DEVELOPING A BUSINESS INDUSTRY LEADERSHIP TEAM TO ENHANCE EMPLOYER ENGAGEMENT

PRESENTER:
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EXECUTIVE DIRECTOR, NATIONAL CONVERGENCE TECHNOLOGY CENTER
Major Goal for All College Programs

- **STUDENTS** complete certificates and degrees and are well-qualified for ready employment or transfer.
- **EMPLOYERS** are highly engaged and want to hire students.

Implementing the Business & Industry Leadership Team (BILT) Model helps to meet both goals, and it’s proven effective.
Businesses Co-Lead through BILT Process

- Not just an advisory role
- Benefits students, faculty, and BILT members alike
- Can be used for many disciplines
BILT Benefits Students

- Students in BILT-led programs are sought out by BILT members
- Students receive mentoring from BILT
- Because BILT members help with workshops such as resume building, mock interviews, “a day in the life,” etc. students benefit
BILT Benefits Faculty

- Faculty want to teach students what businesses want to hire
- BILT members help with events
- BILT members often provide free or reduced-cost professional development for faculty
BILT Members Benefit

- Pipeline of “workforce ready” job candidates enlarged
- Professional relationships with each other and the college
- Meaningful community improvement
- They feel their contributions are valued
Matt Glover, BILT Chair for CTC
BILT Implementation Can Be Adapted

- Dependent on your most critical need
- For example, if enrollments need to be boosted to enlarge the pipeline, BILT members can focus on recruitment first as long as curriculum is “good enough”
- Ultimately, curriculum alignment through BILT is an important backbone for prolonged engagement
Businesses must co-lead programs

- Participate in determining how they engage
- Prioritize Knowledge, Skills and Abilities (KSAs) they want graduates to have 12-36 months into the future via face-to-face meeting (updated annually)
- Predict Labor Market Demand from their perspectives
- Predict trends
Essential Elements of BILT Implementation

- Faculty must
  - Cross reference prioritized KSAs to existing curriculum
  - Update curriculum to address KSAs needed by businesses
  - Provide businesses with feedback regarding implementation
Recommended BILT Meetings

- One meeting Face-to-Face Annually to Prioritize KSAs
- 2-3 other meetings annually, usually web meetings to save BILT member time
  - College provides faculty feedback regarding implementation of prioritized KSAs
  - Employers highlight upcoming industry trends
  - Faculty ask for advice and get answers to any question
  - Opportunities for optional involvement are discussed
Strong Relationships -> Engagement
-> Hiring of Grads

Relationships Take Time to Build

Consider the WIIFM for all!
• Labor Market Demand for your program
  • How many positions are open and what is the prediction for growth in the program area? How do you know?
  • Are there other groups/colleges with the same program in your area or is your college the only one?

• Don’t rely only on national data; local labor market drives college programs
Reflection

- **Makeup of your current Business Advisory Committee**
  - How often do they meet?
  - How many companies participate? Who attends?
  - Do the members have content knowledge in your area?
  - Do the members represent the companies who do or could hire your grads?
  - Are there members from small, medium, and large employers?
Who to Recruit for BILT

- **BILT members must be technical**
  - High-level technical executives
  - First-line hiring managers
  - Technicians
  - HR representatives, as long as they are not the sole reps for a company

- **Faculty are ex-officio members**; they listen and ask/answer questions and then create/update curriculum to align with employer-needed Knowledge, Skills, and Abilities
Best Approach For Recruiting Members

- Get Help From Others
  - College President and Board of Trustee Members
  - Chambers of Commerce
  - Economic Development Corporations
- Network with your network

- **DO NOT USE EMAIL** (too easily ignored; also goes to SPAM sometimes)
- Phone or Mail Printed Hand-addressed, Hand-stamped Letter
- Letter and Phone Script Templates available
Building a BILT Culture

- Provide faculty and staff with professional development regarding BILT benefits and mechanics for faculty and others
  - Recorded webinars
  - Repeated discussion amongst the group to answer questions so that faculty can embrace the process

- Administration Support
  - Support from at least the Dean level is valuable
Sources for Creating the Pro Forma List

- **Associations** often have lists of competencies
- **Governmental** agencies sometimes have lists
  - NIST/NICE
  - Career One-stop
- Talk with local business leaders about their critical KSA needs
- Use SLOs from an existing exemplary program to contribute to the list
Creating the Proforma List of KSAs

- **Do not assume** you know what employers want in graduates
- **ASK** through the KSA process!
- **Pro forma KSA list** is
  - A starting point for discussion
  - Approximately 20-25 KSAs per hour
  - Employers may add, subtract, or modify items on the list
  - Largely a knowledge area list in many cases
  - Discussion is also extremely important
Before The BILT Meeting

- **Schedule** the BILT meeting
- **Invite** BILT members to attend 3-4 weeks in advance
- Realize that your **invitation list must include 2-3 times as many employers as you expect to have** attend
  - RSVPs from some will be “no”
  - Those saying “yes” sometimes get overcome by events at work
  - A goal of 10 BILT members actually in attendance helps to make the work less centered on just a few business needs
- **Ensure that your pro forma KSA list is at least in process** and that you know how to get it completed before scheduling the meeting
- **Refer to Toolkit** for best practices for reminders
Modified DACUM/Job Skills analysis begins with a *pro forma list*; faculty listen and ask questions during meeting.

Faculty cross-reference desired KSAs to existing courses and develop new modules or courses to fill gaps.

Faculty provide feedback to BILT for their comment.

Annual process to keep current.
**Skills Validation Mechanics**

- **Employers** discuss and rank skills
  - 4 = must be in curriculum
  - 3 = should be in curriculum
  - 2 = nice to have
  - 1 = delete from curriculum

- **Facilitator** reminds employers to focus on skills for an entry level employee coming out of the college’s program 12-36 months into the future
Roles

- **Facilitator** – can be faculty, dept. chair, dean with knowledge of the area, etc.
- **Employer BILT members are Subject Matter Experts** who discuss and vote on each item in the KSA list
- **Faculty are active listeners**, answering and asking questions, but not dominating the discussion and not bringing up the existing program
- **Minutes** to record discussion
- **Use automated method** for getting the votes
## Sample KSA Votes

<table>
<thead>
<tr>
<th>Alpha Num</th>
<th>Knowledge</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
<th>Avg</th>
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<tbody>
<tr>
<td>K-1</td>
<td>Knowledge of computer networking concepts, protocols, and security methodologies.</td>
<td>6</td>
<td>12</td>
<td>7</td>
<td>4</td>
<td>2.69</td>
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<tr>
<td>K-2</td>
<td>Knowledge of risk management processes (e.g., methods for assessing and mitigating risk).</td>
<td>17</td>
<td>9</td>
<td>3</td>
<td>0</td>
<td>3.48</td>
</tr>
<tr>
<td>K-3</td>
<td>Knowledge of laws, regulations, policies, and ethics as they relate to cybersecurity and privacy.</td>
<td>4</td>
<td>9</td>
<td>12</td>
<td>4</td>
<td>2.45</td>
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<td>K-4</td>
<td>Knowledge of benchmarking.</td>
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<td>5</td>
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<tr>
<td>K-8</td>
<td>Knowledge of information technology (IT) architectural concepts and frameworks.</td>
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<td>Knowledge of system life cycle management principles, including software security and usability.</td>
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<td>10</td>
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<td>2.90</td>
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<td>Knowledge of the organization’s enterprise information technology (IT) goals and objectives.</td>
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Validation Process

- Items with avg. of 3.0 or above are usually included in curriculum

- Faculty will “map” the skills/knowledge areas to existing courses

- Gaps will be identified, and curriculum strategy established for filling gaps

- Results and follow up will be reported back to the BILT
## Sample KSA Vote Cut-off

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## Sample KSA Mapping to Courses

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**Important Features of KSA Analysis**

- **Face to face with discussion**
- **Full engagement** by employers; if an employer does not feel expert in on an item, they can choose not to vote
- **Recognizes** that no college can train for specific business needs
**Certificate in Tech Project Management**

**KSA's covered by Certificate**

- Exposure: K2, K4, K10, K11, K12, K13
- Thorough: K1, K8
- Gaps: K9, K13

<table>
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<tr>
<th>Courses</th>
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<th>Credit Hrs.</th>
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<tbody>
<tr>
<td>ITPM1001</td>
<td>Intro to Tech PM</td>
<td>4</td>
</tr>
<tr>
<td>ITSC1374</td>
<td>Intro to Comp Net</td>
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<td>3rd course</td>
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<tr>
<td>4th course</td>
<td></td>
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<tr>
<td>etc.</td>
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<td></td>
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Providing Feedback to Employers

- Email minutes of the KSA meeting to employers
- Schedule the next meeting and send out save-the-date appointments
- Feedback for employers
  - KSA cross-reference to existing curriculum
  - List new/enhanced certificates and degrees
  - Show which KSAs are covered by each certificate and degree
  - Show how the certificates stack

And, if they want changes you cannot make, discuss reasons to see if they can help remove barriers
Web Meetings

- 1-1.5 hours
- Typically early in the day, Tuesday, Wednesday, or Thursday
- Trends discussion first
- Feedback regarding KSAs and how they have been used
- Discussion/questions as appropriate for your program
- Discuss other opportunities for service
Other Resources

- BILT resources at CORD
  [http://advancingcredentials.org/toolkit](http://advancingcredentials.org/toolkit)

- BILT resources from the National Convergence Technology Center
  [http://connectedtech.org](http://connectedtech.org)

- Contact: abeheler@gmail.com