EAB

Becoming an Employer-Responsive Institution

EAB

We help schools support students from enrollment to graduation and beyond

⊙ **ROOTED IN RESEARCH**

7,500⁺ Peer-tested best practices

500⁺ Enrollment innovations tested annually

⊙ **ADVANTAGE OF SCALE**

1,500⁺ Institutions served

4 M⁺ Students supported by our SSMS

⊙ **WE DELIVER RESULTS**

95% Of our partners continue with us year after year, reflecting the goals we **achieve together**

> Find and enroll your right-fit students

> Support and graduate more students

ENROLLMENT SUCCESS

STUDENT SUCCESS

INSTITUTIONAL SUCCESS

INSIGHTS

EXPERTISE

> Prepare your institution for the future

Paving Pathways to Excellence

Strengthening Our Position in an Evolving Education Ecosystem

Drivers of Change

Community College at the Nexus

⚠️ Risk in Relying on Tuition Revenue

⚠️ Overcoming Geography as Destiny

⚠️ Federal and State Policies Inadequately Capture CC Needs

⚠️ Rise of Riskier Models Threatens Market Share

K-12 Education

Community Organizations and Policy Makers

Community College
President, Chancellor, Board

- How do we strengthen our position in the education ecosystem?
- How do colleges reclaim their place as central to economic vitality, upward mobility, and civic engagement?
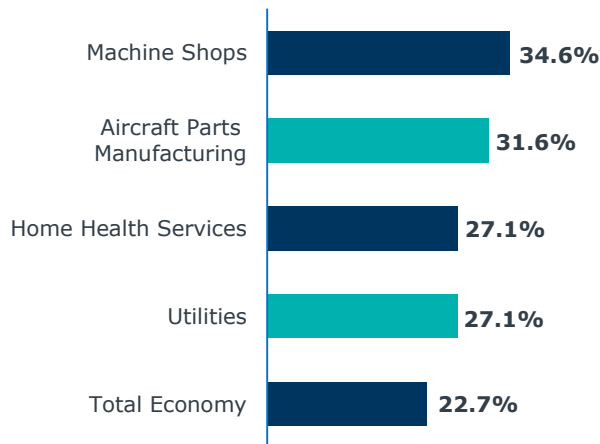
Employers and the Workforce

Four-Year Institutions

Source: EAB interviews and analysis.

Employers Demand a New Generation of Worker

Middle Skill Boomer Retirements Loom...

Percent of Workforce Over 55

Industry	Percent
Machine Shops	34.6%
Aircraft Parts Manufacturing	31.6%
Home Health Services	27.1%
Utilities	27.1%
Total Economy	22.7%

...As Market Demand Spikes

Job Postings Stipulating Associate's Degrees

.85M

2.09M

1.24M

2014   2016
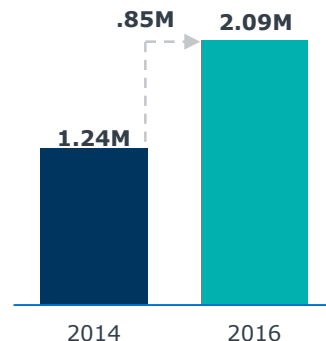
40%

Percent of employers saying they had difficulty filling roles in 2016

46%

Percent of worker activities at threat of automation

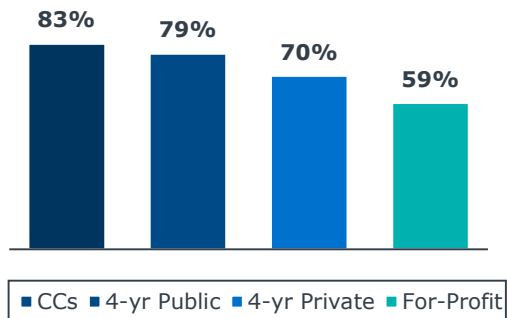## Pressure Is On to Close the Gap

Stronger Links Between College and Workforce Development…

Percent of Respondents Agreeing that Institutions Contribute to a Strong American Workforce

83%   79%   70%   59%

■ CCs ■ 4-yr Public ■ 4-yr Private ■ For-Profit

The New York Times | "With Innovation, Colleges Fill the Skills Gap"

FORTUNE | "What Will Actually Make America Great Again"

…Reflected in Strategic and Operational Goals

71%

Percent of community college mission statements explicitly referencing "economic" or "workforce development"

68%

Percent of community colleges elevating workforce development to cabinet

Source: Hanc J, "With Innovation, Colleges Fill the Skills Gap," June 7 2017, *New York Times*, https://www.nytimes.com/2017/06/07/education/with-innovation-colleges-fill-the-skills-gap.html?mcubz=2; Bronner P, "What Will Actually Make America Great Again," Dec 14 2016, *Fortune*; New America, *Varying Degrees,* https://www.newamerica.org/in-depth/varying-degrees/; EAB interviews, surveys and analysis.

The New (Old) Workforce Mission

What We Mean by "Employer-Responsive"

Topics for Another Day

Launching apprenticeship programs

Experiential learning

Prior Learning Assessment

Credit to non-credit transfers

Local workforce needs assessments

Career counseling

Today's Topics of Focus

How do we generate financial returns from bolder college-employer partnerships while preserving our mission?

Sourcing and structuring deals that are in our long-term financial interest

Mitigating risk of new endeavors without sacrificing speed

Embedding agility into our business model that both adapts to and anticipates future demand

Full Suite of Existing Offerings Supporting Workforce Development

Best-Practice Studies

- Recapturing Adult Learner Enrollments (2015)
- Growing Corporate Training Revenue (2015)
- Capturing Alternative Revenues (2014)

Toolkits and Infographics

- Building Long-Term Industry Relationships Infographic (2017)
- Critical Disciplines in Growing Employer Partnerships Toolkit (2017)

1
Sourcing and Structuring Deals for Sustainability

2
Reducing Institutional Partnership Risk

3
Adapting to and Anticipating Future Demand

Profiled Practices

1. Goal-Aligned Advisory Councils

2. Subscription-Based Workforce Engagement Sourcing

3. Regional Training Marketplace

4. Ed-Ed Brand Expansion

Profiled Practices

5. College-Boot Camp Faculty Exchange

6. Spin-Off Incubator for Short Format Programming

Profiled Practices

7. Agile Workforce Financing

Outcome Metric:
Profitability

Outcome Metric:
Speed to Market

Outcome Metric:
Longevity

Source: EAB interviews and analysis.

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Priority Industry Feedback

Quantitative and Qualitative Insights Create Common Ground

Industry Expertise

Unique Insights

Derive Terrain Knowledge

- Analyze labor intelligence and other open source labor market databases
- Conduct data analysis once per quarter to determine sector trends
- Identify high priority employer partners and key trade associations based on job openings and skill need

NOVA
Northern Virginia Community College

Pinpoint Exact Employer Need

- Use market data to outreach to largest employers in the area
- Meet with VPs of Talent or HR to share and validate labor market data
- Share results and data with faculty to align training programs

Model Inspired by Charlotte Works

CHARLOTTE WORKS

- Connects available workforce to area employers
- Coordinated with two largest health systems that provided over 60% of the jobs in the sector

Lead Prioritization Skews Toward Goodwill or Large Brands

Goodwill Partnerships   **Small and Medium Businesses**   **Large, Attractive Brands**

Number of Opportunities

Level of Competition

How do we move from grant-dependent and one-off relationships to a sustainable portfolio?

Source: EAB interviews and analysis.
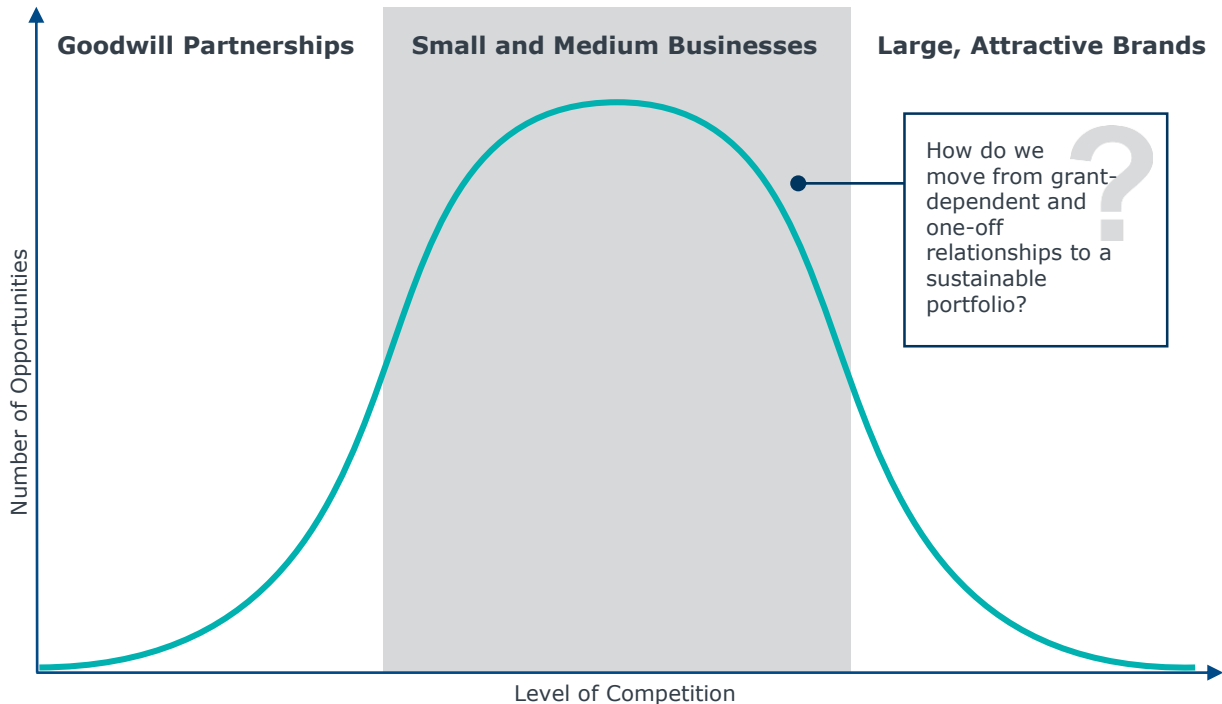
Colleges Lack Capacity to Meet Middle Market Demands

Marketing Capacity Insufficient to Target Small and Medium Business

SMEs a Significant Part of Regional Market

Proportion of Businesses with 5-499 Employees in Selected Zip Codes, 2015

Allegany County, MD 52%

Philadelphia, PA 49%

> "Everyone is kind of doing [sales] as one more thing on a long list of responsibilities. **They're not sales people, they're not trained for that, and they may not even like it.** We're really not positioned for success in this area."

Dean, Workforce Development
Mid-Atlantic Community College

2.1
Average B2B sales staff

$5K
Annual average B2B marketing budget

Small Business Training Consortium

Create a Shared Forum to Support Soft Skills Training

Season Tickets for Collective Sessions

Kirkwood COMMUNITY COLLEGE

Monthly sessions: Business Partners Training Consortium (BPTC) meets once a month for 4 hours per session

One-year subscription: Participating employers each buy an average of 1-6 "season tickets"

Transferrable seats: Employers may fill seats with different staff each month, depending on session topic

Choice of three locations: Cohorts offered at main campus and two satellite locations to minimize driving distance

Sample Session Topics

Target audience: From high-potential entry-level staff to middle management

☑ The Future of Management

☑ How to Ignite Passion on your Team

☑ Intercultural Competency

☑ Succession Planning

☑ Leading Organizational Change

Businesses Representative of Local Communities

Consortium serves area heavy in manufacturing

Satellite locations serve small, rural businesses including doctors offices and community banks

Straight from the Horse's Mouth

Source Quality Content Through Participant-Led Focus Groups

Inclusive Model Represents Local Business Landscape

A dozen valuable prospects, current, and former consortium members

Annual meetings to ensure alignment with current pain points

Facilitated model of discussion with employer-led idea generation

Sourcing common, cross-industry soft-skill needs

Focus Groups Surface Acute Training Needs

Working lunch provides valuable program and industry background

Brainstorming session is employer-led, to ensure industry alignment

Kirkwood provides industry feedback from course instructors

List of topics is sent via survey to entire consortium, and narrowed to the 9 most relevant topics

Making Custom Training Accessible

Business Consortium Embeds Community College in Local Market

BPTC Increases Geographical Reach

Map of Current and Upcoming Consortium Sites

Benton Co.

Jones Co.

Marion

Cedar Rapids

● *2009*
● *2015*
● *2017*

Washington Co.
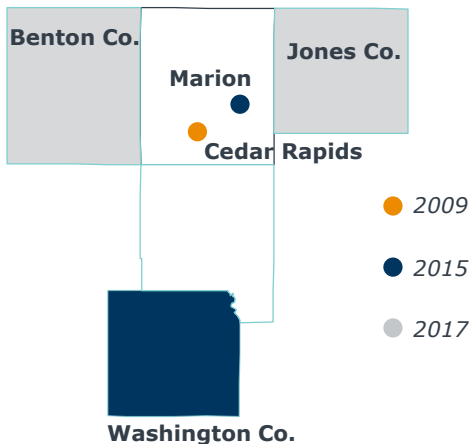
Participation Rate Doubles in Two Years

Employers Participating in Business Partners Training Consortium, 2009-2017

60

25

15

Participating Employers

■ 2009 ■ 2015 ■ 2017
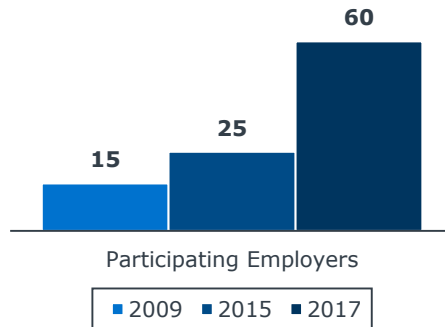
<500 Average number of employees in most participating businesses

2.4x Growth in number of partners since 2015

Source: EAB interviews and analysis.

Colleges Struggle to Individually Attract Large Players

Under Current Single-College Training Model, Many Businesses Out-of-Reach

Map of Philadelphia-Area Counties

Bucks
Montgomery
Chester
Philadelphia
Delaware
Camden

Challenge: Business has a specialized need

Colleges constrained based on institutional specialty

Challenge: Business has a large need

Colleges limited by their instructional, administrative, and space capacity

Challenge: Business has multiple needs in multiple locations

Colleges are not able to serve single employers in multiple counties

❌ Business doesn't receive training

❌ Community colleges don't get partnership

Cross-Industry Shared Training Capacity

Rules of Engagement Codify Lead Passing

Consortium Allows Partners to Reach Wider Market

COLLEGIATE CONSORTIUM
FOR WORKFORCE + ECONOMIC DEVELOPMENT

BUCKS 1964

Montgomery County Community College

Drexel UNIVERSITY

Community College of Philadelphia

Delaware County Community College

CAMDEN COUNTY COLLEGE

Lead Passing Criteria

✔ Geography

✔ Size of need

✔ Sector

Philadelphia Airport

Community College of Philadelphia provides specialty training for airport, which falls between two counties

UPS

Consortium collectively provides training at multiple locations throughout Philadelphia area
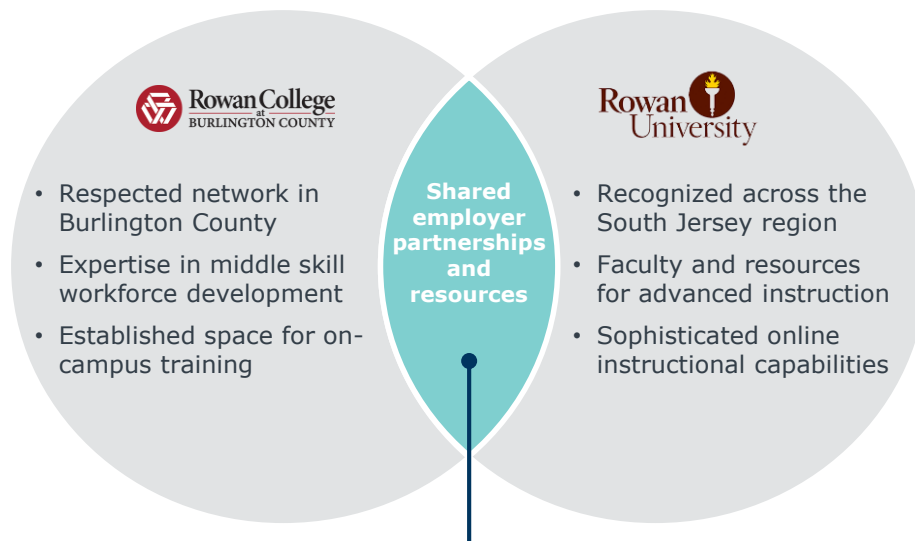
$200K Potential yearly revenue gained per college

95% Yearly customer return rate

It's Always Better When We're Together

Community College-University Partnerships Embrace Power of Joint Brand

Combined Brand Leverages Best of Both Worlds

Rowan College at BURLINGTON COUNTY

- Respected network in Burlington County
- Expertise in middle skill workforce development
- Established space for on-campus training

Shared employer partnerships and resources

Rowan University

- Recognized across the South Jersey region
- Faculty and resources for advanced instruction
- Sophisticated online instructional capabilities

Complete lifecycle of course offerings

Enhanced brand recognition

Larger network of clients

Expanded delivery capability

Source: EAB interviews and analysis.

Joint Institutional Effort Serves Full Talent Pipeline

AABE student chapter provides education, mentoring, community service, and business networking

Certificate and degree programs, with curriculum informed by AABE

Professional education provides current association members access to upskilling programs

Partner-in-Brief

- **What:** The American Association of Blacks in Energy, a 1,800 member national energy association

- **Where:** Nationwide

- **Mission:** Ensure minority voices in discussions around energy policy

"

[RCBC] has established a good network of partners. Now they can go back to them and say, 'Look, our solutions go far beyond what we were telling you before.' For us, it has been a way of creating new opportunities.

Horacio Sosa, VP,
Global Learning and Partnerships
Rowan University

"

Questions and Lessons to Guide Cabinet and Campus Conversations

Questions for the Cabinet

1 Are we setting the agenda for advisory board meetings based on a deep sectoral understanding of market needs?

3 Do we have a mechanism for passing B2B leads among our neighbor colleges?

2 Have we considered innovating on our pricing model to engage small and medium businesses?

4 If we have partnerships with 4-year institutions, are we using them to bring our joint capabilities to the employer market?

Key Lessons from CCEF Members

Position the college to lead regional economic development instead of reacting to workforce training needs.

Incent advisory board members to purchase custom training based on the topics they recommend.

Leverage partnerships with other colleges and universities to economize on scale and expertise.

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Outcome Metric:
Longevity

Forced to Take Risks

> **Most decisions should probably be made with somewhere around 70% of the information you wish you had. If you wait for 90%, in most cases, you're probably being slow.**

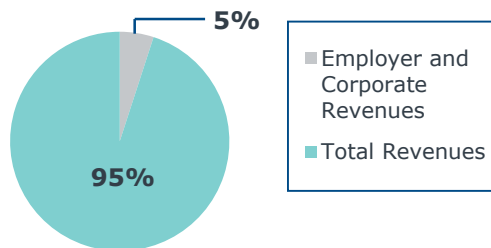*Jeff Bezos*
Founder and CEO
Amazon.com

Risk Aversion a Byproduct of Institutional History and Finances

Partnership Revenue Under-Represented in Current Financial Model

Percent of College Revenues by Source, 2017

5%

■ Employer and Corporate Revenues

■ Total Revenues

95%

> "We are reimbursed on FTEs, so we're looking at enrollment to solve revenue gaps."

Vice Chancellor, Finance and Administration
Southern Community College

When Your Partner Fails to Invest

Indianhead Technical College and Kestrel Aircraft Partnership Never Materializes

WISCONSIN INDIANHEAD TECHNICAL COLLEGE
WITC

The Promise

- Kestrel Aircraft earned grants to open a 600-worker facility in Superior, WI
- Indianhead Technical College partners to launch a degree in Composite Technologies
- Program launches with 20-student capacity

The Reality

- Kestrel Aircraft merges with another aviation company and leaves Wisconsin
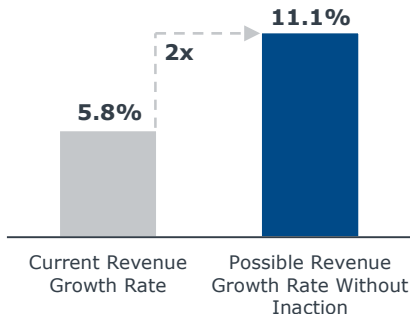- The Composite Technologies program graduates just seven students in four years before closing

Source: EAB interviews, surveys, and analysis.

Ceding Risk, Ceding Market?

Community Colleges at Risk of Losing Ground to Faster Moving Educators

Revenues Fall When Executives Hesitate

Current and Possible Growth Rates in Private Industry

2x

11.1%

5.8%

Current Revenue Growth Rate

Possible Revenue Growth Rate Without Inaction

> "Colleges are too often very, very slow to change because of a culture of committees, a culture of everybody has to have a say."
>
> *Mitch Daniels, President Purdue University*

Big Movers Herald New Era of Education…

P Purdue	Purchases Kaplan University
UMUC University of Maryland University College	Spins off non-academic units
ARIZONA	Launches 25 "microcampuses"
UNIVERSITY OF Cincinnati	Opens an on-campus intern office for Cincinnati Insurance

…And Department of Education Supports Them

EQUIP pilot grants federal aid to unaccredited educators and partners

Source: CEB 2014 Strategy Growth Survey; Wemund B, "Mitch Daniels Blasts 'Culture of Committees' at Universities," *Politico* June 2 2017, http://www.politico.com/tipsheets/morning-education/2017/06/02/mitch-daniels-blasts-culture-of-committees-at-universities-220632; EAB interviews and analysis.

Delivery of New Employer Partnerships Impeded by Predictable Stalls

Hiring Instructors — Developing Curriculum — Marketing — Procuring Space — Acquiring Equipment

STOP

Stall Point:

Recruiting and paying for high-skill adjuncts to teach specific courses

STOP

Stall Point:

Developing and maintaining employer-ready curriculum when needs change rapidly

How do we secure the right faculty and curriculum in fast-moving fields?
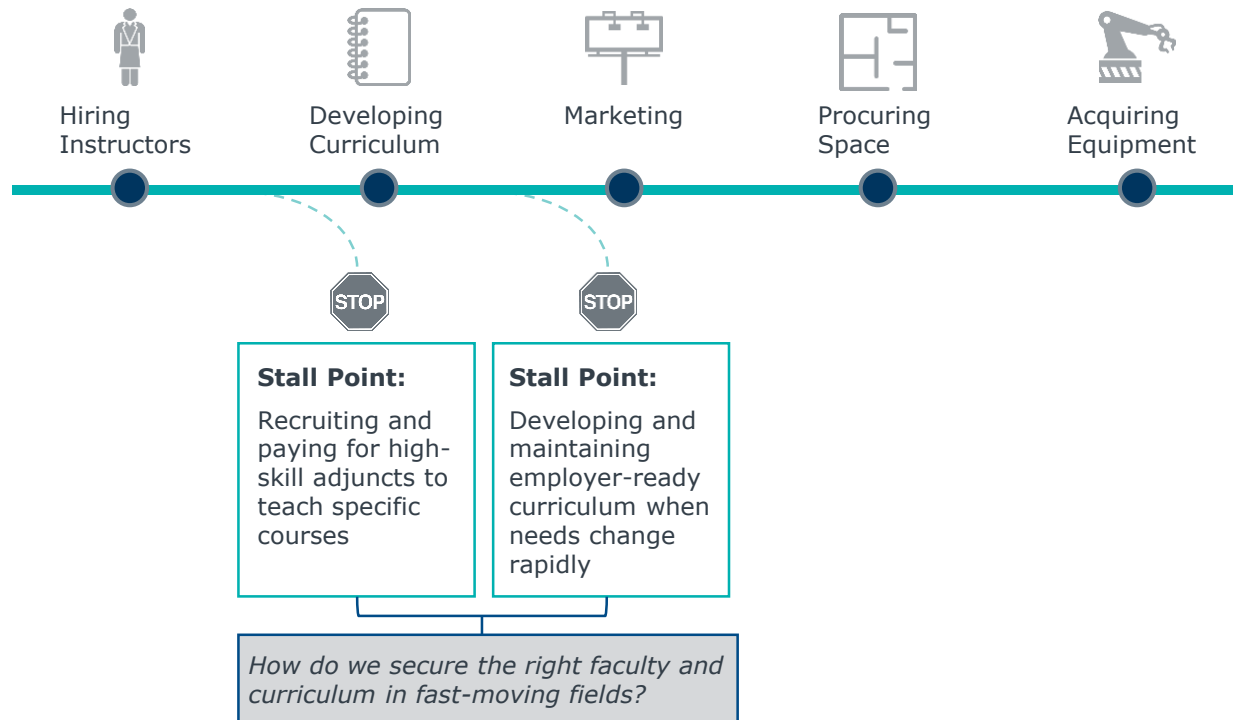
Computing Faculty Are Increasingly Expensive to Hire

Apple's Code Comes to Community College...

Everyone Can Code

Intro to App Development with Swift
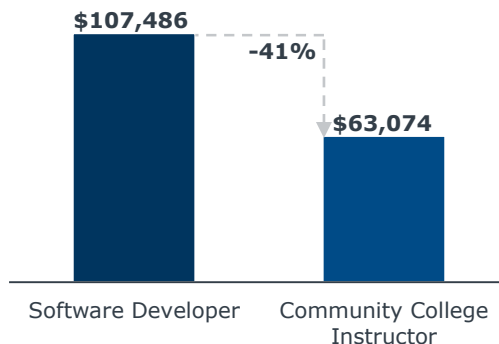
Xcode

APPLE.

- One-year Swift coding language curriculum created by Apple engineers and user experience designers
- Swift used by 1.53M coders making apps for the AppStore

...Yet Most Struggle to Recruit and Hire Faculty for IT Jobs

Average Full-Time Salaries

$107,486

-41%

$63,074

Software Developer   Community College Instructor

Projected Demand Growth, 2014-2024

19%
Software Developers

27%
Web Developers

Programming a Deeper Curriculum

Boot Camp Faculty Provide Immediate Access to Coding Specialties

District-in-Brief

WEST HILLS
COMMUNITY COLLEGE DISTRICT

- **What**: 6,500 student district in rural California
- **Where**: Coalinga and Lemoore, CA, 1 hour from Fresno, 2 hours from San Jose
- **Challenge**: Build in-demand tech skills for students in an area with only 43% broadband penetration

Partner-in-Brief

BITWISE
INDUSTRIES

- **What**: Technology incubator, educator, and innovator serving more than 100 companies
- **Where**: Fresno, CA
- **Challenge**: Support nascent tech companies in Fresno with expertise, funding, space, and networking

Layered Curriculum Blends Specialization into Coding Core

Academic Record Name: Jones, A.		Student ID: 11223344	
West Hills Coding Academy		*Bitwise Coding Academy*	
Fall 2017	**Spring 2018**	**Fall 2018**	**Spring 2019**
HTML	Java	MEAN Stack	Internship and/or Freelancing
CSS	Server Side Scripting	PSD Slicing	
Javascript		Angular JS	

Faculty Are Students, Too

Academia-Industry Proximity Boosts Faculty Professional Development

West Hills Teaches Boot Camp Instructors About Teaching

- Develops pathways from West Hills Coding Academy curriculum to Bitwise Academy curriculum
- Teaches Bitwise instructors the nuance of teaching how to program
- Establishes learning goals within internships

West Hills Faculty

Bitwise Faculty

Bitwise Brings Industry to Faculty

- Advises West Hills curriculum on in-demand programming languages
- Teaches faculty new programming languages and techniques
- Identifies valuable skills to teach in capstone courses

Four-Years Find Value in Faculty Knowledge Transfer

FORT HAYS STATE UNIVERSITY ➕ CENTRIQ TRAINING

University of New Haven ➕ galvanize

Source: EAB interviews and analysis.

"Bitwise's faculty are teaching at a technical level that is much more advanced…We couldn't afford to provide this type of exposure to our students and faculty without them."

Stu Van Horn, Chancellor
West Hills Community College District

► **Bridging from College to Employer**

100+
Tech firms exposed to students through Bitwise internships

92%
Tech industry job placement rate

$1M
California Award for Innovation in Higher Education

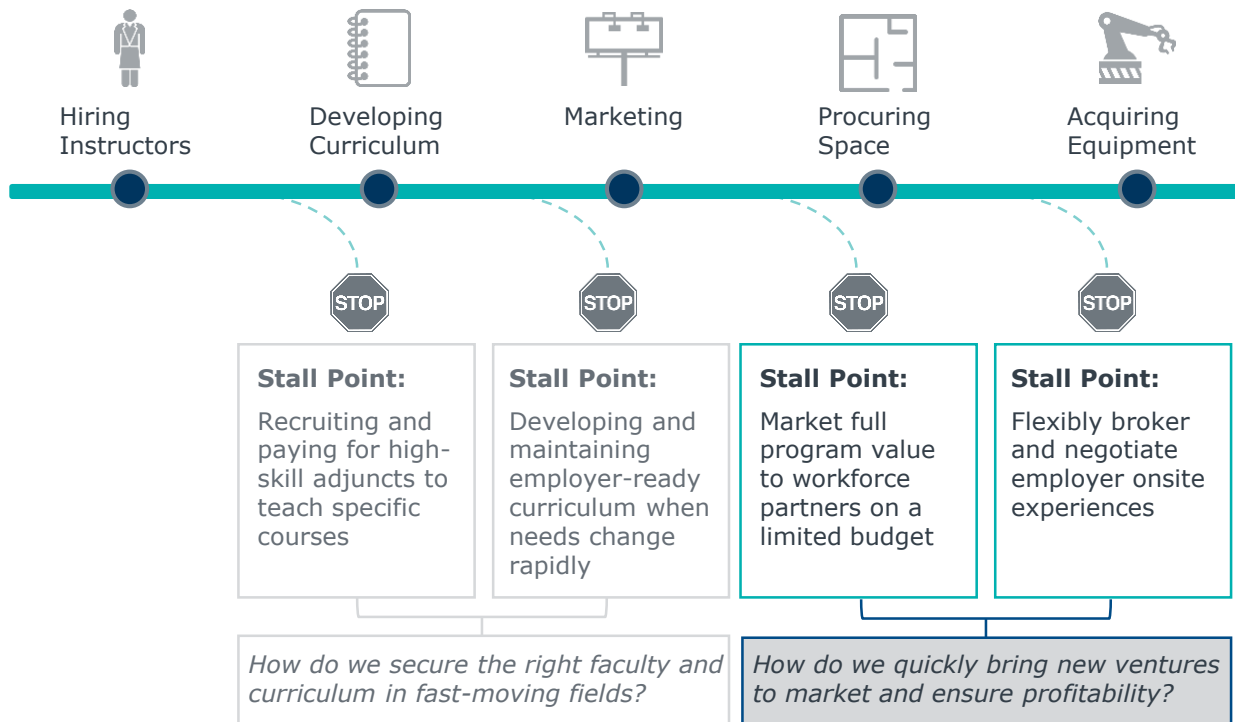**Coding Academy Boosts Retention Rate**

One-Year Retention/Completion[1] Rate

West Hills Coding Academy — 83%

West Hills College - Coalinga — 26% / 57%

Delivery of New Programs Impeded by Predictable Stalls

Hiring Instructors	Developing Curriculum	Marketing	Procuring Space	Acquiring Equipment

STOP

Stall Point:
Recruiting and paying for high-skill adjuncts to teach specific courses

STOP

Stall Point:
Developing and maintaining employer-ready curriculum when needs change rapidly

STOP

Stall Point:
Market full program value to workforce partners on a limited budget

STOP

Stall Point:
Flexibly broker and negotiate employer onsite experiences

How do we secure the right faculty and curriculum in fast-moving fields?

How do we quickly bring new ventures to market and ensure profitability?

Source: EAB interviews and analysis.

Isolate the Risk of New Product Launch

At-a-Glance

CNM Inɡenuity, Inc.

Founded:
2014

Status:
501(c)(3) Research Park

Total Programs:
18

Full-time employees:
One Executive Director

Mission:
Help Central New Mexico Community College pursue cooperative ventures in technology and entrepreneurship

Initial Investment:
$4 million

Career and Technical Education

- WORKforce Training
- IT Apprenticeship Program
- Nursing Transition to Practice

Support and Technology Services

- Ingenuity Software Labs
- Cisco Academy Support Center
- FUSE Makerspace

Open Enrollment Intensives

- Deep Dive Coding Boot Camps
- Entrepreneurial Mindset Program
- Fast Track Business Administration Degree

CNM Ingenuity Changes Rules Without Touching the Academic Core

Reduced Regulations

Unregulated Procurement

Buy equipment and space outside regulations to charge for faster launch

Value-Based Pricing

Set higher prices to provide higher cost—and higher quality—programs

Product Development and Acquisition Fund

Externally-Sourced Curriculum

Acquire proven non-traditional competitor's curriculum

Business Services Beyond Teaching

Offer faculty and graduate expertise as a consulting or freelance service

Entrepreneurial Pay

Separate Pay for Non-Credit

Pay faculty who opt to teach non-credit through research park[1]

Incentives for New Programs

Reward faculty for new non-credit programs according to the number of students enrolled

As a separate legal entity, the research park's compensation is not subject to Central New Mexico's CBA

## Saying It with Actions: Albuquerque Is Open for Business

"

Employers can now see evidence that **we are here to solve workforce needs on their terms**. They have been excited by all that we're doing, and they are now reaching out to us to get involved just as much as we are reaching out to them.

Kathy Ulibarri, VP Finance and Operations

Central New Mexico Community College

"

Revenue Growth Reflects Momentum

CNM Ingenuity Annual Revenues Since Launch

Year	Revenue
2014	$0
2015	$.54M
2016	$2.35M
2017	$2.89M
2018 (P)	$4.90M
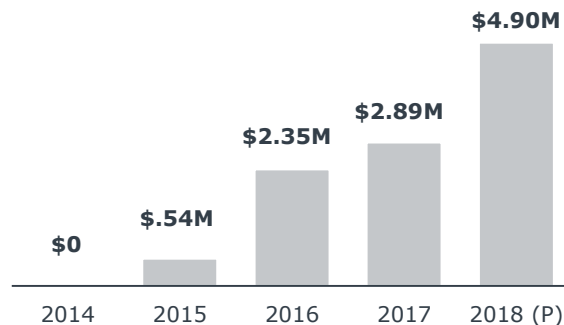
$32/hr

Additional pay for faculty who teach in CNM Ingenuity

11.4 → 20.5

Average contact hours per workforce training participant 2014 to 2016

Questions and Lessons to Guide Cabinet and Campus Conversations

Questions for the Cabinet

1 Which local competitors in training services can we collaborate with as partners?

3 What is our readiness to consider alternative models and spin-offs to meet local employer needs in our region?

2 Have we considered non-traditional educators as a source for high-skill adjunct faculty?

4 What capital and intellectual assets do we have that are not currently available to students and businesses?

Key Lessons from CCEF Members

Identify alternative training providers who could serve as potential partners based on the college's strengths.

Offer an expanded line of assets to local students and businesses.

Consider new business models to achieve the flexibility needed to launch non-traditional services.

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Outcome Metric:
Speed to Market

Outcome Metric:
Longevity

How Do We Adapt To and Anticipate Demand?

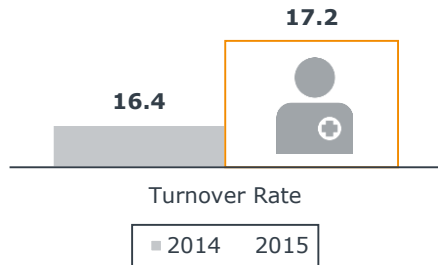❝ It's easy to get employers in the door. The challenge lies in getting them to stay.

Jerrad Webb
Director of Workforce Development
Garden City Community College

Source: EA

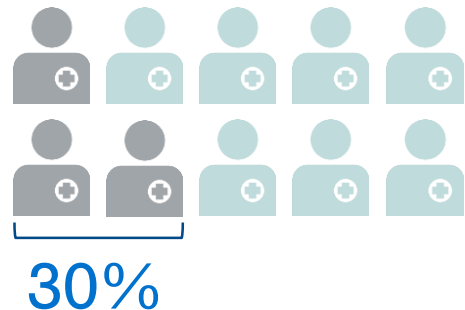**High Employee Turnover Keeps Hospitals Fighting Short-Term Staffing Fires…**

Turnover Rates for Bedside RNs, 2014-2015

17.2

16.4

Turnover Rate

2014   2015

Turnover from Staff with Less Than One Year of Tenure

30%

…Yet Colleges Must Place Forward-Looking Bets on Critical Resources

Limited faculty availability and expertise

Expensive specialty equipment

Finite space allocation

In Absence of a Crystal Ball

Embed an Agile Funding Mechanism to Support Fluctuating Needs

BROWARD COLLEGE
www.broward.edu

Accounting for Adaptive Planning

1 Batch Annual Training Projections at One-Day Meeting
Hospitals, college, and foundation predict all training needs for the upcoming year, **focusing on several metrics**

- Number of students
- Types and amount of courses
- Instructors and staff
- Equipment and space needs

2 Create Hospital Funding Account at Foundation for Just-In-Time Payments
Funds are deposited in account at foundation, and **withdrawn by Broward at key training moments**

- Employee registers as student
- Paying instructor salary
- Hiring adjunct faculty
- Buying specialty equipment

Foundation Account Allows Broward to Plan and Predict Training

- Batched requests serve as **forcing mechanism for training predictions**

- **No need for back-and-forth** on tuition reimbursements

- College can **accurately forecast** faculty, equipment, and space

Training Meets Revenue Goals and Embeds College into Talent Pipeline

Long-Term Financial Benefits

Engaging the Full Career Ladder

10+ Years of training provided to area hospitals via Specialty Nursing Consortium

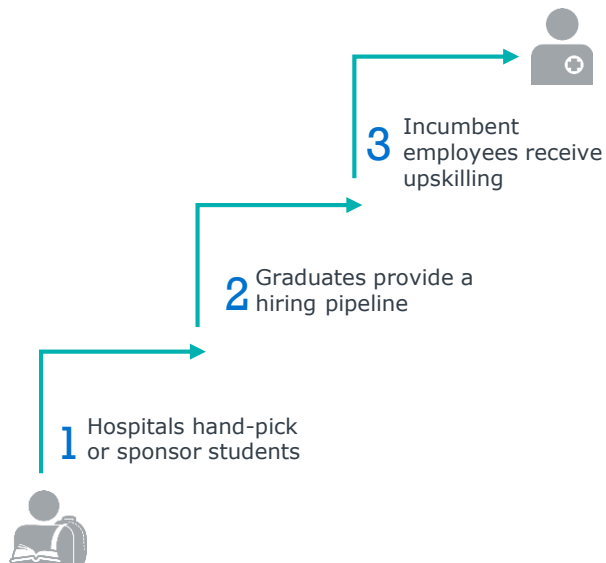**$1M** New 10-year contract signed with a national staffing company

$5M Revenue earned through foundation over the last 5 years

3 Incumbent employees receive upskilling

2 Graduates provide a hiring pipeline

1 Hospitals hand-pick or sponsor students

Source: EAB interviews and analysis.

Questions and Lessons to Guide Cabinet and Campus Conversations

Questions for the Cabinet

1 How are we streamlining the delivery for our major partners who regularly request custom training?

3 Do we engage our foundation in funding employer training agreements?

2 Do we ask employers to batch future requests so we can accurately invest resources ahead of upcoming need?

Key Lessons from CCEF Members

Include your foundation in the development of custom training for partners with long-term relationships.

Provide major partners streamlined payment mechanisms in exchange for forecasted training needs.

Additional EAB Resources

Workforce Development Guidance and Support

EAB Publications

- *Recapturing Adult Learner Enrollments*
- *Growing Corporate Training Revenue*
- *Becoming an Employer Responsive Institution* (Forthcoming)

Toolkits

- Differentiation Brainstorming Guide
- Employer Buyer Archetypes
- Employer Lead Scoring Rubric
- Employer Talent Assessment

Webconferences

- *Critical Disciplines in Growing Corporate Partnership Revenue*
- *8 Lessons for Building the Entry-Level Workforce of Tomorrow*
- *How Health Care Employers Solve Two Entry-Level Career Pathway Challenges*

Onsite Presentations

- On-campus presentations that bring employer partnership expertise to your campus
- Customized content for your cabinet, faculty, and staff