorities dominated the conversation.

Agriculture

Despite agriculture's central role in Nebraska's economy and identity, it was not a major focus in the Kearney or Omaha discussions. Participants in these sessions concentrated more heavily on educational institutions, faculty needs, and broader workforce opportunities. This contrasted with Scottsbluff, where the rural context made agriculture a more natural part of the discussion landscape.

STRUCTURE

GALLERY OF THE FUTURE

Before the workshops, a visual gallery was created, featuring 30 distinct topics with significant implications for Nebraska's future. Participants explored the gallery, leaving comments and reactions on the displays. They then joined small-group discussions to share key insights and observations. Each group identified two or three major ideas to present to the full room, and these ideas were later clustered into overarching themes.

SCENARIOS

Participants next worked in teams to explore a series of potential future scenarios. Using a set of pre-identified driving forces, they examined how different combinations of favorable and unfavorable outcomes might shape Nebraska's long-term direction. This activity encouraged participants to think expansively and consider a range of possible futures.

IMPERATIVES AND RECOMMENDATIONS

In the final group activity, teams discussed what they viewed as the essential imperatives for Nebraska's future and developed recommendations for strategic priorities. These recommendations were then shared and discussed in the full group.

ONE BIG IDEA

To conclude the day, each participant was asked to reflect individually and share "one big idea" that captured their overall perspective from the workshop. This final reflection helped surface the most resonant insights and emphasized the collective aspirations of the group.

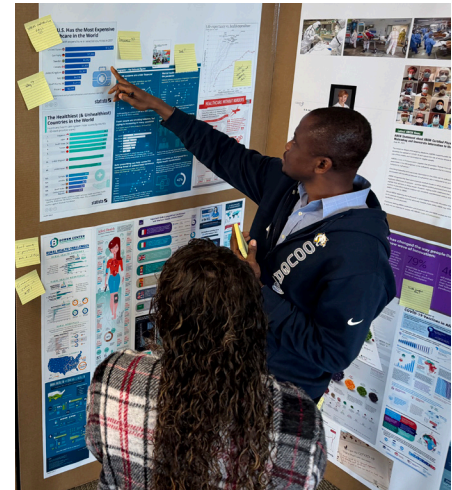
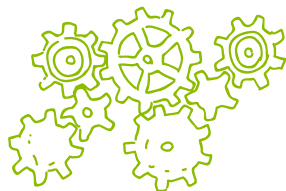
The following pages outline the structure of the workshops in more detail.



GALLERY OF THE FUTURE



The first activity of the workshop centered on a detailed review of the Gallery of the Future, a compilation of information about our rapidly changing world presented on large-format posters. Participants spent approximately one hour exploring the gallery and reflecting on the trends, data, and ideas displayed. They then worked in small teams to identify the key themes and issues they felt would be most important for Nebraska's future.



SCENARIOS

The second major activity of the workshop invited participants to engage in a series of “future-thinking” exercises designed to explore a range of plausible scenarios for Nebraska’s long-term future. Over the course of an hour, participants worked in teams to examine multiple possibilities shaped by key driving forces—factors that could significantly influence education, the workforce, and the state as a whole.

To guide their discussions, each team used a structured worksheet to complete two pairs of contrasting scenarios, ultimately developing four distinct visions of the future. These scenarios were grounded in a set of critical driving forces, each presented with two divergent outcomes.

EXAMPLES INCLUDED:

- **Climate Change:** Bad Case vs. Worst Case
- **Immigration in Nebraska:** Declining vs. Significantly Increasing
- **Geopolitics:** Greater Stability vs. Rising Tension and Superpower Conflict
- **U.S. Economy:** Continued Growth vs. Stagnation and Deflation
- **Government Budgets:** Stable Spending vs. Significant Cutbacks
- **Technology:** AI Causing Mass Unemployment vs. AI Increasing Productivity and Expanding Employment
- **U.S. Politics:** Worsening Polarization vs. Greater Compromise and Problem Solving

- **Nebraska Population:** More High School Graduates Leaving vs. More Choosing to Stay
- **Health Care Costs:** Becoming Far Less Affordable vs. Becoming Affordable for Most People

By intentionally considering both favorable and unfavorable outcomes, participants were encouraged to broaden their thinking and recognize that the future is inherently uncertain. The exercise helped them see that examining a variety of possible futures—some hopeful and others more troubling—can deepen understanding of the patterns and forces that shape long-term change.

While many found the scenarios challenging due to the wide range of alternatives they were asked to imagine, nearly all participants agreed afterward that both the optimistic and pessimistic futures they explored were plausible. This realization naturally led to the critical question: How do we work toward the future we want and avoid the outcomes we hope to prevent?

Across the workshop groups, the response was consistent: achieving desirable futures will require strong policy choices and reliable data to inform those decisions.

IMPERATIVES AND RECOMMENDATIONS

Participants were asked to identify their key imperatives for Nebraska, Nebraska's education system, and the state's workforce. Using a structured worksheet, they reflected on the day's discussions and contributed a wide range of thoughtful and actionable insights. Below is a sample of the key ideas that were shared across groups.

COLLABORATION

- Participants emphasized the importance of strengthening connections across sectors.
- Many highlighted the need for deeper collaboration between workforce and education partners to ensure Nebraska can meet its future talent needs.
- Groups stressed the value of seamless collaboration across K-12, two-year institutions, and four-year institutions.
- Several noted that aligning education programs with market needs is essential for retaining talent and supporting the growth of local businesses.

CIVILITY/COMMUNITY

- Participants expressed a desire for more welcoming communities supported by human-centered policies rather than individualistic approaches.
- They also underscored the need to restore civil discourse and foster more collaborative engagement across the state.

AI & EDUCATION

- Participants recommended continuing to promote the value and return on investment of education in Nebraska.
- They also encouraged thoughtful, policy-guided integration of artificial intelligence into both education and workforce development systems.

RETAINING POPULATION

- Groups consistently identified addressing both “brain drain” and “brain gain” as critical to Nebraska's long-term success.

DATA

- Participants stressed the importance of engaging and educating local communities on the impact of policy decisions using both data and compelling stories.
- They also recommended expanding education in data literacy, media literacy, and civics.

ENVIRONMENT

- Protecting Nebraska's natural resources was identified as an important priority, with an emphasis on preservation without large-scale or controversial development projects.

CHILD CARE

- Participants highlighted the urgent need to expand access to affordable, high-quality child care across the state.

EDUCATION

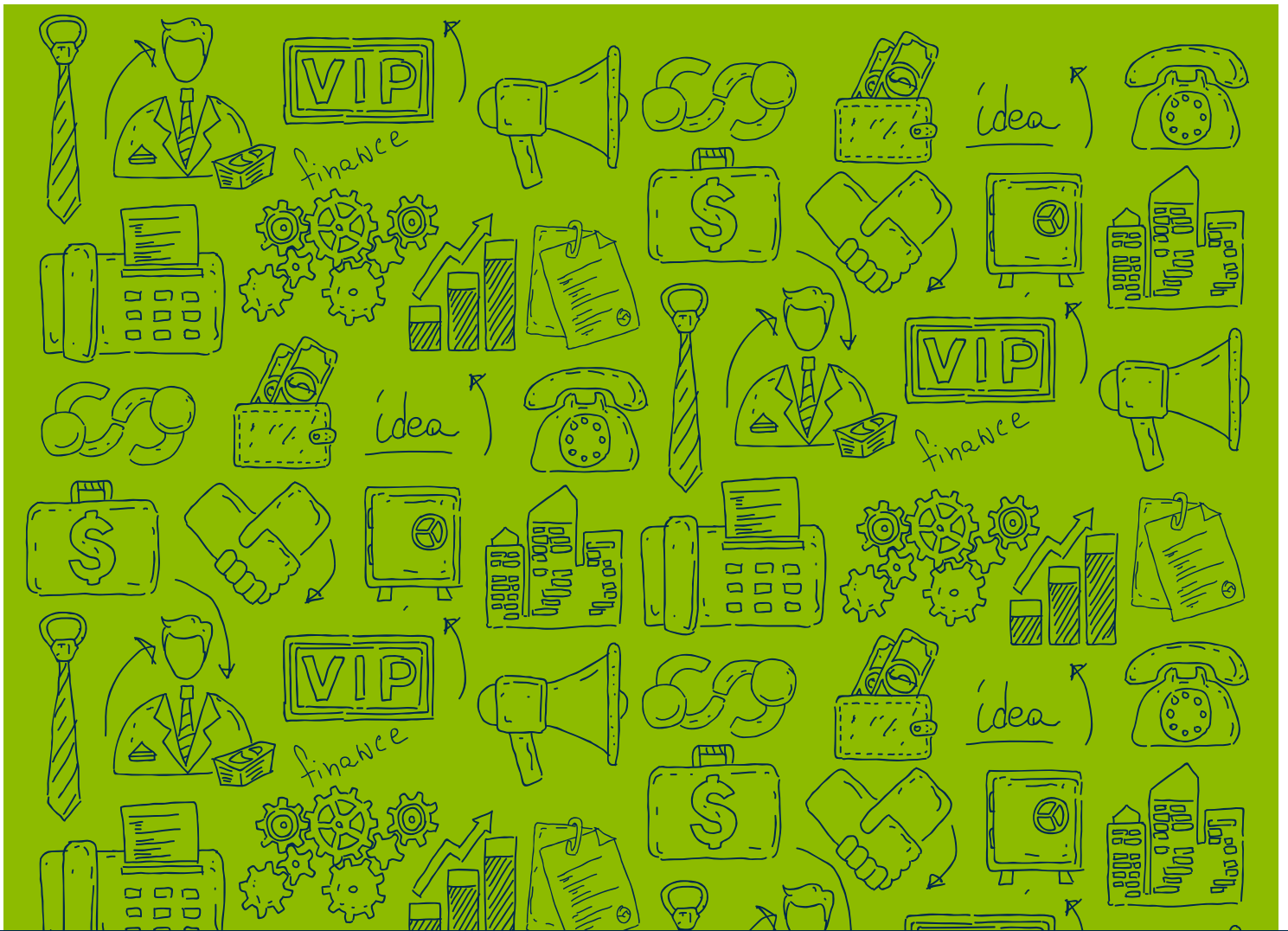
- Groups stressed the importance of building vibrant, accessible community and statewide education systems.
- Participants emphasized the need to frame policy discussions in ways that create a coherent long-term vision for investment, including tax policy.
- Many underscored the importance of ending cuts to Nebraska education and instead increasing investment in educational opportunities and data-informed interventions aligned with workforce needs.
- Paying educators and public servants competitive wages was identified as a key strategy for strengthening Nebraska's workforce.
- Participants supported data-informed investments in both people and schools.
- Finally, they noted that competitive salaries and career opportunities are essential for attracting and retaining a strong Nebraska workforce.



ONE BIG IDEA

Each workshop concluded by inviting participants to share their “one big idea”—a key insight, learning, observation, or suggestion that captured what resonated most with them throughout the day. The ideas shared reflected both optimism and realism, highlighting the state’s opportunities, challenges, and aspirations for the future. Below is a selection of the reflections participants offered:

- Participants emphasized that meaningful connection, when paired with innovation, can create unstoppable momentum for progress.
- Many encouraged Nebraska to embrace change, noting that the state’s workforce is already rapidly adapting to new technologies and evolving needs.
- Several participants posed the question of how Nebraska can move from great ideas to effective action.
- Groups reflected on the importance of establishing programs that both meet workforce needs and align with what students want to learn and find motivating.
- Some emphasized that Nebraska must think more boldly about its potential, rather than simply maintaining the status quo.
- Participants noted that even worst-case scenarios can spark innovative thinking and prompt new solutions.
- Several highlighted the power of having the information needed to be the architects of our own future.
- Many reinforced the importance of continuing to work together and finding additional avenues to expand opportunity across the state.
- Participants stressed the value of cultivating critical thinking as an essential skill for Nebraska’s future.
- Some noted that embracing change requires getting all stakeholders to the table—and that forward movement is difficult unless those with decision-making power also adopt a change-oriented mindset.
- Collaboration was repeatedly described as essential for success.
- Participants reflected on the importance of ensuring that all Nebraskans have access to the skills and knowledge needed to build the lives they want.
- Several encouraged others to use their voices and remain relentless in pressing for the changes they hope to see.
- The idea of building stackable credentials or degrees was identified as a promising strategy for supporting lifelong learning.
- Participants emphasized that incremental change can be extremely powerful when sustained over time.
- Many highlighted the need for flexibility and strong partnerships to continue moving forward effectively.
- Finally, participants stressed the importance of keeping the challenges and opportunities of western Nebraska, the Panhandle, and rural communities at the forefront of statewide planning.



PARTNERS & STAKEHOLDERS WORKSHOP

LINCOLN • DECEMBER 2, 2025

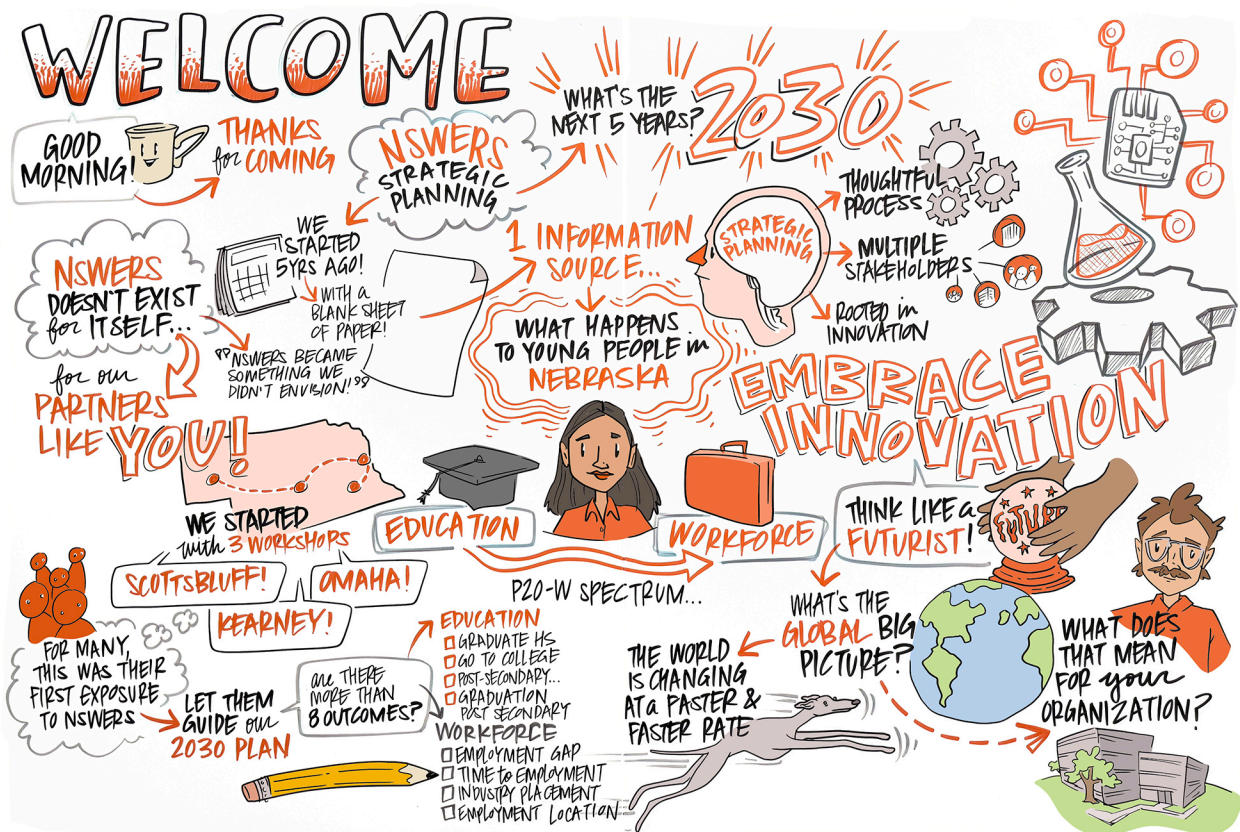
The Lincoln Marriott Cornhusker Hotel
333 S 13th St, Lincoln, NE 68508



PURPOSE

Following the November 2025 community engagement workshops held in Scottsbluff, Kearney, and Omaha, NSWERS convened a strategic planning workshop in Lincoln with members of the NSWERS Executive Council, partner organizations, philanthropic supporters, and NSWERS staff. This session was intentionally designed to build upon what was heard across the state by synthesizing themes, exploring future uncertainty, and identifying implications for NSWERS' role heading toward 2030.

While the November workshops centered on regional perspectives and lived experiences, the December workshop focused on system-level thinking. Participants examined how demographic, technological, economic, and social forces could interact over time and what those dynamics may mean for Nebraska's education and workforce systems. The session emphasized scenario-based thinking, policy preparedness, and the role of data in navigating uncertainty.



KEY DRIVING FORCES

Through facilitated discussion and affinity mapping, participants identified a set of major driving forces expected to shape Nebraska's future. These forces reflect both opportunities and risks and were frequently referenced throughout the day's scenario and strategy discussions.

MAJOR DRIVING FORCES INCLUDED:

- **Population Change:** Declining birth rates, aging populations, and migration patterns affecting workforce supply.
- **Technology and Artificial Intelligence:** Rapid adoption with implications for jobs, skills, productivity, and education delivery.
- **Education–Workforce Alignment:** The pace at which education systems adapt to changing labor market needs.
- **Trust in Institutions and Information:** Public confidence in education systems, data, and governance.
- **Talent Attraction and Retention:** Nebraska's ability to retain graduates and attract new residents.
- **Resource Constraints:** Fiscal pressures on public systems and the need to demonstrate return on investment.
- **Pace of Change:** Increasing speed and unpredictability of economic and social shifts.
- **Availability and Use of Data:** Access to timely, integrated, and trusted information for decision making.

Participants emphasized that the significance of these forces lies not only in their impact, but also in their uncertainty—reinforcing the importance of preparedness rather than prediction.



EXPLORING POSSIBLE FUTURES

Participants worked in teams to explore a range of plausible future scenarios shaped by combinations of the driving forces. Each scenario examined contrasting outcomes—both favorable and unfavorable—to highlight how different choices and external conditions could influence Nebraska's long-term trajectory.

Across the scenarios, several consistent insights emerged. Participants noted that no single future is inevitable and that policy decisions, investments, and institutional

responsiveness play a critical role in shaping outcomes. Scenarios underscored risks such as talent loss, misalignment between education and workforce needs, and erosion of public trust, as well as opportunities related to innovation, collaboration, and strategic investment.

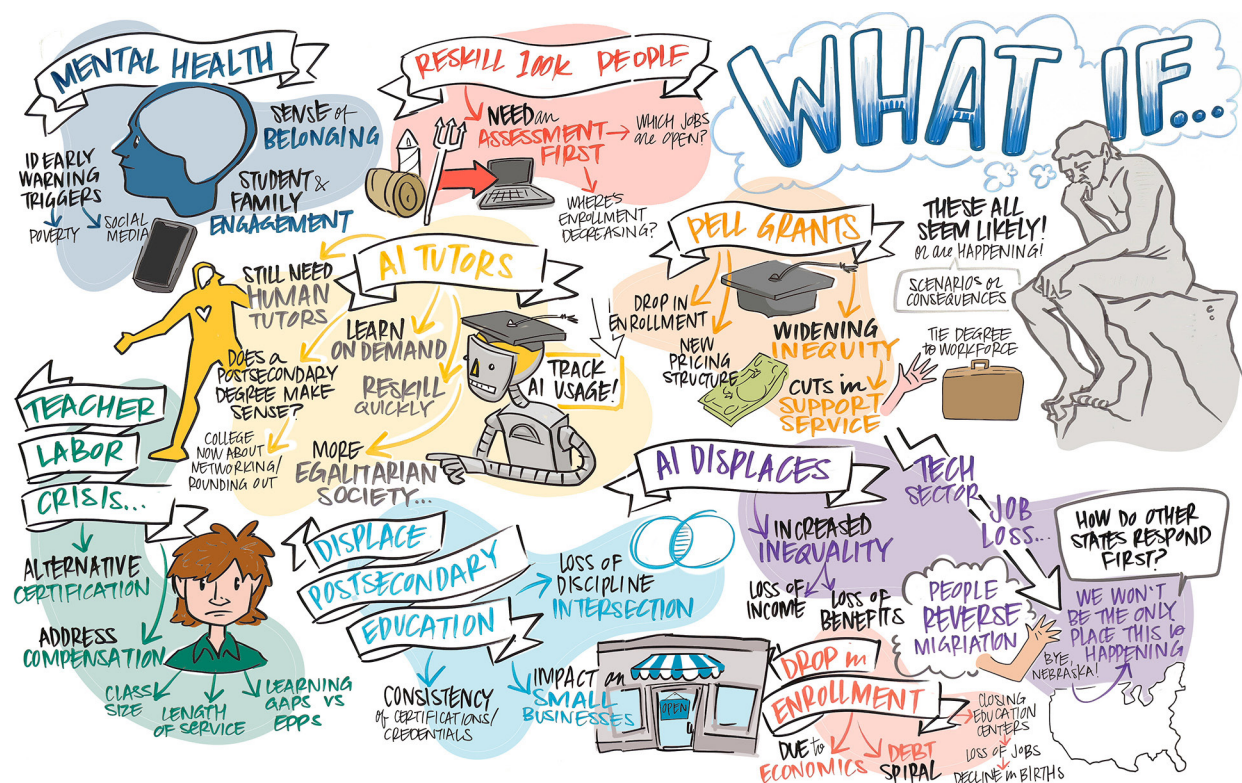
Importantly, the exercise reinforced a shared conclusion: navigating uncertainty requires reliable, integrated data that helps leaders understand trade offs, evaluate policy impacts, and adjust course over time.



WHAT IFS AND EARLY WARNING SIGNS

The workshop also challenged participants to consider a set of “What If” questions designed to surface high-impact risks and opportunities facing Nebraska within the next three to five years. Topics included workforce displacement due to automation, changes to federal financial aid, teacher labor shortages, mental health challenges, and the expansion of alternative credentials.

Rather than focusing solely on outcomes, participants were asked to identify early warning signals that could indicate whether these situations are emerging. This exercise highlighted the value of tracking timely indicators and reinforced expectations that NSWERS play a role in helping leaders monitor trends before they become crises.



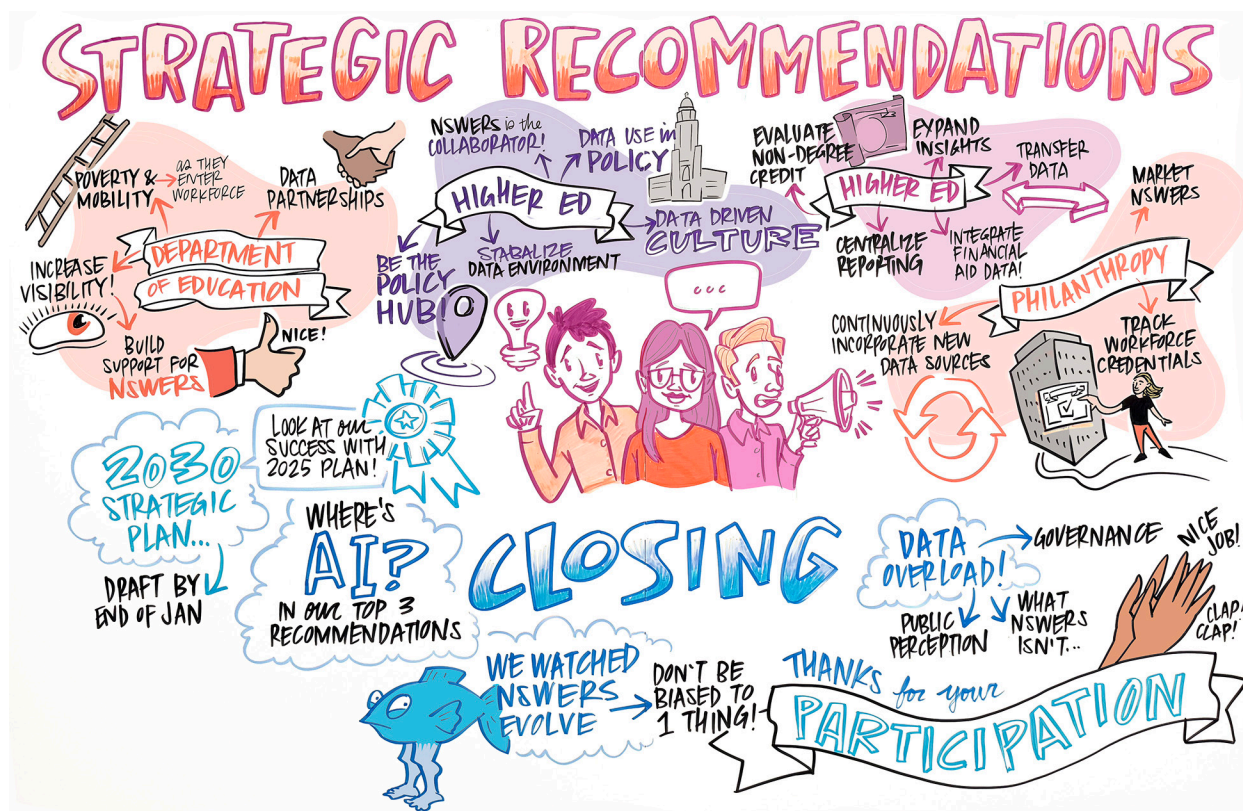
STRATEGIC RECOMMENDATIONS

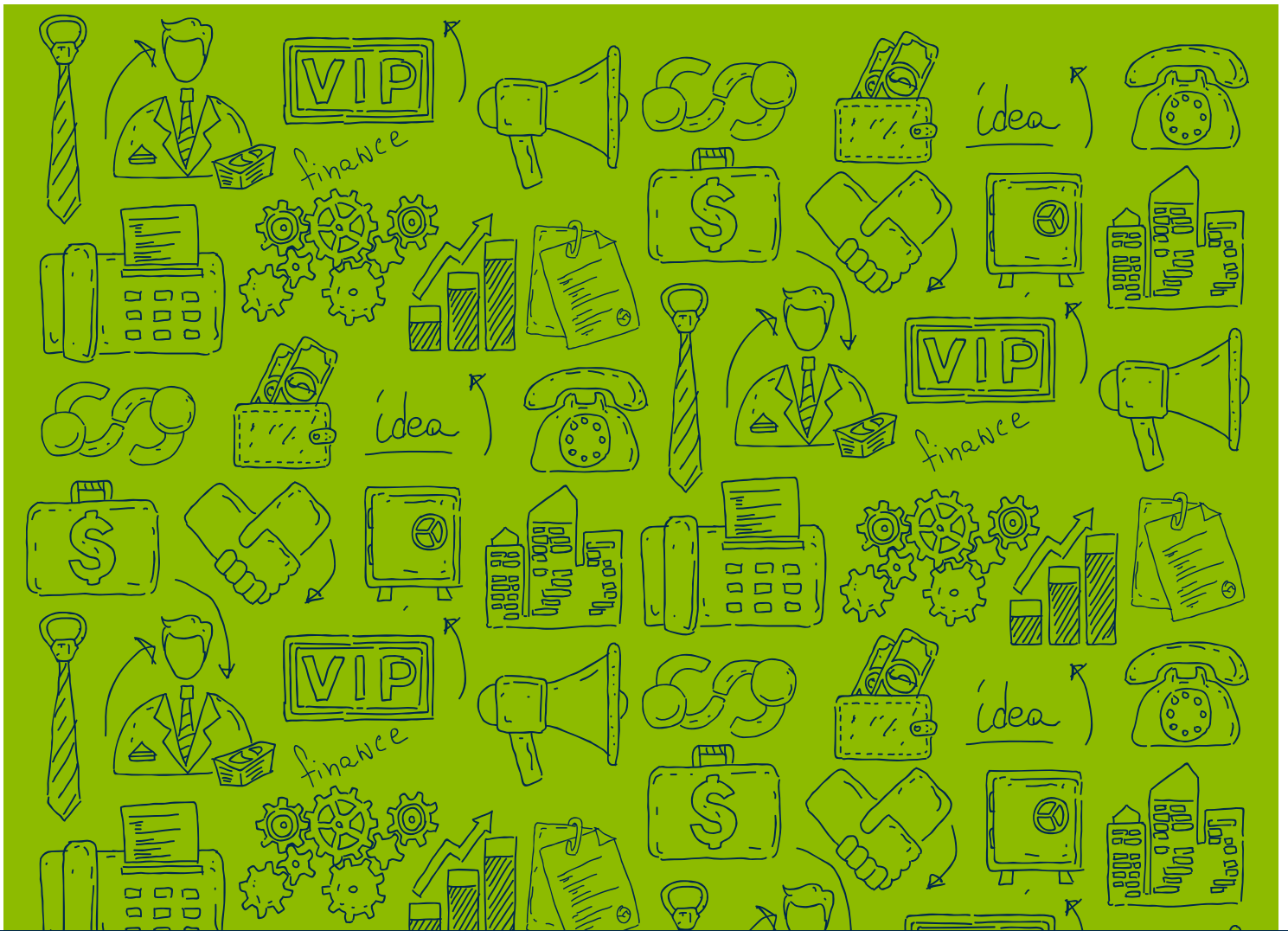
Across discussions, participants articulated a clear set of expectations for NSWERS' future role. These included:

- Providing trusted, neutral data to inform policy and investment decisions.
- Expanding integration of broader education, workforce, and related data sources.
- Improving access to and communication of insights for policymakers and practitioners.

- Supporting evaluation and learning across programs and initiatives.
- Helping Nebraska anticipate and prepare for uncertainty, not simply describe past outcomes.

These expectations directly informed the development of NSWERS' 2030 Strategic Plan.





SYNTHESIS ACROSS ALL ENGAGEMENTS



WHAT WE HEARD ACROSS NEBRASKA

SHARED THEMES ACROSS COMMUNITY AND PARTNER ENGAGEMENTS

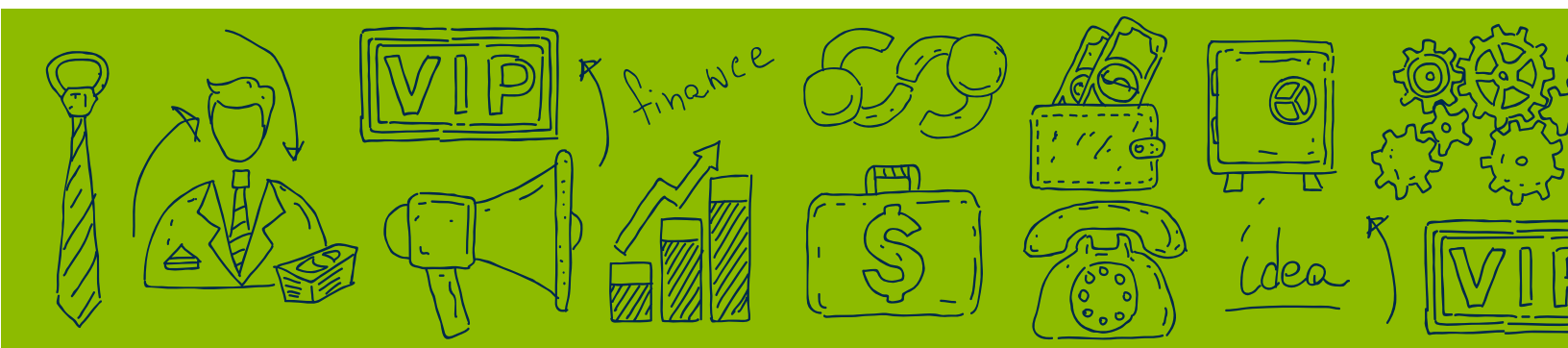
When viewed together, the November community workshops and the December Partners and Key Stakeholders session revealed strong alignment around several core themes. Participants across all settings emphasized the need for stronger education-to-workforce alignment, data-informed decision making, and coordinated action across institutions and regions. Concerns about population trends, workforce shortages, and talent retention were echoed consistently, as was recognition of the growing influence of technology and artificial intelligence.

Equally important was a shared call for trusted, neutral information to support long-term planning. Participants expressed a desire for data that goes beyond compliance reporting to help leaders understand system dynamics, evaluate policy choices, and prepare for future challenges.

DIFFERENCES IN PERSPECTIVE—AND WHY THEY MATTER

While themes were consistent, the engagement formats surfaced different but complementary perspectives. Community workshops highlighted regional realities, lived experiences, and local priorities. The December workshop emphasized system-level risks, policy trade offs, and future uncertainty.

Together, these perspectives provide a more complete understanding of Nebraska's education and workforce landscape. Community input grounded the conversation in place, while partner and board engagement elevated the discussion toward statewide strategy and preparedness.



IMPLICATIONS FOR NSWERS' 2030 STRATEGIC PLAN

Taken together, the engagement process signaled a clear shift in expectations for NSWERS. Stakeholders affirmed the importance of NSWERS' foundational work and expressed strong support for a next phase focused on use, impact, and preparedness.

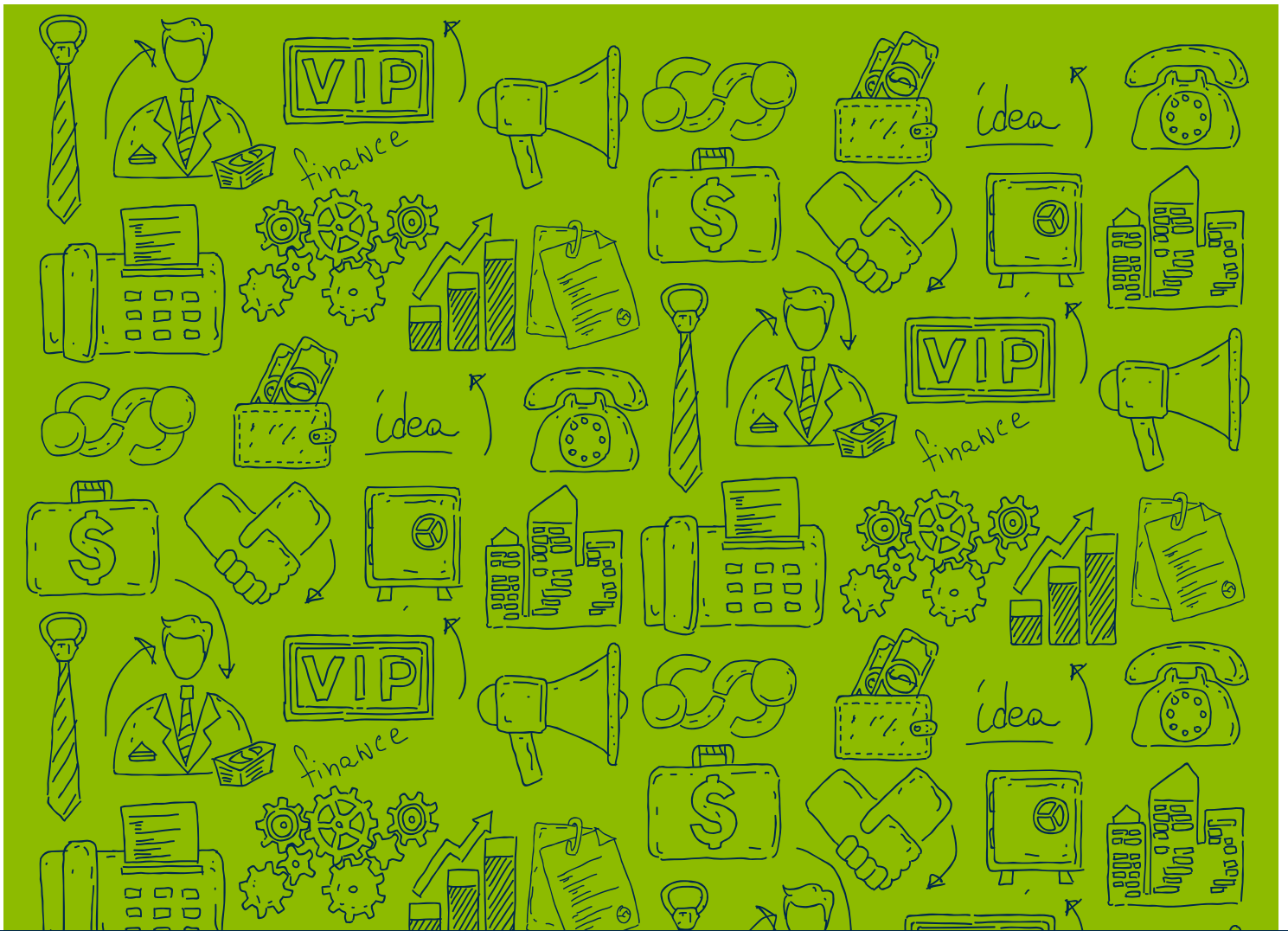
The insights gathered across Nebraska directly shaped the strategic priorities of the NSWERS Strategic Plan 2030, including an emphasis on evidence-based decision making, integrated data systems, partner capacity building, workforce insight, and readiness for technological and social change.



ALIGNMENT WITH STAKEHOLDER FEEDBACK

The goals and objectives in the strategic plan directly respond to the themes that emerged consistently across all engagement sessions. Participants across regions and stakeholder groups emphasized several core priorities that have been woven throughout the plan:

- The call for stronger education-to-workforce alignment is addressed through **Goal 1** (System Intelligence) and **Goal 4** (Activation and Use), which establish NSWERS as a trusted source of cross-system analysis and ensure insights reach decision makers when they need them.
- Concerns about population change, workforce shortages, and talent retention are reflected in **Objective 2.2** (Predictive and Foresight Analytics), which develops early-warning capabilities to help Nebraska anticipate and prepare for demographic and economic shifts.
- The desire for trusted, neutral data to support long-term planning is foundational to the entire plan, particularly in **Goal 2**'s emphasis on analytic integrity, neutrality, and transparency (**Objective 2.4**) and **Goal 3**'s focus on data governance and quality (**Objective 3.3**).
- Requests for expanded data integration and pathway visibility are addressed through **Goal 3** (Pathway Visibility), which prioritizes continuous expansion of data sources and strengthening of cross-system connectivity.
- The emphasis on moving from system building to deeper data use is reflected in **Goal 4** (Activation and Use), which focuses on delivering actionable insights, building statewide capacity, and ensuring NSWERS products inform real decisions.
- Finally, the consistent theme of collaboration across institutions is addressed through **Goal 1**'s focus on organizational sustainability and partnerships, ensuring NSWERS maintains the capacity and relationships necessary to serve the entire state.



NSWERS STRATEGIC PLAN 2030



The NSWERS Strategic Plan 2030 is organized around four interrelated goals that define the organization's mission and direction through 2030. Each goal contains multiple objectives that specify the outcomes NSWERS will pursue. The strategies and tactics found within each objective provide the operational detail for achieving these outcomes.

The NSWERS Executive Council approved the NSWERS Strategic Plan 2030 goals and objectives on January 28, 2026 which will guide NSWERS' work over the next five years.

GOAL 1

Sustain NSWERS Capacity to Deliver Statewide System Intelligence

GOAL	1	Sustain NSWERS Capacity to Deliver Statewide System Intelligence	NSWERS' ability to synthesize, connect, and activate statewide system intelligence depends on sustained organizational capacity, including stable funding, skilled staff, strong governance, and strategic partnerships. This foundation ensures NSWERS remains durable, responsive, and secure as education and workforce systems evolve rapidly. While not a standalone analytic goal, this capacity underpins and enables all objectives in this plan. Sustaining this foundation requires intentional stewardship, periodic reassessment, and alignment with evolving demands placed on the statewide data system.
Objective	1.1	Ensure Organizational Stability and Resilience	Ensure NSWERS maintains skilled staff, strong governance, operational continuity, and strategic partnerships necessary to deliver Goals 2–4 over time, while remaining responsive to evolving policy priorities, partner needs, and technological change.
<i>Strategy</i>	<i>1.1.1</i>	<i>Maintain Workforce Continuity and Specialized Capability</i>	<i>NSWERS' work depends on deep technical expertise, longitudinal system knowledge, trusted cross-sector relationships, and advanced analytic and governance skills that cannot be rapidly replaced or easily outsourced. This strategy mitigates operational and analytic risk from staff turnover through succession planning, cross-training, documentation, and targeted professional development focused on resilience rather than growth.</i>
Tactic	1.1.1.1	Implement Succession Planning and Cross-Training	Identify critical roles and single points of failure; develop succession plans and cross-training coverage; document role-specific responsibilities and standard operating procedures to preserve institutional knowledge.

Tactic	1.1.1.2	Maintain Critical Process Documentation and Playbooks	Establish and operationalize a process to produce and keep up-to-date internal playbooks for core workflows (e.g., intake, disclosure review, publication, partner onboarding, support triage, data refresh) to improve continuity, speed, and quality.
Tactic	1.1.1.3	Invest in Professional Development for Modern Technologies	Provide targeted professional development to ensure NSWERS staff remain current in modern analytic methods, privacy/confidentiality practices, secure engineering, and emerging technologies (including AI-enabled workflows under governance).
Tactic	1.1.1.4	Strengthen Technical Infrastructure Resilience	Assess and reduce reliance on single-source hosting and infrastructure arrangements (e.g., university-hosted environments) by identifying alternatives, documenting dependencies, and developing contingency or migration plans to ensure continuity of operations.
Tactic	1.1.1.5	Conduct Periodic Reviews of Internal Policies and Procedures	Establish a recurring review cycle (at least annually) for all internal policies, standard operating procedures, and governance documents to ensure they remain current, aligned to evolving requirements, and consistently applied across operations.
Tactic	1.1.1.6	Maintain a Workforce Planning and Hiring Strategy	Maintain a rolling workforce plan that identifies current and anticipated staffing needs, priority roles, and hiring timelines aligned to strategic plan demands and funding availability. Coordinate with specific hiring tactics (e.g., Project Manager, Communications Staff, Education and Training Team) to ensure sequencing, role clarity, and readiness for onboarding.
Strategy	1.1.2	Strengthen Operating Infrastructure and Delivery Speed	Improve operational readiness by strengthening internal workflows, reducing friction in delivery, and enabling “move fast when needed” capacity while preserving quality, neutrality, and privacy safeguards.
Tactic	1.1.2.1	Optimize Operational Workflows	Map and optimize end-to-end workflows for common deliverables (e.g., briefs, dashboards, partner deliverables), identify bottlenecks, and implement improvements that reduce time-to-delivery while maintaining review and disclosure safeguards.
Tactic	1.1.2.2	Establish Rapid-Turn Protocols for Time-Sensitive Delivery	Define lightweight rapid-turn protocols (scope control, review minimums, disclosure checks, escalation, communication) that allow NSWERS to respond quickly to urgent decision needs without disrupting planned work.

Tactic	1.1.2.3	Conduct an Annual Strategy & Tactic Refresh	Each year by July 1, NSWERS staff and the Executive Director will review and update strategies and tactics to reflect operational learning, updated sequencing, staffing assignments, and the upcoming year's delivery plan, aligned to annual performance reviews and work planning. This refresh preserves Executive Council authority over Goals and Objectives while enabling staff-led refinement of Strategies and Tactics to maintain feasibility, clarity of ownership, and timely execution.
Tactic	1.1.2.4	Project Manager	Hire a dedicated project manager to coordinate cross-functional delivery, manage timelines, track dependencies, and support the operational rhythm required to execute the strategic plan and maintain accountability across staff.
Objective	1.2	Diversify Funding and Build Financial Resilience	Pursue a balanced funding model that includes state appropriations tied to demonstrated value and use, competitive grants, public-private partnerships, and fee-for-service approaches where appropriate and permitted.
<i>Strategy</i>	<i>1.2.1</i>	<i>Develop a Balanced Multi-Source Funding Model</i>	<i>Develop and maintain a multi-source funding approach that reduces reliance on any single source and provides resilience during fiscal shifts, while protecting neutrality and partner trust.</i>
Tactic	1.2.1.1	Advance the State Appropriation Value Case and Strategy	Maintain a clear value proposition, evidence of use, and outcomes enabled by NSWERS; align appropriation requests with statewide decision needs, accountability, and efficiency gains for partners.
Tactic	1.2.1.2	Manage the Collaboration for Grants Pipeline	Track opportunities, maintain standard narratives and budgets, and prioritize pursuits that align to the strategic plan and strengthen core capacity without diluting focus.
Tactic	1.2.1.3	Define Fee-for-Service Governance and Sustainability	Clarify eligible services, pricing principles, waiver criteria, and governance approvals; ensure fee models do not create barriers for priority partners and are aligned with DSAs and role clarity.
Tactic	1.2.1.4	Technical Mechanism for Payment	Identify and implement a technical mechanism (e.g., invoicing system, payment portal) for collecting fees and grant-related payments, ensuring compliance with fiscal policies and enabling independent financial operations where appropriate.

Objective	1.3	Expand Awareness, Use, and Impact of NSWERS	Strengthen NSWERS' brand and positioning so partners, policymakers, and stakeholders understand NSWERS' role and reliably view NSWERS as a trusted, neutral source of statewide system intelligence and pathway visibility.
<i>Strategy</i>	<i>1.3.1</i>	<i>Strengthen NSWERS Brand, Positioning, and Stakeholder Communications</i>	<i>Develop consistent messaging, partner-ready materials, and outreach approaches that communicate NSWERS' neutral role, value, safeguards, and how to engage NSWERS for decision-relevant support. This includes (1) relationship-based outreach that builds trust and awareness over time, and (2) release-based communications that ensure stakeholders understand and adopt specific NSWERS products when delivered.</i>
Tactic	1.3.1.1	Develop a Stakeholder Messaging Toolkit	Develop a toolkit of messaging, slides, one-pagers, FAQs, and partner-facing explanations tailored to key audiences (partners, legislators, agencies, public) and aligned to role clarity and privacy safeguards.
Tactic	1.3.1.2	Maintain a Stakeholder Outreach and Relationship Plan	Maintain an annual outreach and relationship plan that defines who NSWERS will engage (priority audiences and named stakeholder groups), why (purpose tied to awareness, trust, and adoption goals), and how (channels such as briefings, partner visits, convenings, office hours, newsletters, and direct outreach). The plan should map outreach to legislative, budget, and partner planning cycles; specify owners; and include measurable targets for touch points, audience reach, and conversion into product use or requests.
Tactic	1.3.1.3	Maintain a Product Release Communications and Content Production Plan	Maintain an annual (and rolling quarterly) release communications plan that coordinates what NSWERS is releasing (reports, dashboards, platform features, datasets, guidance) with how it will be communicated (release notes, one-pagers, FAQs, demos, training assets, press-ready language where appropriate) and when (aligned to the analytic calendar and product roadmap). Define a repeatable workflow for content drafting, review/approvals, accessibility checks, and distribution; include a release readiness checklist (messaging, documentation, training/support readiness); and define post-release measurement (awareness, usage lift, support demand, and stakeholder feedback).

Tactic	1.3.1.4	Define a Three-Year Success Measures Framework	Define a three-year framework of success measures (e.g., responsible data use, first-in-mind awareness, policy hub maturity, partner time/cost savings, unique value delivered, common knowledge base contributions) and review annually with governance bodies to guide improvements and resourcing.
Tactic	1.3.1.5	Implement Tiered Communications Staff Approach	Hire dedicated communications and marketing staff as demands evolve to strengthen how NSWERS translates data into clear, compelling messages for diverse audiences.
Tactic	1.3.1.6	Establish and Maintain Stakeholder Communications Lists	Establish and maintain segmented, up-to-date communications and distribution lists organized by audience (e.g., partner leadership, legislative contacts, institutional analysts, media, public subscribers). Define ownership, update cadence, and quality standards for each list. Ensure lists are ready to support rapid product releases, announcements, and targeted outreach aligned to the stakeholder outreach plan (1.3.1.2) and release communications plan (1.3.1.3).
<i>Strategy</i>	<i>1.3.2</i>	<i>Operationalize Plan Execution and Quarterly Reporting</i>	<i>Implement a quarterly execution and reporting model that tracks progress at the tactic level and rolls up progress to strategies and objectives for consistent Executive Council reporting. This approach ensures transparency, accountability, and comparability over time, and creates a consistent mechanism for surfacing risks, resourcing constraints, and decisions needed to maintain plan momentum.</i>
Tactic	1.3.2.1	Maintain a Quarterly Strategic Plan Scorecard	Maintain a quarterly scorecard covering every tactic, including: assigned owner, status (Not Started / In Progress / Complete / Deferred), quarterly milestones, dependencies, risks/issues, and brief notes. Use the scorecard as the primary artifact for Executive Council updates each quarter and for internal management tracking between meetings.
Tactic	1.3.2.2	Implement a Roll-Up and Weighting Method	Define and document the roll-up approach used for quarterly reporting so progress can be summarized consistently across strategies and objectives. By default, roll up progress based on the number of tactics completed within each strategy and objective; where appropriate, allow a small set of designated “high-impact” or “high-dependency” tactics to be weighted to reflect their outsized influence on delivery. Document the method (including any weighting rules) in an internal appendix and apply it consistently each quarter.

GOAL 2

Produce Actionable Insights that Inform Policy, Practice, and Evaluation

GOAL	2	Produce Actionable Insights that Inform Policy, Practice, and Evaluation	NSWERS serves as Nebraska’s trusted, neutral source of system-level intelligence by synthesizing, analyzing, evaluating, and modeling data that span education and workforce systems. This includes original analysis, policy-relevant evaluation, predictive and early-warning analytics, and scenario-based modeling that no single partner can produce alone.
Objective	2.1	Establish and Sustain NSWERS as Nebraska’s Cross-System Evaluation and Analysis Resource	This objective positions NSWERS as Nebraska’s system-level evaluation and learning function focused on assessing what is working, for whom, and under what conditions across education and workforce systems. Evaluations inform policy, program improvement, and resource allocation while maintaining neutrality and methodological rigor.
<i>Strategy</i>	<i>2.1.1</i>	<i>Institutionalize Evaluation as a Core NSWERS Function</i>	<i>Embed evaluation as a routine, repeatable function of NSWERS rather than an ad hoc or project-specific activity by standardizing methods, processes, and governance expectations.</i>
Tactic	2.1.1.1	Maintain a Standard Evaluation Framework	Develop and maintain a standardized NSWERS evaluation framework defining evaluation types, methodological expectations, and appropriate use cases.
Tactic	2.1.1.2	Maintain a Priority Evaluation Portfolio	Establish and manage a rolling portfolio of priority evaluations aligned to statewide policy, funding, and system improvement needs.
Tactic	2.1.1.3	Operate an Evaluation Pathway	Establish transparent processes for scoping and prioritizing requested evaluations, including feasibility, timing, and disclosure safeguards.
Tactic	2.1.1.4	Explore Formal Designation Pathways	Explore governance, policy, and—where appropriate—legislative pathways to clarify and formalize NSWERS’ system-level evaluation role, while preserving neutrality, partner trust, and role clarity.

Tactic	2.1.1.5	Conduct a Statewide Evaluation of a High-Fiscal-Significance Program	Conduct a statewide evaluation of a program with fiscal significance to demonstrate the value of system-level evaluation and inform resource and policy decisions.
Tactic	2.1.1.6	Refresh Evaluation Methods Periodically	Periodically update evaluation approaches to reflect advances in the field, changes in data availability, and evolving decision needs.
<i>Strategy</i>	<i>2.1.2</i>	<i>Develop and Maintain as Statewide System Performance Indicators</i>	<i>Develop and maintain a suite of cross-sector, system-level metrics that only NSWERS can produce, leveraging longitudinal linkage to quantify system effectiveness and efficiency and support decision making statewide. Support insight and learning, not institutional ranking.</i>
Tactic	2.1.2.1	Deploy on First Real Cohort and Validate	Compute the full NSWERS Metrics pipeline on the first available real cohort to validate metric definitions, data dependencies, and interpretability before operationalizing the annual cycle.
Tactic	2.1.2.2	Define the Core Metrics Framework	Define a core set of cross-system performance indicators and technical definitions aligned to partner needs and statewide priorities.
Tactic	2.1.2.3	Validate and Stress-Test Metrics	Validate metrics over time and across subpopulations and regions to ensure measures are stable, interpretable, and useful for decision-making.
Tactic	2.1.2.4	Publish and Operationalize Core Metrics	Embed Core Metrics into dashboards, briefs, and partner-facing tools so they are routinely used in policy, planning, and resource allocation.
Tactic	2.1.2.5	Review and Refine Core Metrics	Periodically review and refine the metric set as data availability, system conditions, and policy priorities evolve.
Tactic	2.1.2.6	Integrate into Annual Cohort Computation Cycle	Embed NSWERS Metrics computation as a standard step in the annual cohort processing pipeline, including data refresh, metric calculation, validation, and output generation on a repeatable annual schedule.
Tactic	2.1.2.7	Identify Key Audiences	Identify and document the primary audiences (e.g., system leaders, institutional analysts, policymakers) for NSWERS Metrics products and define how each audience will access and use the metrics to inform decisions.

Tactic	2.1.2.8	Core Metrics Branding and Marketing	Develop branding, naming conventions, and marketing materials for NSWERS Metrics to ensure consistent identity, clear value communication, and alignment with the broader NSWERS brand across audiences and channels.
<i>Strategy</i>	<i>2.1.3</i>	<i>Leverage Strategic Research and Analytic Partnerships</i>	<i>Establish strategic partnerships with universities, research organizations, and national experts to supplement capacity, pilot advanced methods (including synthetic data and novel evaluation designs), and align with leading practices while preserving NSWERS neutrality.</i>
Tactic	2.1.3.1	Develop Partnerships with Reputable Research Centers	Identify and develop partnerships with reputable research centers and universities focused on Nebraska education and workforce issues to supplement NSWERS analytic capacity, support advanced methods, and strengthen the evidence base for state-level decisions.
Tactic	2.1.3.2	Assemble Topic Centered Working Groups	Assemble topic-centered working groups composed of researchers, practitioners, and stakeholders to guide priority research areas, validate methods, and ensure analytic products are relevant and actionable for Nebraska decision makers.
<i>Strategy</i>	<i>2.1.4</i>	<i>Produce Recurring System-Level Research Outputs</i>	<i>Establish a repeatable cadence of system-level research outputs that provide consistent statewide baselines and trend visibility across priority domains, supporting ongoing learning and detection of meaningful change.</i>
Tactic	2.1.4.1	Align Partner Cadence and Expectations	Engage partners and stakeholders to clarify audience needs, cadence expectations, interpretability requirements, and alignment with decision cycles.
<i>Strategy</i>	<i>2.1.5</i>	<i>Build National Research Presence and Profile</i>	<i>Develop a visible national presence through publications, conference participation, and strategic research collaborations that increase awareness of NSWERS' work, strengthen methodological rigor, and position NSWERS as a national model—while preserving Nebraska-first priorities and partner trust.</i>
Tactic	2.1.5.1	Develop a National Publication and Dissemination Plan	Develop a rolling plan for publishing methods and findings (where permissible) in peer-reviewed outlets and practitioner venues; prioritize topics that advance the field while reinforcing neutrality and privacy safeguards.
Tactic	2.1.5.2	Increase National Conference Participation and Convening	Present NSWERS work at national conferences (e.g., SLDS and research/evaluation venues) and selectively host or co-host national convenings in Nebraska to build partnerships and awareness.

Tactic	2.1.5.3	Establish Strategic National Research Partnerships	Establish a small set of high-value national partnerships supporting joint research, method validation, and innovation pilots (including synthetic data and evaluation design), with clear governance, role clarity, and Nebraska-first benefit.
Objective	2.2	Advance Predictive, Early-Warning, and Scenario-Based Analytic Capacity	This objective extends NSWERS analytic work beyond retrospective analysis to include forward-looking system intelligence. Analyses support proactive planning while acknowledging uncertainty; AI-enabled approaches support modeling and exploration but do not automate decisions and remain governed and human-reviewed.
<i>Strategy</i>	<i>2.2.1</i>	<i>Build a Dedicated System Foresight Capability</i>	<i>Integrate predictive models, simulations, and scenario analyses with emphasis on detecting deviations from historical baselines and identifying emerging structural shifts.</i>
Tactic	2.2.1.1	Develop System Early-Warning Indicators	Identify, test, and refine system-level early-warning indicators tied to enrollment, persistence, workforce demand, and equity considerations.
Tactic	2.2.1.2	Build Predictive and Scenario Models	Develop and pilot predictive and simulation models that explore future system conditions under varying assumptions and policy scenarios.
Tactic	2.2.1.3	Conduct Scenario-Based Policy Analysis	Develop scenario-based analyses examining how different policy choices, demographic trends, or economic conditions could affect outcomes over time.
Tactic	2.2.1.4	Use Synthetic Data for Foresight Modeling	Generate and use synthetic datasets to develop, test, and communicate predictive and scenario models while protecting privacy and confidentiality.
Tactic	2.2.1.5	Pilot AI-Enhanced Modeling Under Governance	Pilot AI-assisted methods to augment predictive modeling, scenario exploration, and pattern detection within NSWERS analyses, with transparency, strong governance, and human review.

Objective	2.3	Align Analytic Production to Statewide Decision Cycles	This objective ensures NSWERS analytic work is produced at the right time and in the right form to inform real decisions, balancing planned analyses with rapid-response capacity.
<i>Strategy</i>	<i>2.3.1</i>	<i>Shift to Planned and Transparent Analytic Production</i>	<i>Move from reactive, request-driven analysis toward a planned, transparent model with clear prioritization and predictable outputs.</i>
Tactic	2.3.1.1	Publish an Annual Analytic Calendar	Publish and maintain an annual NSWERS analytic calendar aligned to legislative sessions, budget cycles, agency planning timelines, and partner decision cycles.
Tactic	2.3.1.2	Maintain Rapid-Response Analytic Capacity	Maintain reserved analytic capacity to respond to urgent decision needs without disrupting planned work.
Tactic	2.3.1.3	Formalize Review and Quality Assurance	Establish and periodically update a structured process for identifying, prioritizing, and sequencing analytic and evaluation work based on decision needs, partner input, feasibility, and system risk.
Tactic	2.3.1.4	Establish a Recurring Research Production Framework	Establish a standard framework defining cadence, minimum contents, methods, review steps, and publication approach for recurring products across priority domains.
Tactic	2.3.1.5	Implement a Standing Communication Cadence	Implement and maintain a predictable cadence of touch points (e.g., quarterly briefings, standing partner check-ins, committee updates) designed to align analytic production with decision timelines and interpretation needs.
Tactic	2.3.1.6	Publish an Annual Impact Report	Publish an annual outward-facing report describing how NSWERS analyses and products were used in legislative discussions, planning processes, funding deliberations, or system improvement efforts, emphasizing transparency and accountability without evaluating individual decisions.
Tactic	2.3.1.7	Conduct Ongoing Partner Relevance Checks	Engage partners on an ongoing basis to validate that products, cadence, and framing remain decision-relevant and aligned to evolving needs.
Tactic	2.3.1.8	Develop and Maintain a Statewide Decision Cycle Map	Develop and maintain a statewide decision cycle map identifying the timing, cadence, and information needs of key decision points across partners, agencies, legislative bodies, and institutional planning processes. This map serves as a shared reference for aligning analytic production (2.3.1.1), training delivery (4.2.2.3), stakeholder outreach (1.3.1.2), release communications (1.3.1.3), and other time-sensitive activities across the plan.

<i>Strategy</i>	2.3.2	<i>Monitor and Anticipate the Policy Environment</i>	<i>Establish repeatable processes to monitor policy developments influencing analytic priorities, timelines, and rapid-response needs.</i>
Tactic	2.3.2.1	Conduct an Annual Legislative and Policy Scan	Conduct an annual scan of pending Nebraska education and workforce legislation and policy proposals to anticipate analytic needs, timing constraints, and stakeholder questions.
Tactic	2.3.2.2	Maintain Policy Monitoring Alerts	Establish and maintain monitoring alerts and information feeds for relevant education and workforce policy developments to support timely prioritization and response.
Objective	2.4	Maintain Analytic Integrity, Neutrality, and Transparency	Trust is foundational to NSWERS' role. This objective ensures all analytic work adheres to high standards of rigor, neutrality, and transparency, including documentation, review processes, disclosure avoidance, and accessible explanations for non-technical audiences.
<i>Strategy</i>	2.4.1	<i>Strengthen Methodological Transparency and Review</i>	<i>Ensure consistent documentation, internal review, and communication of analytic methods.</i>
Tactic	2.4.1.1	Develop Analytic Documentation Standards	Develop and enforce standards for documenting analytic methods, assumptions, limitations, and interpretability guidance across outputs.
Tactic	2.4.1.2	Implement Internal Analytic Review Protocols	Establish internal checkpoints to review analytic quality, consistency, disclosure safeguards, and appropriateness prior to publication or partner delivery.
Tactic	2.4.1.3	Implement Subject Matter Expert Review	Implement subject-matter expert review to validate assumptions, interpretability, and relevance without compromising NSWERS neutrality.
Tactic	2.4.1.4	Analytic Audit	Audit Analytic products (data requests, evaluations, public reports) annually to ensure processes have been appropriately applied.

<i>Strategy</i>	<i>2.4.2</i>	<i>Document Data Assets and Research Processes</i>	<i>Create and maintain a comprehensive data map and inventory, maintain documentation of core research processes, and keep research topic areas visible and current for transparency and internal discipline.</i>
Tactic	2.4.2.1	Maintain a Comprehensive Data Map and Inventory	Create and maintain a comprehensive data map and inventory of NSWERS data assets, linkages, refresh cycles, stewardship roles, and sensitivity classifications.
Tactic	2.4.2.2	Publish and Maintain a Research Agenda	Regularly update and publish (as appropriate) a research agenda reflecting governed priorities, planned recurring outputs, and emerging system intelligence needs.
Tactic	2.4.2.3	Document Data Quality Standards	Define, document, and publish data quality standards and metrics used in NSWERS outputs, including key limitations and interpretability considerations.
<i>Strategy</i>	<i>2.4.3</i>	<i>Ensure Neutrality and Transparency</i>	<i>Establish clear neutrality expectations and transparency practices that maintain trust across partners and stakeholders.</i>
Tactic	2.4.3.1	Establish a Policy-Neutrality Strategy	Establish and publish an internal and outward-facing policy-neutrality strategy defining how NSWERS maintains neutrality in framing, interpretation, and communication while still providing decision-relevant evidence.
Tactic	2.4.3.2	Standardize Data Request Summary Reporting	Standardize summary reporting for data requests and partner deliverables (scope, methods, limitations, disclosure protections) to support transparency and consistent expectations.
<i>Strategy</i>	<i>2.4.4</i>	<i>Clarify Administrative Structures and Pricing</i>	<i>Review and resolve administrative structures that enable consistent service delivery, including pricing and fee schedules where applicable and consistent with role clarity.</i>
Tactic	2.4.4.1	Review and Resolve the NSWERS Fee Schedule	Review and resolve the NSWERS fee schedule to ensure clarity, fairness, sustainability, and alignment with NSWERS role clarity and partner expectations.
Tactic	2.4.4.2	Implement Process for Collecting Fee	Define and implement a repeatable workflow for invoicing, collecting, tracking, and reconciling fee-for-service payments, including documentation of payment status and integration with financial reporting.
Tactic	2.4.4.3	Audit Fee Collection Practices	Conduct periodic audits of fee collection practices to ensure accuracy, completeness, compliance with policies, and alignment with approved fee schedules and governance expectations.

GOAL 3

Maintain and Grow a Trusted, High-Quality Education-to-Workforce Data System

GOAL	3	Maintain and Grow a Trusted, High-Quality Education-to-Workforce Data System	This goal focuses on the data infrastructure and connective tissue that enable statewide understanding of education-to-workforce pathways. NSWERS expands and links high-quality data sources, maintains robust governance and quality, and ensures technical adaptability as systems evolve.
Objective	3.1	Continuously Expand and Modernize High-Quality Data Sources	Sustain and strengthen Nebraska's statewide longitudinal data system to ensure high-quality, secure, and integrated data across education and workforce systems.
<i>Strategy</i>	<i>3.1.1</i>	<i>Treat Data Expansion as a Strategic, Ongoing Function</i>	<i>Establish a structured, transparent approach to expanding NSWERS data sources that balances value, feasibility, privacy, and partner capacity while aligning with statewide priorities.</i>
Tactic	3.1.1.1	Maintain a Multi-Year Data Expansion Roadmap	Develop and update a multi-year roadmap identifying priority expansions, sequencing, dependencies, and readiness considerations.
Tactic	3.1.1.2	Conduct Data Feasibility and Risk Assessments	Conduct structured feasibility assessments before integrating new sources or elements, including privacy, confidentiality, governance, and technical risk.
Tactic	3.1.1.3	Integrate Financial Aid and Earnings Data Where Permissible	Advance integration of financial aid, earnings, and related data to enhance understanding of affordability, returns, and workforce outcomes, consistent with legal constraints and governance approvals.
Tactic	3.1.1.4	Align with National Data Systems for Benchmarking	Integrate and align key indicators from federal and national data systems (e.g., IPEDS, BLS) to enable benchmarking and contextual analysis where appropriate.

<i>Strategy</i>	<i>3.1.2</i>	<i>Expand Private Data Coverage</i>	<i>Build relationships, agreements, and secure workflows to incorporate private education and/or workforce data where feasible and aligned to statewide priorities and governance.</i>
Tactic	3.1.2.1	Create a Private Sector Contact and Outreach Plan	Identify priority private entities, maintain contacts, define outreach messaging, and track engagement status to support feasible expansion.
Tactic	3.1.2.2	Develop a Private Data Expansion Roadmap	Prioritize private sector expansions based on value, feasibility, partner readiness, and governance considerations; sequence work with clear dependencies.
Tactic	3.1.2.3	Conduct Engagement Meetings and Intake	Conduct structured intake meetings to understand available data, constraints, use cases, and readiness; document requirements for agreements and technical workflows.
Tactic	3.1.2.4	Execute Data Sharing Agreements and Governance Alignment	Develop and execute DSAs, define permitted uses, establish disclosure safeguards, and ensure alignment with NSWERS governance and partner expectations.
Tactic	3.1.2.5	Implement Certification and Quality Enhancements	Implement certification, validation, and feedback workflows that ensure private data are fit for use and aligned to statewide quality standards.
Tactic	3.1.2.6	Implement Partner Access and Identity Integration	Implement identity and access integration (e.g., RBAC, SSO where feasible) aligned to DSAs and governance to enable secure partner access.
<i>Strategy</i>	<i>3.1.3</i>	<i>Expand Nebraska State Agency Data Integration</i>	<i>Expand data sharing with agencies such as HHS and Justice to support deeper pathway understanding and system-level insight with appropriate governance, privacy, and security safeguards.</i>
Tactic	3.1.3.1	Create an Agency Contact and Outreach Plan	Identify priority agencies, maintain contacts, define outreach messaging, and track engagement status to support feasible integration.
Tactic	3.1.3.2	Develop an Agency Data Expansion Roadmap	Prioritize agency integrations based on value, feasibility, readiness, and governance; sequence work with clear dependencies and resourcing assumptions.
Tactic	3.1.3.3	Conduct Agency Engagement Meetings and Intake	Conduct structured intake meetings to understand datasets, constraints, permitted uses, and readiness; document requirements for agreements and technical workflows.

Tactic	3.1.3.4	Execute Data Sharing Agreements and Governance Alignment	Develop and execute DSAs, define permitted uses, implement disclosure safeguards, and ensure alignment with governance and agency expectations.
Tactic	3.1.3.5	Implement Certification and Quality Enhancements	Implement validation, certification, and feedback workflows to ensure agency data are fit for use and aligned to NSWERS quality standards.
Tactic	3.1.3.6	Implement Partner Access and Identity Integration	Implement identity and access integration aligned to DSAs and governance to enable secure agency access where applicable.
<i>Strategy</i>	<i>3.1.4</i>	<i>Expand Multi-State and Border-State Outcome Visibility</i>	<i>Pursue cross-state linkages and agreements (as feasible) to improve tracking of migration, employment, and education outcomes beyond Nebraska, including border-state outcomes.</i>
Tactic	3.1.4.1	Create a Multi-State Contact and Outreach Plan	Identify priority states (e.g., border states), maintain contacts, define outreach messaging, and track engagement to support feasible agreements.
Tactic	3.1.4.2	Develop a Multi-State Data Expansion Roadmap	Prioritize multi-state integrations based on value, feasibility, legal constraints, and partner readiness; sequence work with clear dependencies.
Tactic	3.1.4.3	Conduct Multi-State Engagement Meetings and Intake	Conduct structured intake meetings to understand datasets, constraints, permitted uses, and readiness; document requirements for agreements and technical workflows.
Tactic	3.1.4.4	Execute Data Sharing Agreements and Governance Alignment	Develop and execute agreements, define permitted uses, implement disclosure safeguards, and align governance expectations across entities.
Tactic	3.1.4.5	Implement Certification and Quality Enhancements	Implement validation and quality workflows to ensure multi-state data are fit for use and aligned to NSWERS standards.
Tactic	3.1.4.6	Implement Partner Access and Identity Integration	Implement identity and access integration aligned to agreements and governance where applicable.

<i>Strategy</i>	<i>3.1.5</i>	<i>Expand Federal Data Linkage and Benchmarking</i>	<i>Expand integration with federal sources (where permissible), including linkage pilots and benchmarking indicators, while ensuring strong privacy, governance, and security.</i>
Tactic	3.1.5.1	Create a Federal Contact and Outreach Plan	Identify priority federal sources and programs, maintain contacts, and track engagement to support feasible linkage and benchmarking.
Tactic	3.1.5.2	Develop a Federal Data Expansion Roadmap	Prioritize federal linkages based on value, feasibility, legal constraints, and governance; sequence pilots with clear dependencies.
Tactic	3.1.5.3	Conduct Federal Engagement Meetings and Intake	Conduct structured intake meetings to understand datasets, constraints, permitted uses, and readiness; document requirements for agreements and technical workflows.
Tactic	3.1.5.4	Execute Data Sharing Agreements and Governance Alignment	Develop and execute agreements, define permitted uses, implement disclosure safeguards, and align governance expectations.
Tactic	3.1.5.5	Implement Certification and Quality Enhancements	Implement validation and quality workflows to ensure federal data are fit for use and aligned to NSWERS standards.
Tactic	3.1.5.6	Implement Partner Access and Identity Integration	Implement identity and access integration aligned to agreements and governance where required.
<i>Strategy</i>	<i>3.1.6</i>	<i>Expand Early Childhood Data Integration</i>	<i>Improve longitudinal pathway visibility by integrating early childhood participation and outcomes into the statewide continuum where feasible with appropriate governance safeguards.</i>
Tactic	3.1.6.1	Create an Early Childhood Contact and Outreach Plan	Identify priority early childhood sources, maintain contacts, define outreach messaging, and track engagement status.
Tactic	3.1.6.2	Develop an Early Childhood Data Expansion Roadmap	Prioritize early childhood integrations based on value, feasibility, readiness, and governance; sequence work with dependencies and resourcing assumptions.
Tactic	3.1.6.3	Conduct Early Childhood Engagement Meetings and Intake	Conduct structured intake meetings to understand datasets, constraints, permitted uses, and readiness; document requirements for agreements and technical workflows.

Tactic	3.1.6.4	Execute Data Sharing Agreements and Governance Alignment	Develop and execute agreements, define permitted uses, implement disclosure safeguards, and align governance expectations.
Tactic	3.1.6.5	Implement Certification and Quality Enhancements	Implement validation and quality workflows to ensure early childhood data are fit for use and aligned to NSWERS standards.
Tactic	3.1.6.6	Implement Partner Access and Identity Integration	Implement identity and access integration aligned to agreements and governance where required.
Objective	3.2	Strengthen Cross-System Pathway Connectivity	This objective enhances NSWERS' ability to show how individuals move through education and into the workforce over time by strengthening linkage methods, pathway definitions, and interpretability guidance.
<i>Strategy</i>	<i>3.2.1</i>	<i>Improve Longitudinal Linkage and Pathway Definitions</i>	<i>Improve the ability to track individuals across institutions, sectors, and time by strengthening linkage methods, standardizing pathway definitions, and maintaining interpretability guidance for complex trajectories.</i>
Tactic	3.2.1.1	Enhance Transfer and Mobility Tracking	Enhance tracking of transfer, stop-out, re-entry, and cross-institution movement, including improved definitions and partner-facing interpretability guidance.
Tactic	3.2.1.2	Improve Credential Stacking Visibility	Improve visibility into how credentials accumulate and stack over time across systems, including non-traditional and intermittent pathways.
Tactic	3.2.1.3	Enhance In-State and Out-of-State Employment Tracking	Expand visibility into where individuals work following education or training, including retention and out-migration, consistent with privacy safeguards.
Tactic	3.2.1.4	Expand Skills and Competency Tracking	Incorporate data on skills, competencies, micro-credentials, and apprenticeships to improve visibility into emerging pathways and evolving labor market alignment.
Tactic	3.2.1.5	Maintain Research-Driven Pathway Methods and Definitions	Coordinate with the research team to periodically review and update pathway definitions, linkage rules, and interpretability guidance as systems evolve, ensuring methods reflect best practice and remain decision-relevant.

Objective	3.3	Sustain Robust Data Governance, Quality, and Interoperability	As NSWERS grows in scope and use, governance, quality, privacy, and security must scale accordingly to protect sensitive information, maintain partner trust, and support broader and more sophisticated use.
<i>Strategy</i>	<i>3.3.1</i>	<i>Modernize Governance for Scale and Trust</i>	<i>Update governance structures, policies, and practices to support expanded data use while protecting privacy, confidentiality, and trust.</i>
Tactic	3.3.1.1	Maintain Data Privacy and Confidentiality Safeguards	Create plan to continuously update privacy, confidentiality, and disclosure avoidance practices as data scope and analytic sophistication increase.
Tactic	3.3.1.2	Maintain Data Quality Certification and Audits	Maintain and enhance verification, validation, and certification processes to ensure data remain fit for use.
Tactic	3.3.1.3	Maintain Interoperability and Standards	Maintain and evolve data standards and interoperability practices (e.g., alignment to shared definitions and formats where appropriate).
Tactic	3.3.1.4	Strengthen Cybersecurity Practices	Establish and execute plan to conduct regular cybersecurity audits and adopt modern security frameworks (e.g., zero-trust principles) to protect sensitive data as analytic complexity and usage grow.
<i>Strategy</i>	<i>3.3.2</i>	<i>Institutionalize a Formal Data Quality Program</i>	<i>Implement a repeatable program to measure, report, and improve data quality across partners and submissions.</i>
Tactic	3.3.2.1	Define Data Quality Benchmarks and Standards	Define data quality measures, thresholds, and interpretability standards (what is “good,” “acceptable,” and “needs remediation”) aligned to partner submissions and use cases.
Tactic	3.3.2.2	Develop Data Quality Reporting and Monitoring Products	Develop reports and/or dashboards that summarize data quality status, trends, and priority issues; integrate findings into certification workflows where feasible.
Tactic	3.3.2.3	Implement a Data Quality Remediation Workflow	Define remediation workflows including roles and responsibilities, escalation paths, prioritization criteria, timelines, and documentation to improve quality over time.

<i>Strategy</i>	3.3.3	<i>Strengthen Data Governance Structures and Change Control</i>	<i>Clarify what governance covers (definitions, warehouse structure, reporting standards, disclosure rules, partner access) and implement change control to manage evolution safely and transparently.</i>
Tactic	3.3.3.1	Define Governance Scope and Decision Inventory	Create an inventory of governance domains and decision rights (what decisions are governed, by whom, and how) to enable consistent, trusted change management.
Tactic	3.3.3.2	Implement Change Control for Data Definitions and Warehouse Schema	Define processes for proposing, reviewing, approving, implementing, and communicating changes to data definitions and warehouse schema, including partner impact assessment.
Tactic	3.3.3.3	Implement Change Control for Reports and Products	Define processes for proposing, reviewing, approving, implementing, and communicating changes to reports, dashboards, and key product elements to preserve interpretability and trust.
<i>Strategy</i>	3.3.4	<i>Implement Continuity of Operations and Disaster Recovery</i>	<i>Establish continuity planning and disaster recovery practices to support increasing partner reliance and ensure reliable service delivery.</i>
Tactic	3.3.4.1	Develop a Continuity of Operations Plan	Develop and maintain a continuity plan identifying critical functions, fallback procedures, communication protocols, and staffing coverage during disruptions.
Tactic	3.3.4.2	Develop and Test a Disaster Recovery Plan	Develop and periodically test disaster recovery procedures (backup, restore, recovery time objectives, recovery point objectives) and document lessons learned to improve reliability.
<i>Strategy</i>	3.3.5	<i>Codify Privacy, Confidentiality, and Security Leadership</i>	<i>Codify security, privacy, and confidentiality functions in job duties and workflows to maintain trust as data scope and use expand.</i>
Tactic	3.3.5.1	Implement De-Identification Review Protocols	Define protocols for de-identification and disclosure review across outputs, including approval requirements and documentation standards.
Tactic	3.3.5.2	Implement Records Retention and Data Lifecycle Controls	Define retention schedules, access controls, archival procedures, and secure deletion protocols aligned to legal requirements and governance.
Tactic	3.3.5.3	Standardize Disclosure Review for Partner Deliverables	Standardize disclosure review for partner deliverables and data requests, including documentation of safeguards and decisions.

Tactic	3.3.5.4	Define Security Roles and a Staffing Plan	Define security and privacy responsibilities (e.g., security lead function) in job duties; assess staffing needs over time as system reliance and technical complexity grow.
Tactic	3.3.5.5	Maintain Staff Data Security Certification	Require and track completion of data security and privacy certifications for all NSWERS staff on a recurring basis, ensuring compliance with governance requirements and partner trust expectations.
Objective	3.4	Ensure Technical Flexibility to Adapt to Change	Emphasize adaptability rather than static optimization: architecture should support innovation, integration of new tools, and evolving analytic needs while maintaining reliability and security.
<i>Strategy</i>	<i>3.4.1</i>	<i>Maintain Modular and Adaptive Architecture</i>	<i>Maintain modular, flexible technical architecture supporting innovation, integration, and emerging analytic methods.</i>
Tactic	3.4.1.1	Conduct Technical Debt and Modernization Reviews	Conduct regular reviews of infrastructure, tools, and dependencies; prioritize modernization work that improves reliability, maintainability, and adaptability.
Tactic	3.4.1.2	Build Synthetic Data Infrastructure	Build and maintain infrastructure to generate, manage, validate, and govern synthetic datasets.
<i>Strategy</i>	<i>3.4.2</i>	<i>Standardize Application Architecture and Development Practices</i>	<i>Establish and enforce common architecture, code standards, documentation practices, and shared internal libraries to reduce technical debt and accelerate development.</i>
Tactic	3.4.2.1	Create Application Standards	Define architecture standards, coding conventions, documentation expectations, and reusable patterns to standardize development and reduce variability.
Tactic	3.4.2.2	Implement Application Standards	Update existing code bases and workflows to align with defined standards; prioritize high-impact areas that reduce maintenance burden and improve delivery speed.
Tactic	3.4.2.3	Document and Enforce Application Standards	Maintain accessible documentation, implement review checklists, and automate enforcement where feasible (linting, CI checks) to sustain standards over time.
Tactic	3.4.2.4	Maintain Internal Package Libraries	Develop and maintain a standard internal suite of tools and libraries for common tasks to improve consistency, flexibility, and reliability.
Tactic	3.4.2.5	Standardize Codebase Structure	Standardize repository layouts, shared modules, dependency management, and build processes to improve onboarding and reduce time-to-resolution.

<i>Strategy</i>	3.4.3	<i>Standardize UI and UX Consistency and Cross-Device Access</i>	<i>Standardize UI/UX patterns, improve responsiveness across devices, and ensure partner experiences are consistent and intuitive.</i>
Tactic	3.4.3.1	Create UI and UX Standards	Define shared components, design patterns, accessibility expectations, and interaction standards to ensure consistent experiences across products.
Tactic	3.4.3.2	Implement UI and UX Standards	Update interfaces to align with standards; prioritize high-friction workflows and high-use pages identified via analytics and support tickets.
Tactic	3.4.3.3	Document and Enforce UI and UX Standards	Maintain documentation, implement design review checkpoints, and ensure standards are applied consistently across new and existing features.
Tactic	3.4.3.4	Improve Cross-Device Responsiveness	Improve responsiveness and usability on smaller screens and varied devices while maintaining security and performance.
<i>Strategy</i>	3.4.4	<i>Improve System Modularity and Release Flexibility</i>	<i>Strengthen modularity across front-end and back-end systems to reduce deployment risk and enable incremental releases.</i>
Tactic	3.4.4.1	Align Front-End Modularity with Back-End Services	Align front-end architecture to modular back-end services to enable incremental releases and reduce deployment complexity.
Tactic	3.4.4.2	Standardize Visualization Library Components	Standardize visualization components and patterns to improve consistency across products and reduce bespoke development.
<i>Strategy</i>	3.4.5	<i>Strengthen Software Quality Assurance and Testing Automation</i>	<i>Establish testing benchmarks and automate enforcement to improve reliability, reduce downtime, and accelerate delivery.</i>
Tactic	3.4.5.1	Define Testing Metrics and Baseline Targets	Define testing metrics (coverage targets, critical path tests, regression suites) and establish baselines aligned to system criticality and delivery needs.
Tactic	3.4.5.2	Create and Automate Tests to Meet Targets	Create automated tests to meet targets and automate enforcement to prevent regressions and reduce rework.

<i>Strategy</i>	3.4.6	<i>Improve Code Quality and Reduce Technical Debt</i>	<i>Reduce code complexity, enforce code quality standards, and address technical debt systematically to improve delivery speed and reliability.</i>
Tactic	3.4.6.1	Reduce Code Complexity	Refactor high-complexity modules, simplify logic, and improve modularity to reduce defects and increase maintainability.
Tactic	3.4.6.2	Enforce Don't Repeat Yourself (DRY) Practices	Identify and eliminate duplicated logic; standardize reusable functions and patterns to reduce maintenance burden.
Tactic	3.4.6.3	Define Quality Targets and Automate Enforcement	Define quality targets and automate enforcement through static analysis, CI checks, and review standards.
<i>Strategy</i>	3.4.7	<i>Expand GIS and Geospatial Visualization Capability</i>	<i>Develop and prioritize GIS functionality and performance improvements for map-based insights that support decision makers.</i>
Tactic	3.4.7.1	Maintain a Prioritized Map Inventory	Identify and prioritize an initial set of map-based products based on decision needs, interpretability, feasibility, and privacy risk.
Tactic	3.4.7.2	Define an Address and Geocoding Strategy	Determine supported geographic levels (e.g., county, tract, ZIP, worksite region), establish reference datasets and cadence, and define safeguards for small-cell or high-risk geographies.
Tactic	3.4.7.3	Improve GIS Performance and Reliability	Establish performance targets, optimize data structures and caching, and ensure map interactions remain responsive across common use cases and devices.
Tactic	3.4.7.4	Develop a Phased GIS Implementation Roadmap	Create a phased roadmap (pilot to scale) with reusable GIS components and design patterns enabling consistent implementation across products.

GOAL 4

Activate Data and Insights for Real Decisions

GOAL	4	Activate Data and Insights for Real Decisions	This goal focuses on turning statewide system intelligence and pathway visibility into practical use. NSWERS will expand access to governed tools and services, deliver actionable insights and consultative support, build statewide capacity for responsible data use, and reduce reporting burden through shared solutions while preserving privacy, neutrality, and role clarity.
Objective	4.1	Deliver Actionable Insights to Partners for Local Decision Making	This objective formalizes the delivery of actionable insights as a core NSWERS function by expanding partner access to insights+, broadening consultative and custom analytic services, expanding outcome coverage where feasible, and providing reliable customer support so partners can apply NSWERS outputs in real decision contexts.
<i>Strategy</i>	<i>4.1.1</i>	<i>Expand Access to insights+</i>	<i>Expand participation and user access through improved onboarding pathways, identity management, role-based access, and partner readiness while ensuring access is governed, secure, and aligned to data sharing agreements.</i>
Tactic	4.1.1.1	Standardize Partner Onboarding and Account Provisioning	Establish a standard onboarding process (request, approval, training, activation) to provision accounts, assign permissions, and ensure users understand permitted uses and disclosure safeguards.
Tactic	4.1.1.2	Strengthen Role-Based Access and Identity Integration	Improve role-based access control, identity integration, and auditability so partner access is secure, least-privilege, and consistent with DSAs and governance.
Tactic	4.1.1.3	Develop an Access Expansion Plan and Participation Targets	Develop an annual access expansion plan with targets (institutions onboarded, active users, active entities) aligned to priority partners and decision cycles.

Strategy	4.1.2	Provide Consultative Support and Custom Analyses	Offer consultative support and custom analyses to help partners interpret data, define populations, apply findings responsibly, and design evaluations while maintaining NSWERS neutrality and disclosure safeguards.
Tactic	4.1.2.1	Define a Service Menu and Intake Pathway	Create a clear service menu (consults, custom tables, analytic memos, evaluation scoping) and a standard intake/triage process to manage demand, set expectations, and prioritize work.
Tactic	4.1.2.2	Offer Remote Consultations and Office Hours	Establish recurring remote consultation options (office hours, scheduled consult blocks) to expand access statewide, reduce travel barriers, and improve speed of support.
Tactic	4.1.2.3	Develop Partner-Facing Analytic Playbooks	Develop playbooks and templates for common use cases (population definitions, interpreting outcomes, responsible subgroup analysis) to improve consistency and reduce repeated effort.
Strategy	4.1.3	Expand Outcome Coverage in Partner and Public-Facing Tools and Services	Expand availability and usability of outcomes in both partner-facing (insights+) and public-facing (insights) tools and services, consistent with data availability, governance approvals, and disclosure safeguards. Each outcome expansion should consider both partner and public channels from the outset, ensuring interpretability guidance and privacy protections are appropriate to each audience. Public outcome expansion coordinates with Strategy 4.4.4 (Promote Public Transparency and Understanding) for release packaging, interpretation guides, and disclosure practices.
Tactic	4.1.3.1	Maintain an Outcome Expansion Roadmap for Partner and Public Products	Develop and maintain a prioritized roadmap for adding or enhancing outcome modules, including dependencies (data, methods, UI/UX), interpretability requirements, partner readiness, and public release considerations. For each planned outcome, identify whether it will be available in insights+ only, insights (public) only, or both, and sequence accordingly.
Tactic	4.1.3.2	Define Outcome Launch Standards for Partner and Public Releases	Define minimum launch standards (definitions, validation, documentation, disclosure review, training materials, support readiness) for both partner and public outcome releases. Public releases require additional components aligned to Strategy 4.4.4, including plain-language interpretation guides, public-release packaging, and disclosure safeguards appropriate for non-technical audiences.

Tactic	4.1.3.3	Integrate NSWERS Metrics Products into insights and insights+	Integrate NSWERS Metrics public dashboard into the insights platform for public access. Integrate NSWERS Metrics secure outputs into insights+ for partner use. Ensure both channels include appropriate interpretability guidance and disclosure protections for their respective audiences.
Strategy	4.1.4	<i>Provide Customer Support for NSWERS Tools and Services</i>	<i>Establish a customer support capability through clear support channels, response expectations, issue tracking, and continuous improvement so partners can successfully use NSWERS tools and outputs.</i>
Tactic	4.1.4.1	Define a Support Model and Service Levels	Define a support model (help desk, ticketing, escalation, office hours) with service-level targets for responsiveness and resolution aligned to partner reliance and system criticality.
Tactic	4.1.4.2	Implement Issue Tracking and a Knowledge Base	Implement issue tracking and maintain a partner-facing knowledge base (FAQs, how-tos, troubleshooting, definitions) to reduce repeated questions and accelerate resolution.
Tactic	4.1.4.3	Use Support Data to Drive Product Improvements	Establish a feedback loop from support tickets and common issues into the product backlog and documentation updates.
Strategy	4.1.5	<i>Measure Use, Adoption, and Decision Relevance of NSWERS Products</i>	<i>Answer “are products being used” by implementing product analytics and defining adoption targets (active users, sessions, queries, key page views) to guide improvement and resource planning without intrusive monitoring.</i>
Tactic	4.1.5.1	Implement Product Analytics and Usage KPIs	Define and implement usage KPIs for insights (public) and insights+ (partner) covering logins, active users, sessions, feature use, and queries. Track and report KPIs through appropriate internal channels (dashboards, reports, or other formats as needed) to support planning, prioritization, and accountability. Include anonymous public usage metrics (e.g., views, downloads) to inform public product improvement alongside partner analytics.
Tactic	4.1.5.2	Define Adoption and Engagement Targets	Define annual targets for adoption and engagement by partner type and role and review progress quarterly to adjust outreach, training, and product priorities.
Tactic	4.1.5.3	Conduct Decision-Cycle Alignment Checks	Conduct periodic structured check-ins (surveys/ interviews) with partners to assess whether NSWERS products are used in planning, budgeting, policy design, or program improvement decisions and to identify barriers to use.

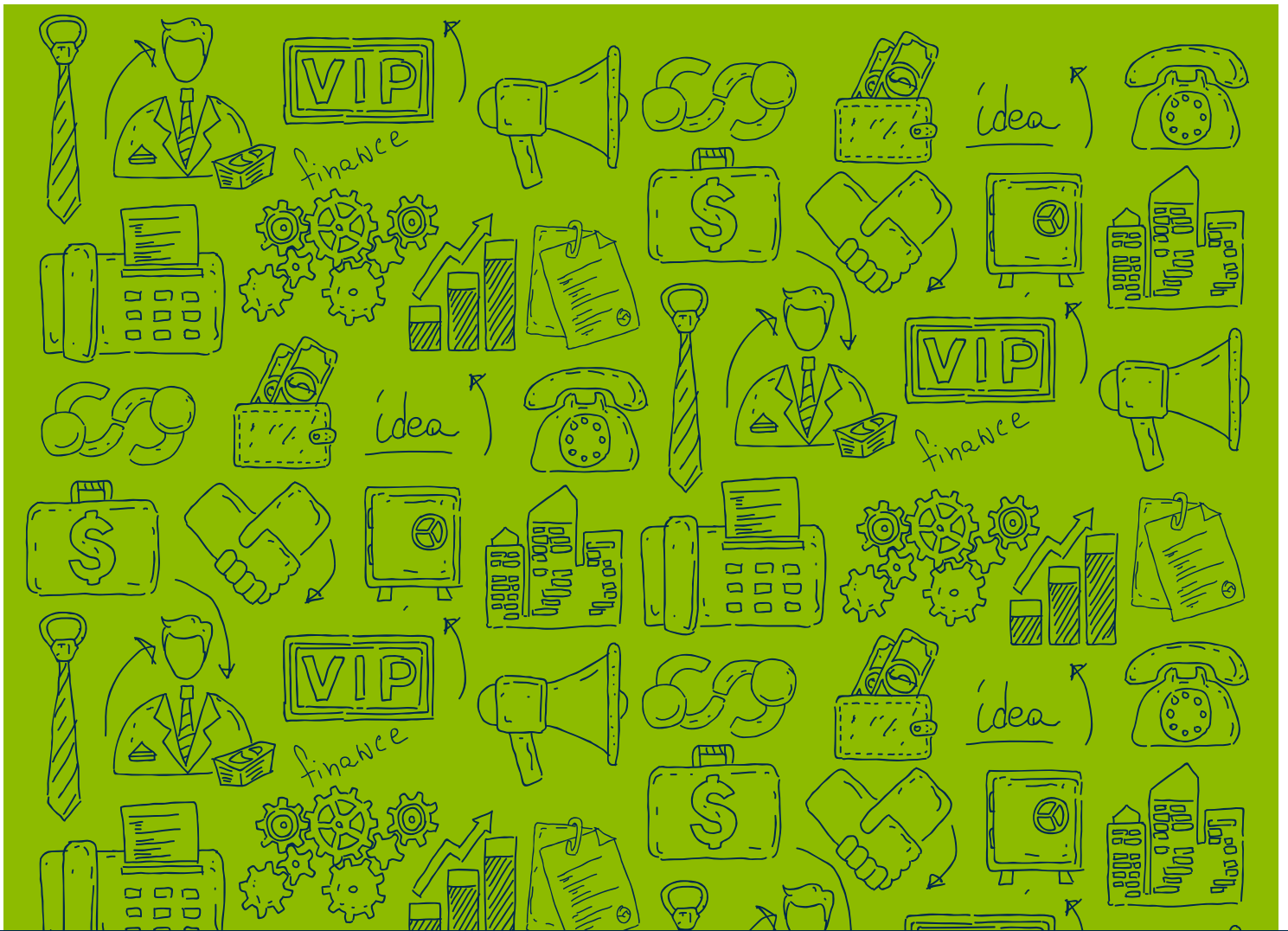
Objective	4.2	Build Statewide Capacity for Data-Informed Practice	This objective builds a durable statewide data-informed practice capability by communicating findings in clear, neutral ways and offering structured learning opportunities (conferences, academies, workshops, topic forums) that meet stakeholders where they are.
<i>Strategy</i>	<i>4.2.1</i>	<i>Communicate Findings and Data Services in Clear, Neutral Ways</i>	<i>Develop communication approaches that help non-technical audiences understand findings, limitations, and appropriate uses without advocacy so NSWERS outputs can be trusted and applied responsibly.</i>
Tactic	4.2.1.1	Host an Annual Statewide NSWERS Data Conference	Host an annual statewide conference to share findings, tool updates, partner use cases, and responsible data use practices; rotate location or provide hybrid options to maximize statewide access.
Tactic	4.2.1.2	Expand NSWERS Academy Opportunities	Offer the NSWERS Academy and related cohorts to build competence in using insights+, defining populations, interpreting outcomes, and applying results to decisions.
Tactic	4.2.1.3	Offer Statewide Workshops and Topic-Specific Forums	Offer statewide workshops and forums including community engagement workshops, legislative workshops, NSWERS 101/102, and topic-specific sessions aligned to partner decision needs and timelines.
<i>Strategy</i>	<i>4.2.2</i>	<i>Implement a Three-Level Statewide Education and Training Program</i>	<i>Implement an NSWERS Education and Training Strategy: five stakeholder tiers (A: System Leaders, B: PS Institutional Leaders, C: Regional/K-12 Leaders, D: Technical/IR Staff, E: Curriculum/Program Staff), each receiving training at the intelligence level matching their decisions (Level 1 outcomes, Level 2 evaluation, Level 3 system). Deliver through executive sessions, half-day workshops, multi-day technical training, webinars, and embedded consultation. Align training to the annual cohort computation and decision cycles.</i>
Tactic	4.2.2.1	Hire and Onboard the Education and Training Team	Hire a Director of Education and Training who owns the statewide strategy, builds curriculum, and manages stakeholder relationships. Hire two Consultants.
Tactic	4.2.2.2	Develop Tier-Specific Training Modules and Materials	Develop training modules for each tier: Tier A executive sessions; Tier B institutional workshops; Tier C regional workshops; Tier D technical workshops ; Tier E curriculum workshops.

Tactic	4.2.2.3	Execute Annual Training Cycle Aligned to Decision Calendars	Execute an annual training cycle aligned to the statewide decision cycle map (2.3.1.8): Q4 for Tier A system leaders (pre-legislative session), Q1 for Tier B institutional leaders and Tier C regional leaders (spring planning and budget cycles), Q1–Q2 for Tier D technical workshops, Q2 for Tier E program staff. Track three success dimensions: reach (how many trained at each tier), comprehension (can they use the intelligence at their level), and impact on decisions (did the intelligence inform real decisions).
Tactic	4.2.2.4	Operate a Stakeholder Feedback Loop from Training to Product Development	Systematically capture what stakeholders need that NSWERS does not yet provide, what questions they ask that cannot yet be answered, and what products are confusing or underused. Track and report training impact metrics including numbers trained by tier, session evaluations, feedback themes, and follow-up indicators of use. The Director synthesizes feedback and routes it to IT and R&E (for new analytical capabilities), Communications (for product improvements), and the Executive Council (for strategic priorities). Document feedback themes and impact metrics quarterly and incorporate into the annual strategy refresh (1.1.2.3).
Objective	4.3	Reduce Reporting Burden and Increase Efficiency	This objective identifies high-burden reporting requirements and pilots shared solutions that save partner time and improve consistency while maintaining governance and accuracy.
<i>Strategy</i>	<i>4.3.1</i>	<i>Pilot Centralized Reporting Solutions</i>	<i>Pilot centralized reporting solutions for high-burden reporting areas where NSWERS can reduce duplication, standardize definitions, and improve efficiency for partners and agencies.</i>
Tactic	4.3.1.1	Assess Feasibility and Conduct Centralized Reporting Pilots with Priority Partners	Before launching any centralized reporting pilot, conduct a feasibility assessment evaluating legal authority, data availability, partner willingness, technical requirements, governance alignment, and expected burden reduction. Where feasibility is confirmed, conduct one or more pilots with priority partners (e.g., NDOL and others as feasible), documenting burden reduction, data quality impacts, scalability requirements, and lessons learned. If feasibility assessment determines a pilot is not warranted, document findings and revisit in a future cycle.

Strategy	4.3.2	Pilot Centralized Data Access and Reuse	Pilot mechanisms allowing partners to securely access and reuse governed datasets/ products within agreed permissions to reduce repeated custom requests and improve consistency of reporting and analysis.
Tactic	4.3.2.1	Assess Feasibility and Conduct Centralized Data Access Pilots with Priority Partners	Before launching any centralized data access pilot, conduct a feasibility assessment evaluating governance constraints, partner permissions, technical infrastructure, security requirements, and expected efficiency gains. Where feasibility is confirmed, conduct one or more pilots (e.g., with NSCS, NDOL, and other willing partners) to test governance, workflow, and technical feasibility of centralized data access and reuse. If feasibility assessment determines a pilot is not warranted, document findings and revisit in a future cycle.
Objective	4.4	Promote Transparency and Public Understanding of Education and Workforce Outcomes	This objective ensures partners, policymakers, and the public understand what NSWERS does and does not do, how privacy is protected, and how to responsibly interpret outputs. It also ensures NSWERS systematically gathers feedback and improves tool usability while preserving neutrality.
Strategy	4.4.1	Provide Privacy and Confidentiality Communications and Awareness	Develop and disseminate clear communications explaining privacy protections, disclosure safeguards, and permitted uses for insights and insights+, tailored to partner and public audiences.
Tactic	4.4.1.1	Publish a Privacy and Confidentiality FAQ for insights and insights+	Create and maintain a plain-language FAQ explaining how privacy and confidentiality are protected, what users can and cannot do, and why certain outputs may be limited or suppressed.
Strategy	4.4.2	Implement Feedback Loops on NSWERS Tools and Services	Implement recurring mechanisms to gather partner feedback on tools, services, and outputs and translate it into prioritized improvements, informed by usage analytics, support tickets, and listening sessions.
Tactic	4.4.2.1	Run a Structured Feedback Cycle for Tools and Services	Conduct periodic surveys, listening sessions, and user groups; combine insights from usage analytics and support tickets; maintain an internal action log translating feedback into prioritized improvements.

Strategy	4.4.3	Improve UI and UX on insights and insights+	Improve UI/UX so partner workflows are intuitive, key outputs are easy to interpret, and platforms are accessible across devices, reducing friction and increasing effective use.
Tactic	4.4.3.1	Maintain a UI and UX Improvement Roadmap	Create and maintain a UI/UX improvement roadmap informed by usage analytics, support tickets, and partner feedback with quarterly prioritization and release planning.
Tactic	4.4.3.2	Design and implement a data visualization style guide	Design and implement a standardized data visualization style guide to establish clear, consistent standards for charts, colors, typography, labeling, accessibility, and more across all data products.
Tactic	4.4.3.3	Ensure Digital Accessibility and Compliance	Establish and implement accessibility standards for all NSWERS digital products and platforms, including insights, insights+, published PDFs, dashboards, and public-facing content. Conduct accessibility audits against ADA and Section 508 requirements, remediate identified issues, and incorporate accessibility checks into the standard development and release workflow to ensure ongoing compliance.
Strategy	4.4.4	Promote Transparency and Understanding Across Partner and Public Audiences	Strengthen transparency and understanding across both partner and public audiences by using insights, insights+, and related products (dashboards, briefs, special reports) to communicate what the data show and how to interpret it. This strategy emphasizes plain-language explanation, consistent method documentation, and responsible disclosure practices so that information provided to both partners and the public is accurate, neutral, and not easily misinterpreted. Partner transparency reinforces trust and informed use of insights+ products; public transparency ensures broader accountability and responsible interpretation of published findings.
Tactic	4.4.4.1	Maintain an insights Public Release Roadmap	Maintain and publish (internally, and externally where appropriate) a rolling roadmap for public releases via insights, including dashboards, briefs, and special reports. Align releases to decision cycles (legislative, budget, statewide planning) and ensure each release includes required interpretability components (definitions, methods summary, limitations, and disclosure safeguards).

Tactic	4.4.4.2	Publish Plain-Language Interpretation Guides for Public Products	Develop and maintain short, plain-language interpretation guides for core public dashboards and recurring public indicators (e.g., outcome definitions, cohort definitions, what comparisons mean, what not to conclude). Ensure guidance is consistent with methodological documentation standards and supports responsible interpretation without advocacy.
Tactic	4.4.4.3	Standardize Public Product Packaging and Disclosure Practices	Establish a standard public-release package for insights dashboards and publications that includes: a short narrative summary, key definitions, a methods and limitations section, disclosure safeguards explanation, update cadence, and contact/support pathways. Use a consistent template so public products are comparable over time and maintain trust through transparency and repeatability.
Tactic	4.4.4.4	Implement a Public Data Feedback and Clarification Channel	Provide a public-facing feedback channel (web form/email routing) for questions about insights products and interpretation. Triage inquiries for clarification needs, potential errors, or documentation improvements; maintain an internal log of recurring issues to inform updates to interpretation guides, FAQs, and product design.
Tactic	4.4.4.5	Develop Annual Public Data Literacy Campaign	Develop and execute annual campaigns (e.g., online guides, social media series, or community webinars) that teach basic data literacy for public audiences, focusing on how to read NSWERS outputs, understand limitations, and avoid common misinterpretations. Align campaigns with release road maps and use plain-language to make insights accessible, while reinforcing privacy protections and neutrality.
Tactic	4.4.4.6	Collaborate with Media and Public Partners for Outreach	Establish partnerships with Nebraska media outlets, libraries, and community groups to co-create neutral content (e.g., articles, infographics) based on public insights products. Provide training on responsible reporting of data, ensuring all materials include disclosure notes and links to full methods, to increase reach and trust without advocacy.
Tactic	4.4.4.7	Create Interactive Public Data Explorers	Develop simple, governed interactive tools (e.g., map-based dashboards on workforce trends) for the public portal, with built-in guides, tooltips for definitions, and automatic suppression for small groups to protect privacy. Ensure tools are mobile-friendly and tested for accessibility.



NEXT STEPS



1

NSWERS staff will finalize the detailed strategies and tactics for implementation beginning July 1, 2026.

2

The full strategic plan document, including all goals, objectives, strategies, and tactics—with assigned owners and implementation timelines—will be provided to the NSWERS Executive Council.

3

NSWERS will provide quarterly progress reports to the NSWERS Executive Council using a standardized scorecard that tracks tactic-level progress and rolls up to strategies, objectives, and goals.

4

NSWERS will perform an annual strategy and tactic review that allows staff to update operational details based on lessons learned, changing conditions, and emerging priorities—while preserving NSWERS Executive Council authority over goals and objectives.



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