

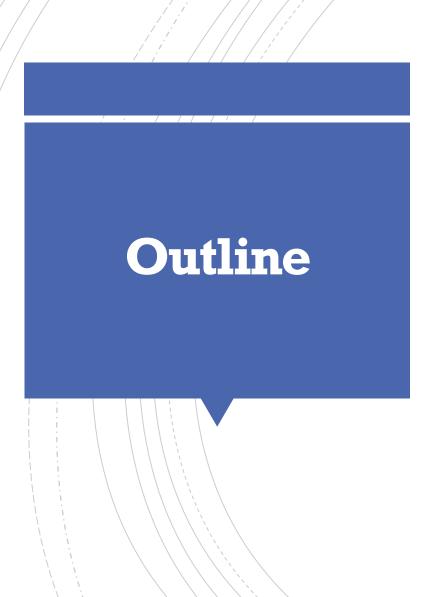
DEVELOPING A BUSINESS INDUSTRY LEADERSHIP TEAM TO ENHANCE EMPLOYER ENGAGEMENT



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- BILT Value Proposition
- Essential Elements
- Recommended BILT meetings
- BILT memberships and recruitment
- Identifying Pro Forma Job Skills
- Executing the Job Skills Analysis faceto-face meeting(s) and web meetings
- Faculty Cross-reference process
- Providing Feedback to the BILT
- Resources

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

Essential Elements of BILT Implementation

- 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

Implementation Considerations/ Questions

Strong Relationships -> Engagement -> Hiring of Grads

Relationships Take Time to Build

Consider the WIIFM for all!

Implementation Considerations/ Questions

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

Curriculum Alignment

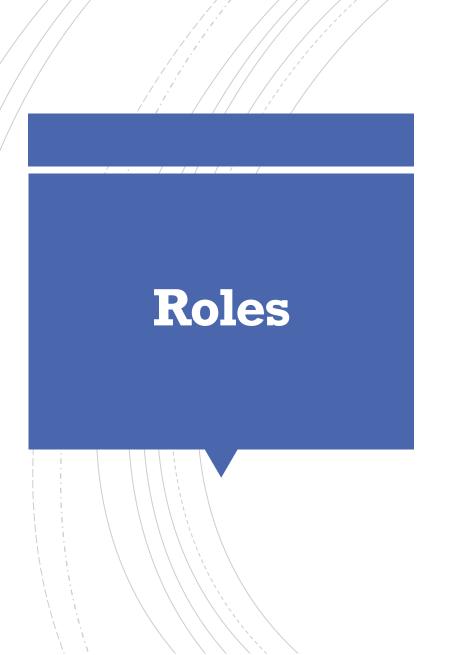
Process That Originated in the U.S. Air Force

- 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
- l=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



- 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

	Technical Project Management					
Alpha Nume	Knowledge	4	- 3	2	1	Avg
K-1	Knowledge of computer networking concepts, protocols, and security methodologies.	6	12	7	4	2.69
K-2	Knowledge of risk management processes (e.g., methods for assessing and mitigating risk).	17	9	3	0	3.48
K-3	Knowledge of laws, regulations, policies, and ethics as they relate to cybersecurity and privacy.	4	9	12	4	2.45
K-4	Knowledge of benchmarking.	13	6	5	1	3.24
K-8	Knowledge of information technology (IT) architectural concepts and frameworks.	11	11	7	0	3.14
K-9	Knowledge of the practical application of engineering science and technology. This includes applying principles, techniques, procedures, and equipment to the design and production of various goods and services.	6	10	11	2	2.69
K-10	Knowledge of Risk Management Framework (RMF) requirements.	11	11	6	1	3.10
K-11	Knowledge of resource management principles and techniques.	17	10	1	1	3.48
K-12	Knowledge of business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods, and coordination of people and resources.	13	11	5	0	3.28
K-13	Knowledge of system life cycle management principles, including software security and usability.	11	6	10	2	2.90
K-14	Knowledge of the organization's enterprise information technology (IT) goals and objectives.	10	11	7	1	3.03

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

Technical Project Management							
Alpha Nume	Knowledge	4	3	2	1	Avg	
K-1	Knowledge of computer networking concepts, protocols, and security methodologies.	6	12	7	4	2.69	Discuss
K-2	Knowledge of risk management processes (e.g., methods for assessing and mitigating risk).	17	9	3	0	3.48	
K-3	Knowledge of laws, regulations, policies, and ethics as they relate to cybersecurity and privacy.	4	9	12	4	2.45	Do not map
K-4	Knowledge of benchmarking.	13	6	5	1	3.24	
K-8	Knowledge of information technology (IT) architectural concepts and frameworks.	11	11	7	0	3.14	
K-9	Knowledge of the practical application of engineering science and technology. This includes applying principles, techniques, procedures, and equipment to the design and production of various goods and services.	6	10	11	2	2.69	Discuss before mapping
K-10	Knowledge of Risk Management Framework (RMF) requirements.	11	11	6	1	3.10	
K-11	Knowledge of resource management principles and techniques.	17	10	1	1	3.48	1
K-12	Knowledge of business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods, and coordination of people and resources.	13	11	5	o	3.28	
K-13	Knowledge of system life cycle management principles, including software security and usability.	11	6	10	2	2.90	
K-14	Knowledge of the organization's enterprise information technology (IT) goals and objectives.	10	11	7	1	3.03	

Sample KSA Mapping to Courses

	Technical Project Management							
Alpha Numeric	Knowledge	4	3	2	1	Avg	ITPM1001	ITSC1374
K-1	Knowledge of computer networking concepts, protocols, and security methodologies.	6	12	7	4	2.69		Thorough
K-2	Knowledge of risk management processes (e.g., methods for assessing and mitigating risk).	17	9	3	0	3.48	Exposure	
K-3	Knowledge of laws, regulations, policies, and ethics as they relate to cybersecurity and privacy.	4	9	12	4	2.45	Gap	Gap
K-4	Knowledge of benchmarking.	13	6	5	1	3.24	Exposure	
K-8	Knowledge of information technology (IT) architectural concepts and frameworks.	11	11	7	0	3.14		Thorough
K-9	Knowledge of the practical application of engineering science and technology. This includes applying principles, techniques, procedures, and equipment to the design and production of various goods and services.	6	10	11	2	2.69	Gap	Gap
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K-13	Knowledge of system life cycle management principles, including software security and usability.	11	6	10	2	2.90	Exposure	
K-14	Knowledge of the organization's enterprise information technology (IT) goals and objectives.	10	11	7	1	3.03	Gap	Gap

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

Suggested Feedback Format

Certificate in Tech Project Management

KSA's covered by Certificate

Exposure: K2,K4,K10,K11,K12,K13

Thorough: K1, K8

Gaps: K9, K13

Courses	Course Title	Credit Hrs.
ITPM1001	Intro to Tech PM	4
ITSC1374	Intro to Comp Net	3
3rd course		
4th course		
etc.		

Providing Feedback to Employers

- Email minutes of the KSA meeting to employers
- Schedule the next meeting and send out savethe 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



• 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

Matt Glover, BILT Chair for CTC

Other Resources

BILT resources at CORD

http://advancingcredentials.org/toolkit

 BILT resources from the National Convergence
 Technology Center

http://connectedtech.org

• Contact: abeheler@gmail.com