

# Strategies for Business Engagement (Includes Credential Curriculum Alignment)

## October 13, 2016

Ann Beheler - I am representing the National Science Foundation Centers Collaborative for Technical Assistance, we are pleased that you have joined us for our webinar entitled *Strategies for Business Engagement* hopefully it will be beneficial to you. Note that this is being recorded and the recording will be made available to you within a few days by email giving you the URL that you can click to get to that recording, note also that the slides will be there as well for you to reference and in addition of please feel free to contact any of the presenters, because I know that everyone who is presenting today is willing to be of assistance and answer questions. Speaking of that you are on mute throughout this presentation however, you do get the opportunity to enter questions as you desire in the question box and we will address those at various times during the presentation, depending on our timing also without further ado you could we have the next slide?

### **Webinar Details**

Ann Beheler - I think I've pretty well told you all of these pieces of information but this webinar is actually provided to you by the Centers Collaborative for Technical Assistance funded by the National Science Foundation to provide technical assistance to all sorts of workforce programs and it's additionally supported by another grant which is the ATE Collaborative Impact Projects, ATE Centers, next slide.

### **The CCTA is led by**

Ann Beheler – The CCTA is led by five centers across the United States the National Center for Convergence Technology happens to be the one that I lead, then we have the South Carolina ATE National Resource Center at Florence Darlington Technical College in South Carolina, we have the Florida ATE Center at Hillsborough Community College in Tampa, the Bio-Link Next Generation National ATE Center for Biotechnology and Life Sciences in San Francisco and the Network's Resource Center at the Maricopa Community College District in Phoenix, Arizona, next slide.

### **CCTA Purpose**

Ann Beheler - Our purpose we were asked by the Department of Labor several years ago actually now about three years ago to provide technical assistance to DOL TAACCCT grantees, it turns out that at that time the ATE centers program had been in existence for over 20 years and the TAACCCT program itself was only two or three years old so the leaders of both programs got together and DOL leads thought that it would be a good idea for the National Science Foundation grants to provide assistance to DOL grantee because good practices for running large grants are good practices for running large grant it doesn't specifically matter whether or not it is NSF or DOL. These are also good principles for leading workforce oriented programs of any calling. Our deliverables are our webinar which are both live that you're experiencing right now and recorded with attendee Q&A and archive for reference later. We

focus on identifying and documenting best practices we have some best practices that are also available for download and we host an annual convening after the HI-TEC conference this next year it's going to actually be in Salt Lake City and we have a half-day session after that where we focus on primarily items that are specific interest to the TAACCCT grantees.

### **Poll #1: Your Affiliation**

Ann Beheler - We are now ready for our poll we need to know who are audience happens to represent so you're going to get the opportunity now to pick your affiliation you can say whether or not you're with an NSF grant, a TAACCCT grant, both or neither. Janet will you let us know when it looks like everybody had voted.

Janet Pinhorn – Absolutely, we're just waiting, we've got a few more people coming in looks good I'm going to close the poll and 5,4, 3,2,1 its closing let's have a look. You can see the results.

Ann Beheler – Ok, thirty-six percent are in NSF, 11 percent are TAACCCT and both eighteen percent and neither thirty-six percent that's terrific again the information that we provide works for pretty much any workforce program, next slide.

### **Poll: How many people are listening with you?**

Ann Beheler - One more poll, opps can you go back one? One more poll, ok, we need to know how many people are listening with you so that we can judge the size of our audience so if you would please fill that in.

Janet Pinhorn – Why is that not coming up, isn't coming up come close that did yours not come up?

Ann Beheler – No, I'm seeing the results of the previous poll, again this is a live webinar it doesn't come up real soon we won't worry about it. Ah here we go so please answer how many people are actually listening with you so we can get an idea of the size of our audience.

Janet Pinhorn - Ok and we've got 58, 31, so I will close in five, four, three, two, one.

Ann Beheler - Ok, so we have one other point person listening with thirty-five percent of the people and two listening with twelve percent very interesting information. Ok let's go back to the presentation.

### **Today's Presenters**

Ann Beheler - Alright I'm Ann Beheler the Principal Investigator for the National Convergence Technology Center that's basically information technology and communication but our businesses once call it convergence so we let them to call it whatever they want to call it. We're also joined today by Julie Stiak who is a presenter and also is the District Director for Healthcare Education in the Maricopa Community College District that's a district of 12 colleges in the Phoenix area and we're joined by Meri Winchester who is a presenter as well and she is an Instructor of Computers and Digital Media at

McHenry County College and I will say that both Julie and Meri have adopted what we lovingly call are BILT process and not only have they adopted it they have adapted it for their use. There's nothing that says that our best practice has to be exactly implicated or implemented exactly as it is it can certainly be adapted. So I will present a little bit for background first and then I believe we have Meri and then Julie presenting and we'll see how we are on time and whether we can take questions after each section. Please do type those questions into the chat the question box, next slide.

### **Employment Trends to Watch in 2016**

Ann Beheler - Ok you can go back one, alright I would like to point out that we have a really wonderful situation right now in that our employers are showing confidence in their hiring and they are hiring. I know that some of us have been in this business long enough to know that there are times when the employers though we love them are not hiring and so we have thirty-six percent of the respondents to the CareerBuilder's annual job forecast saying that they're going to hire and about half of the employer plan to hire temporary or contract workers. While it is not the focus of this particular webinar I would encourage all of you to do a little bit of Google searching on the gig economy that's G-I-G. There is quite an emphasis in the future on our graduates needing to know how to exist as independent contractors as temporary workers or independent contractors. So I think that's another thing that's happening with employment trends it's very important for us to watch, next slide.

### **Why Involve Businesses?**

Ann Beheler - Why do we involve business? Well, if we're doing a career and technical education program I don't think we have a whole lot of choice because most all of our states require us to have some number of business meetings every year. Now the question then is if you are holding a meeting with your businesses just because you have to, what do they get out of it, what do you get out of it and what good is it to students and ultimately that's the lens that I like to use. Some of the things that you can get from businesses are donations, presentation both in the classroom and at conferences, they will also sometimes teach for us, they give us advice but what happens with advice do you have to take it well usually not but that sometimes the erodes the situation with businesses, I would say that it really needs to be about building relationships with these businesses where they co-lead your work and you understand why they want to work with you and that may change over time. What they may say today is the reason for working with you may not be the reason tomorrow for example they may right now want you to train workers to fill their pipeline but maybe at another point in their career they may actually want to be part of your business team so that they can actually interact in a safe environment with others who are facing monumental changes in the industry and by the way IT is about to undergo a huge paradigm shift if you haven't heard about that, I would welcome you contacted me because we're on top of that as well. The other thing is why do they want to continue working with you, we have people now that have worked with us for 12 years or more and that's pretty exciting but I guarantee you that they would not keep doing that if they weren't getting something out of it. And then how do you want their work to directly impact students because ultimately that's what we're all in this or at least that's what I'm in this for I want to make sure that the students that we graduate are workforce ready and able to get really good jobs that are really not jobs that there are beginning for an entire career and

then some techniques how to maximize the use of your business representatives without in fact wasting their time that's very important they're all very busy the ones you want to work with are very busy so it's very important that you focus on that, next slide.

### **Setting the Context for BILT**

Ann Beheler - By way of background the National Convergence Technology Center was built on a regional center that actually was originally established in 2004 interestingly enough I was hired by Collin County Community College in 2001, I don't know just right before the dot-com bust but actually I interviewed two days after 9/11 and what they wanted me to do with grow IT enrollment at time. Anyone that knows anything about IT and what happened in the dot-com bust knows that was a futile effort because in fact the demand for IT workers went down and in the North Texas region alone there were 72 hundred thousand IT related workers that were laid off. Well we actually formed our regional grant for the purpose of figuring out what the next new thing would be an IT because I really didn't believe having been in IT for a number of years, I did not believe that IT jobs could be totally going away within the United States, I've seen the industry go down and I've seen it come back up but when it comes back up, it comes back up a little differently. So we formed a consortium we sought National Science Foundation money and got it, first regionally, now nationally and we work with 57 I say plus because we have people in the pipeline right now wanting to join us 57 college and university partners and again we primarily focus on networking infrastructures some people call that networking some people also include it as mobility and data communication, it has to have some amount of cyber security in it as well and we do and also it's beginning to have more and more real programming. We designed everything we've done for the original regional and also for the National in lockstep and I mean lockstep with the businesses to ensure that the students that finish our programs are very well prepared to be hired. You can see some, next slide.

### **CTC Partners**

Ann Beheler - You can see some of our partners on the next slide, there are eight partners and then again we have 57 other colleges and universities we work with, next slide.

### **Business & Industry Leadership Team Leads**

Ann Beheler - I will say that this business and industry leadership team approach notice it's not advisory, the process was developed under the National Science Foundation grant but it's already been spread several places. I just finished a year ago a round one DOL consortium, a 20 million dollar consortium that with seven colleges in six states and we use the BILT process there for designing all our curriculum and getting it approved in line with the DOL requirements. We've also worked with several other colleges and programs the SHINE Center out in Washington, we worked with them and they adapted a version of our approach, the North Arkansas Community College IT program has done the same and there even is a sailing program in California a program that actually prepared the people that staff the very large yacht that are on the west coast that sailing program curriculum is designed using the same approach and then of course we have Meri Winchester from the McHenry Community College is going to talk to you about how they adapted the program, as will Julie Stiak from the Maricopa District, next slide.

### **The Typical Business Advisory Council**

Ann Beheler - Here's the typical advisory council, usually one or two times a year required and sometimes that's the only time those business reps are on your campus. Well I will offer that's probably not very tight engagement if they're only on your campus once or twice a year they're not really invested in your program to terrible much. Also to the people that you may have on your in your membership they have a very mixed level of knowledge they may be technical front line people or they could be someone who was involved in industry maybe even several years ago, I will also say that I have sometimes found that the list of people that are on the advisory council sometimes include people that have moved away or even in one case it was someone who was deceased that's not very involved either. And if the group advises on the program or just reviews what is happening, I would allege that that is not a type of an engagement situation as you might prefer. Plus in our area, I'm in the DFW Metroplex they're actually 11 separate named colleges as well as our huge college district that serve 54,000 students we have I think four campuses anyway a lot of different programs exist in our region well a given individual who is very influential probably cannot participate in that many different advisory councils so when we started our original regional grant we had the people come together from all those colleges and benefit from the wisdom of the businesspeople, next slide.

### **Typical Results for Businesses/Graduates**

Ann Beheler - The typical business advisory council may be a rubber stamp group it made produce a graduate that is not readily employable, that's not good and I will say that some of the funding agencies for our grants believe that business advisory councils are rubber stamp groups, so if your visit and on the next proposal that you write need to make sure that you not clear that though it is named advisory your group really takes the information that they tell you and take it to heart. And the attendees that are on the council may or may not be the right level, I will say that sometimes if you have a preponderance of HR people only on the business team it's not very, very strong especially not strong in terms of looking at future requirements for the industry because typically the HR people get the requirements for hiring from the actual line managers that are going to do the hiring. So it's important to have some of those people on your group as well. And then the businesses might not be truly engaged because they don't feel like they're input is particularly being used, next slide.

### **Suggested Engaged BILT Model**

Ann Beheler - All right again the approach works for any technical program, I also even use it for a technical writing program which even though it has the word technical it's not really an English Program it was as well and it's very important to make sure that the people that are in a BILT, know that they are co-leading your work. I do have to say that we used to say that we have the Business and Industry Leadership Team leading our work, but I got into a bit of a jam because they said why can't you have a 90 hour associates degree, they wanted a whole lot more information to be covered for the graduate and there really wasn't any way to do that at least not within the public community colleges across the nation. Again a regional council is a very good idea and ours are both national and local because in fact our businesses in the DFW area, many of them are national but they have hiring needs in the DFW area as well. We also meet regularly, quarterly not one or two times a year and we'll talk about that in a bit of

detail here as we go along. The right people need to be on the council, you can have high-level technical executives and that very good to have but it's important that even if you have somebody who's Vice President or a Director that they have stayed technical as opposed to just being a Program Manager as they have gone up the line in their increasing responsibility, first-line managers and technicians of course are very important because they tell you what is needed in the job and then HR representatives are very good to have on the team as long as they're not the sole representative for a given company, next slide.

### **More Than An Advisory Council**

Ann Beheler - Again more than an advisory council, I know that I'm saying this over and over again but it's very important it is the leadership team this group here on the right that's Glenn Wintrich from Dell he was in the Chief Innovation Office for Dell up until the end of July this year, he's been on our team now since 2004 actually he was on it slightly before then because he helped us with the proposal that was awarded in 2004. On the left is Matt Glover he's the Chief Technology Officer for a company called Le-Vel he is our current chair for our BILT and he's been on the BILT about six years at this point. You have to know that they're getting something out of this or they would not be continuing to be there this long. I have to tell you that for both of these individuals, I can ask them what they're doing on a date particular date in the future just make up a date and they will first check their schedule and then they'll say, "Okay, I'm free, where are we going, what are the top three things were going to accomplish?" They will go to conferences with us, they will present to students, they will do just about anything I ask because they co-own the program, next slide.

### **Use Draft Letter and Script**

Ann Beheler - Now how do you get these people, well I would have a draft letter and a script that I would use, I figured out who do I want to know from, who do I want to hear from. I would address those people and for each targeted business I would decide on a minimum and optional set of expectation, I would suggest that the minimum expectation is that they participate once a year with you in the curriculum alignment process and then the optional expectations could be anything from speaking classes to presenting at conferences to mentoring students, mentoring faculty all sorts of things like that. I would draft a written letter or a script that I would use on the telephone do not expect to send email in a blast to a lot of folks and have all of them just be clamoring to join your business team that doesn't work. This is a very high touch situation, I have been successful when I typed out not typed out, when I printed a letter and actually put it in an envelope with a stamp on it I've been very successful with that, I have also been successful phoning and talking to the person that I might want to get. Now what happens if you don't know who you want to talk with the a business, I started the highest level officers office for the company in the region and if that's not the right place they'll tell you who is the right person to talk to, to put them on your team, next slide.

### **To Build an Engaged BILT**

Ann Beheler – So, be specific about what you want from the businesses, I certainly on the first recruitment call would not say well I want you to sponsor scholarships, or I want you to give us

equipment, I would talk more about we want to be a service to you because we do and we want to make sure that our program produces graduates that are going to be readily employable. Share your passion, share your vision, I don't know very many people that are in education who are not extremely passionate about what they're doing, share it, emphasized the win-win for the business person, you get what you want to make sure the program aligns properly and then hopefully you can figure out what's in it for them, what do they want out of it and emphasize that you don't really want it to be a one-way street. Also to what happens if you talk to the personal assistant well that's really easy you pitch what you're wanting to that assistant and say I'm searching for the right person within your company to help us with you know whatever you have on your script and you ask who would that person be within your company and once you get a name and I've never had a problem with that assistant giving me a name, once you have a name go ahead and call that person and say so-and-so in whoever's office it was referred you to that person and then talk with them, next slide.

### **One Face-to-Face Meeting Annually**

Ann Beheler - Okay how do we handle these four meetings every year, well initially they were all face-to-face, I have to tell you that however the people that you really want are going to be the people that are super, super busy, so what we do now if we have one face-to-face meeting annually and even that face-to-face meeting this last time we had half of our members online using WebEx and dialing in and we had half of our members actually in the room and it actually worked okay. But it was a synchronous meeting where they could discuss each of the knowledge areas and they could prioritize them together. It is a modified DACUM or a job skill analysis process that identifies the knowledge skills and abilities that are needed from the graduates. This is truly a 4 to 6 hour process because you start with a pro forma list of KSA and then the business people get to prioritize each one of them together and they need to discuss them because in fact, oh sorry there's someone at my door, I happen to be at a hotel, bottom line of it is that they, you need time for them to discuss that's a very, very important part of the process. Also faculty need to determine how to address those KSA through the curriculum by cross-referencing them to existing courses after the business people have had their discussion and made their prioritization. Once the faculty members have decided on the cross referencing what are you covering now, what needs to be covered later then, then the groundwork has been laid to develop new modules or courses to fill the gaps, next slide.

### **Three Virtual Meetings Annually**

Ann Beheler - The other three meetings annually are virtual they're through WebEx for us could be GoToMeeting, whatever could be Zoom, the part that's very important in these meetings is identifying the trends to get ahead of curricular changes that might be necessary, very, very important to get those trends out front because we are not very fast at addressing changes that the business people want. We also want an informal forecast of future employee needs if they say well this is the kind of person I want to hire but I'm only going to hire one every three years of these kinds of people we need to know that too. And also if you're doing a grant or if you're needing to have a someone weigh in on your entire program how your certificates and degrees are setup you can actually use that meeting to talk about

that and you can talk about your major grant activities and opportunities for them to help you at any of these virtual meetings that occur, next slide.

### **The BILT from the Chairman's Perspective**

Ann Beheler - Ok this comes from Matt Glover our BILT Chairman, there's quite a bit of differentiation between an advisory role for the businesses and a business-led situation where they're actually in a leadership role. If they are suggesting KSA's and you don't have to do anything with them and if in fact you don't do anything with them maybe they come back next year and find out that they spent a lot of time trying to help you align your program and you didn't do it that erode their confidence in your program and it erodes their engagement overall. The business is not going to be heavily invested if they're ignored and if they're ignored long enough they won't even keep coming back. If they're in a leadership role it has worked beautifully for the businesses to stay engaged, they feel like they have skin in the game, they feel very much a sense of ownership of the program, it's away for them to reduce on-the-job training time which is extent and it gives them an opportunity to impact. But I would say do not emphasize just them having a philanthropic interest because what happens is if it's a philanthropic interest only they're not likely to be with you on an ongoing basis, however if they have some other interests specifically in your program, they will be with you for years. I've even not even, I've had several people change companies and they notify their changing companies so we need to change their email address and at that point they just continue on and we don't particularly know that they've ever change company they keep working with, next slide.

### **Serving on BILT – Driving Real Value**

Ann Beheler - So what's in it for the professor's, what's in it for the business leader, what's in it for the students, within it for the employee, well students we want to make students into strong employees and give them a start on a real career. I don't know any of the professors in our program who don't want to do the absolute best job they can with the students, so that they are really prepared for the workforce. And I would say that early business engagement really helps, consistent engagement with businesses really helps they will do all sorts of things for you mentoring students, mentoring faculty, internships, externships, they will grade capstone courses they will do all of that the business leader love to get employees that are ready to go that they can actually get productivity from right away that they don't have to spend hours and hours training them. They also are very anxious to check out the talent that is coming through our door, so that they can influence that talent and make them stronger potential employees, next slide.

### **Results of Active Business Engagement**

Ann Beheler - So what are the results of active business engagement, well curriculum alignment so that and you can look at the last item on this sheet so that students get jobs that is a very, very, very important of having businesses involved and then the other things that businesses can do is help you with recruitment events because they're much more credible in talking to your potential students or your current students about what the opportunities are there much more credible than you are. Then the professional development for faculty we have every year held a what we call our Working



Connections event and this Working Connections event is a week-long deep dive training session for a hundred to a hundred and twenty faculty from across the U.S. and within the last three or four years we've always had one or two tracks that are totally one hundred percent sponsored and paid for by some of our business team and that works out well for everybody. Also internships and externships, most actual physical internships and actual virtual internships, because, virtual internship are a whole other topic, but that's a way for students who don't have time for internships to get some of the benefits of an internship. And it's very important to have the businesses in contact with the students so that the students have someone to talk to, to talk to your classes, help author white paper and participate in panels the students ultimately though are the beneficiaries of all this work and they get jobs, ok next slide.

### **Our Experience: Year One**

Ann Beheler - At this point, I would like to introduce Meri Winchester, I had the privilege of helping their group draft their very first proposal for a National Science Foundation grant and they have adapted the BILT model to their own needs and they have learned some things along the way. Meri, take it away.

Meri Winchester - Appreciate that Ann. Hi everyone my name is Meri Winchester and I'm talking about the first year of adapting to the BILT model we've had a lot of success, we've had some things that we're going to need to change and before we even began working with the BILT model, we had to change the mindset at our school because as Ann said we were largely doing advisory committees just because we had to for Perkins money. So getting buy in from the school wasn't too hard but we needed to get individual instructors to buy in and help us recruit for this and that was how we got started, next slide.

### **Recruiting**

Meri Winchester - So the big challenge is recruiting people for the BILT team, as Ann said we wanted to get busy successful industry professionals are the ones that you want and they're often hard to get scheduled and so we had to talk to them, we had to connect with them, sell them on how this will help their company in the long run and a lot of them did join to help us build a better degree. Now we're doing this we started with this because we received a National Science Foundation grant that we're in our second year on to create a mobile design and development degree and a lot of our industry partners came in specifically to help us create that degree, next.

### **The First Meeting**

Meri Winchester - Our first meeting was our longest meeting, we wanted to go through the knowledge skills and abilities, we had scheduled it to go through lunchtime and unfortunately we ran out of time, even the time we scheduled was not enough to go through all the knowledge skills and abilities we wanted to and in addition to that many people only stayed for two two-and-a-half hours and then had to leave, next.

### **How did it go?**

Meri Winchester - So that first meeting we did a good job recruiting a cross-section of people we had programmers and developers, we had HR people, we had placement firms we have Presidents, we fed them, we give them caffeine because business people run on caffeine and we tried to keep things moving along. We had a really good discussion over several areas and a lot of areas we just came to agreement very quickly on. What went wrong, we tried to use a phone in and a online conferencing, we should have just used a phone in number. People were leaving before the meeting was over and we only got through about half of our KSA, next.

### **What we learned**

Meri Winchester - So what we learned is, to narrow our focus we should not have tried to cover everything that we did in that meeting and future meetings we scheduled for no more than two hours even live meeting, we're keeping it two hours or less.

### **Meeting Online**

Meri Winchester - Generally our target for online meetings was to have a meeting scheduled for an hour and a half and we tried to have it over in an hour to an hour and 15 minutes because sometimes they were off topic discussion afterwards but we wanted be respectful of our participants' time so they'll come back. So the challenge for online it was hard to get people to attend and sometimes it's harder to facilitate discussion and communication online that got better with each meeting we all get better at doing it. And we have to beware of outside issues, the first time we tried to do an online conference we did it around December 12th and we discovered that December is a bad month for businesses. So we've served shifted are all our schedules over a month so our winter meeting will be in January this year and we anticipate that will go a lot better, next.

### **Momentum**

Meri Winchester - The big thing is to keep in touch between the different meetings, and also you're going to have to replace new people who for those who don't show up, because some people say that they're going to do it and they sound really committed and they never show up and they quit answering your emails so even though we had a lot of people who are interested in helping us, we didn't have a lot of people stick through the whole process. We did find that to remind them of meetings using the calendar function in Outlook was nice because they could accept or decline, it would put it right into their calendars. And the most important thing is when you do have their time, respect it and make meaningful use of it, next.

### **Continuous Outreach**

Meri Winchester - And then it's a continuous outreach, we want to call and keep in touch with people between meetings, with several of our programmers I was chatting along in Facebook because when I was developing courses a lot of people even ones who didn't come to the meeting, if I had a question about how something was done in business, I could start a chat group in Facebook with several different people usually with the programmers and say hey how are you doing this, what programs are using and

a lot of people were talking to me between the meetings and helping me and proofreading and checking what we're doing and making sure that we were getting things right. It's important to continue to work with them and to stand top of how things are done industry and then after they tell you and you put it into your program sending back the documents and saying, "Hey, did I get it right, is this what you meant?" Next.

### **Where are we now?**

Meri Winchester - So where are we now, I wrote this slide on Monday, we had our second live meeting on Wednesday and it was very disappointing, we did do we our major successes that we did get our degree, 3 certificates and 12 new classes written in the first year including one of the things that came up from our group is that they are hiring a lot of independent contractors instead of regular employees and both our BILT team and our prior students are telling us that we weren't preparing them to be contractors, we brought in an additional class in digital freelance and do that this week didn't go so well we had one person show up live for a live meeting who was not an employee of the school and we had several people online but the live component because we are the far suburbs of Chicago most of our businesses our downtown Chicago it didn't go so well, next year our live meeting we're going to try coming to the businesses and going to downtown Chicago. I'm turning the leadership of the meeting over to our Department Chair Bill and we're going to try to do an after evening meet up in Chicago, where we're actually coming to them to see if it works better. So that's where we're at at the end of the year. We accomplished a lot, our online meetings are getting better, our second live meeting did not go nearly as well as we'd hoped, next.

### **BILT @ MCCCCD**

Ann Beheler - I'll take over here and introduce Julie Stiak from the Maricopa Community College District, and Julie take it away.

Julie Stiak - Good afternoon, so honored to be with you this afternoon and talk about the BILT at the Maricopa Community College's.

### **Implementation of the BILT Model at the Maricopa Community Colleges**

Julie Stiak - We implemented the model because we had two primary drivers, we recognize that we were not top of mind for our workforce providers and we also heard feedback that Ann had alluded to that multiple Advisory Committee problem we had senior leaders contacting our chancellor for entire multi College District saying you're asking us to serve on too many committees get your acts together and so we thought the BILT model would be ideal.

### **Four BILTs**

Julie Stiak - We developed four BILTs and the motivation for the BILTs were basically looking at our economic development and workforce development industry partners and so the BILT areas were identified based on what a lot of the economic development activities in our region were; advanced manufacturing was the first launched in the region advanced manufacturing has a very active a group of

employers and so it made sense for us to start with advanced manufacturing. We then launch healthcare second you'll probably hear lots more about sector strategies and there was a very active healthcare sector strategy through our greater Phoenix Economic Council. We also launched business services we were fortunate that we have some very large national companies, so you probably know State Farm recently relocated to the Tempe area. And then information technologies, as Ann has eluded IT is continuing to just virgin in our region as well.

### **Our First BILT Meeting**

Julie Stiak - This was a picture of our first BILT meeting, just joking, but it really was that well-attended.

### **Affirm the BILT Charter**

Julie Stiak - How we charter our BILTs and we all agreed that across all four BILTs that we have a similar charter and we asked our BILT members to affirm their commitment they understand the purpose of the BILT and their responsibilities they're much more motivated to participate and sustain that momentum for the BILT. It's really an engaging and empowering ability to share this charter with the group and know that across all four industry sectors not one industry partner had any significant changes to the BILT charter, they could identify and say that that will keep them engaged in the BILT.

### **Membership and Structure**

Julie Stiak -The membership and structure Ann identified some really key important aspects to membership, we have added a two-year term one reason we thought a two-year term was realistic was then the business and industry partners knew that there was a defined time limit if they want to continue on beyond two years, they're more than welcome. This also gave us that opportunity that Meri talked about if you have somebody that doesn't show up then you can go ahead and substitute. This was a significant change for our faculty to know that when they participated in the respective BILT that they are non-voting member, I don't know about faculty at to your locations but that is definitely a change that they come to a meeting and they really have no vote they're there to really listen and be engaged with what the business and industry leadership team members are suggesting. They can provide some great input about their programs but when it comes to deciding on what the action steps are at each of the quarterly BILT meetings the faculty are not really there to vote. We found it really helpful for our business and industry leaders to say we're going to take 90 minutes of your time we found that our participation skyrocketed when we set that the meeting was less than two hours we also talked about how important it was for them to be there and that if they weren't able to participate send a substitute that had an equal level of experience that you have. For our BILTs we identify two business and industry co-chairs and the meetings are led by these two leaders the for example Michael Lesiecki is the facilitator for the advanced manufacturing BILT and he's at the table facilitating but it's those two chairs that really lead the group.

### **Benefits for BILT Members**

Julie Stiak - The benefits for BILT members already we are seeing those benefits they understand now the graduates of our programs, the types of programs, so they're seeing that talent pipeline talent

management pipeline in action and its really engaged those business and industry members because they have those connections they know who they can contact amongst their peer business cohorts as well as within the educational setting. We are getting much better alignment of our educational programs with the current technology and industry needs.

### **BILT Website**

Julie Stiak - We also have established websites so if you went to this website for the business and industry leadership team for advanced manufacturing you will see pictures of all of the members, you can see the meeting notes and its really helping build those connections in real time.

### **Responsibilities (on the Education Side)**

Julie Stiak - We talked about the responsibilities on the education side and we kind of joke that if you create a pneumonic that the education side we have to learn to laugh, listen, act and follow through. That third bullet point follow-through is key and reference that that the business leaders expect you to act and follow through and that's really I think building a whole different culture amongst our faculty when they see that business is working at that speed of business and not the speed of academia.

### **Results**

Julie Stiak - Some of the results I'll speak first from the advanced manufacturing BILT, the business and industry leaders quickly identified that there is much needed employment as well as educational needs for automation and robotics, for additive manufacturing and industrial maintenance and it was really great to see that synergy amongst all the business and industry partners coalesce around these three priorities. So then the subcommittee's then take those action steps for these identified areas of priority and that's the subcommittee's that are working between each meeting and then providing follow through and reporting so the whole BILT can then see that there's action going on in between the quarterly meetings.

### **Critical Questions for BILTs**

Julie Stiak - We posed some critical questions to our BILTs to try to engage that conversation and it was so enlightening for many of our BILTs we only got through the very first critical question because all the business and industry partners just kept dialoguing with each other and it was really wonderful. I want you to look at critical question number four our governing board has charged us with providing proof to our governing board that the workforce development groups throughout all ten colleges are truly responsive to industry, so what we created was a one question survey so each of the BILT leads are sending out a one question survey to all of the BILT members asking do you feel the Maricopa Community Colleges are responsive to the needs in your industry and then we just give them an opportunity to also give us feedback and we are going to be reporting these data to our governing board as documented proof that our BILTs are being responsive or what are the areas that we need to improve and you can guess what was the number one item that came up and it was our curriculum is process is not timely enough.

### **Building The B2B Aspect**

Julie Stiak - What we also do at are BILT meetings and Ann alluded to this in the importance of BILT is you've got to be ahead of the trends and so at our quarterly BILT meetings we bring in industry presentations and it is so dynamic and wonderful to have these business and industry leads share with their peers what are the emerging trends. Our most recent built meeting we talked about the additive manufacturing trends and it was fascinating and even brought in additive manufacturing in healthcare, yes, we are getting to those additive manufacturing principles in across all BILTs.

### **Challenges**

Julie Stiak - What are some of the challenges of the BILT, well I will tell you it's really on the education side we are slow to respond with our curriculum, we also know that sometimes that participation as Meri found out you know expect that you're going to have fifteen percent not participate and then that follow-through we've got to make sure that we are showing that commitment to follow through.

### **Questions**

Julie Stiak – And I will turn it back over to Ann as the moderator.

Ann Beheler - Thank you Julie, I do have a few questions one is about availability of our presentation and the recordings and that will come to you via email for all registrants for this webinar. I would also refer you to the site for the CCTA which is going to be on an ending slide here we actually have a situation where we have already reported about 20 webinars and those recording and the slides for those are available. Another question though how do you decide when a subcommittee is needed Julie?

Julie Stiak - Thank you for that question, when the BILT identifies that there is a area of need and I will speak from a healthcare perspective at the healthcare BILT meeting many of the members said what are the community colleges doing to address that healthcare is now being delivered more in that community setting, excuse me, how do we do better care coordination so as a group the BILT members identified that we need to have a subcommittee for care coordination. So it really is what is the will of the BILT members and it was very thrilling for us to see that there's a whole different paradigm that we have to shift to for our curriculum to really embed that kind of integrated professional education model and cross care coordination.

Ann Beheler - Thank you, our subcommittee they like to call them tiger team and we they determined actually the same thing happens for us the business lead we have 1 chair the business lead determines when there needs to be a subcommittee based on whether or not the discussion needs to be detailed enough that it's really not going to fit adequately within our hour-and-a-half meeting or even in our 4 to 6 hour meeting, And I have to say that over time and again we've been doing this for 12 years but over time sometimes our business our meeting will be over in six hours but they will be there two hours later because they are so engaged and so excited about what they're doing. One of the things I would say that you were talking about is you have to provide feedback on what you've done and Meri you've done that too in terms of providing feedback on what you've done with the recommendations that they've

already that provided you. Also both of you have talked about respecting their time we're probably still going to stick with our four to six hours once a year and then an hour-and-a-half the other three times, I think if you've got to do whatever you got to do with your group to keep them coming and keep them engaged. So I think it's you know adapt these ideas these are not things that you need to replicate the BILT model is a, the key is to have the businesses be in charge of telling you what you need to teach and the educators need to listen to them and try as best as possible to implement what's requested and if you can't implement something that they requested at least report back and tell them we can't implement it and give a reason that's pretty important. Also what do you think about adding new people? Either of you can answer that Julie or Meri what do you think about adding new people to the group?

Meri Winchester - I think that because people are going to be leaving and changing jobs it's essential to keep new people coming in.

Ann Beheler - I agree, I think it's essential to have new people coming in just because the group gets kind of stale if you don't have new people coming in as well and I don't quote me on that value all of my business people but I think that they sometimes get a bit comfortable also to sometimes there's a new technology that needs to be considered, in IT there are lots of new technologies coming down the pike and it's important to have people on your team that know about the new things. So any more questions at this point for the good of the group, I think that's all I have seen so far on questions. Hold on I have another, should there be a different BILT for curriculum development versus strategic decision-making normally found at the business executive level? Well then actually depends I'm going to take that one on because it's coming from a group that I'm about to work with, if the business executive is still technical they will enjoy being involved actually at the KSA level and at the trend level, if they are not technical then it might be appropriate to have a different kind of a meeting for them, however it's enough to get them to come to one set of meetings as opposed to trying to get two sets and I think it's a lot to handle to have a separate BILT for the executive. Any other questions, anything else you would like to add Meri or you Julie? Okay with that let's go to the next slide.

### **Join Us – All Webinars 3 pm Eastern**

Ann Beheler - We have the next webinar on November 17 about Effective Strategies for Job Placement Susie Davison, who worked with me on our national not our nation on our DOL consortium grant is a job developer and career coach she is awesome this lady called cold called on 250 different businesses and helped us warm the appropriate BILT team she's going to cover some techniques that she used for building the relationship for getting them to talk to her and I'm just kind of there for facilitation for that one so that's going to be a really interesting webinar I do believe, next slide.

### **Webinar Survey**

Ann Beheler - As you exit this webinar there will be a survey, we really want you to fill out that survey and tell us what we can do better, tell us what else you'd like to know and we are trying to be a service to everyone who's needing help in workforce programs across the nation. So please do take a moment

and I'd like to thank Julie from Maricopa and Meri from McHenry Community College in Illinois for joining us today to talk about the adaptations that they've made so far and I appreciate all of you attending today to hear what we have to say hopefully it's been beneficial to you. Thank you very much and have a pleasant afternoon.