



JOBS FOR THE FUTURE

OHIO STUDENT SUCCESS LEARNING INSTITUTE MAXIMIZING EMPLOYER ENGAGEMENT IN COMMUNITY COLLEGES

Barbara Endel, PhD
Scott Ellsworth, Principal, SE Consulting
Jobs for the Future | March 23, 2016



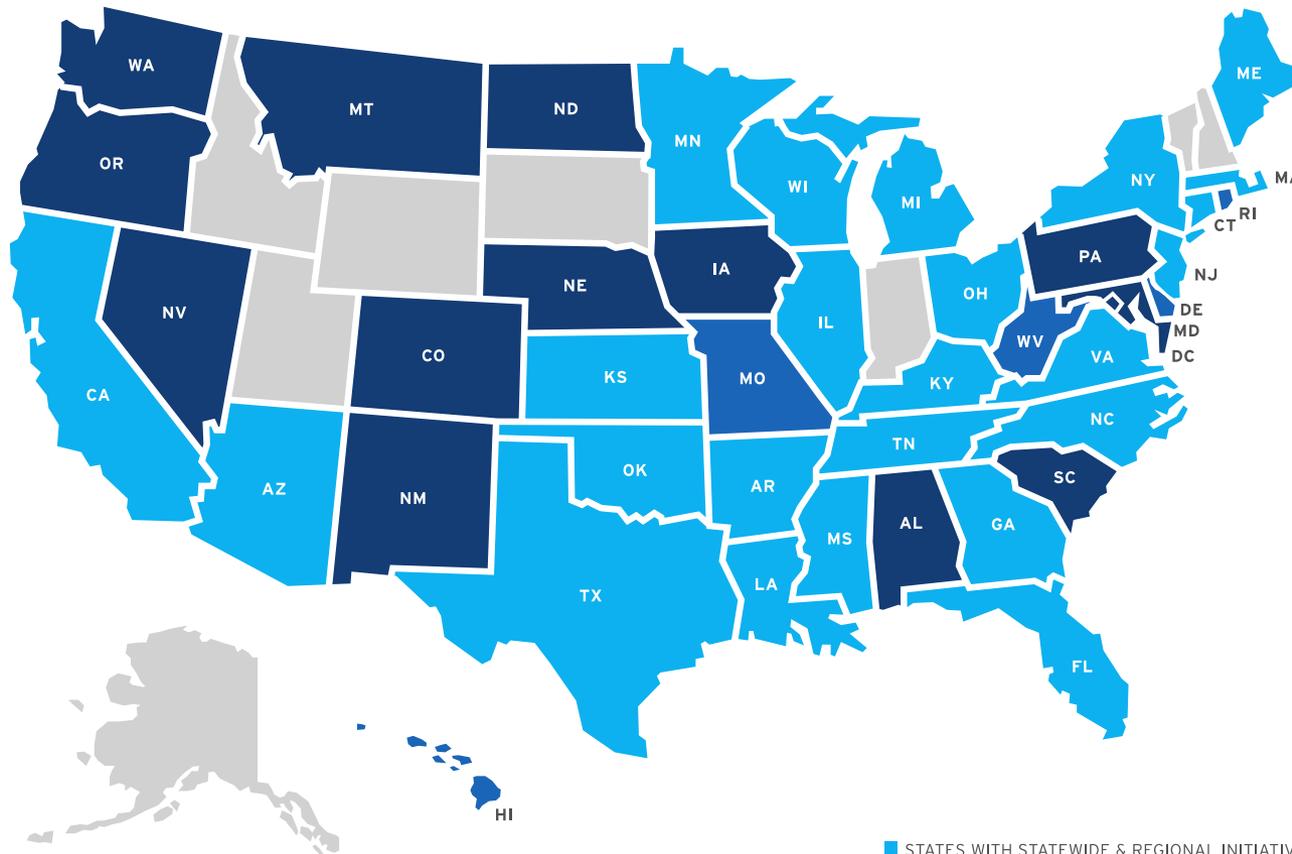
- > Take inventory: Where do you stand in engaging employers?
- > Present a continuum of roles and methods for engaging employers
- > How your college can achieve deeper engagement and stronger student success (Scott Ellsworth)
- > End Goal: Identify current/new engagement strategies across your work to be even more employer driven



- > Founded in 1983, JFF is a national nonprofit intermediary. Offices based in Boston, MA, Oakland, CA, and Washington, D.C.
- > Our work focuses on:
 - Increasing college readiness and career success
 - Strengthening the workforce talent pipeline and programs
 - Expanding economic opportunity.



Jobs for the Future works in some 130 communities in over 40 states.



- STATES WITH STATEWIDE & REGIONAL INITIATIVES
- STATES WITH STATEWIDE INITIATIVE(S)
- STATES WITH REGIONAL INITIATIVES

TAKING INVENTORY



JOBS FOR THE FUTURE

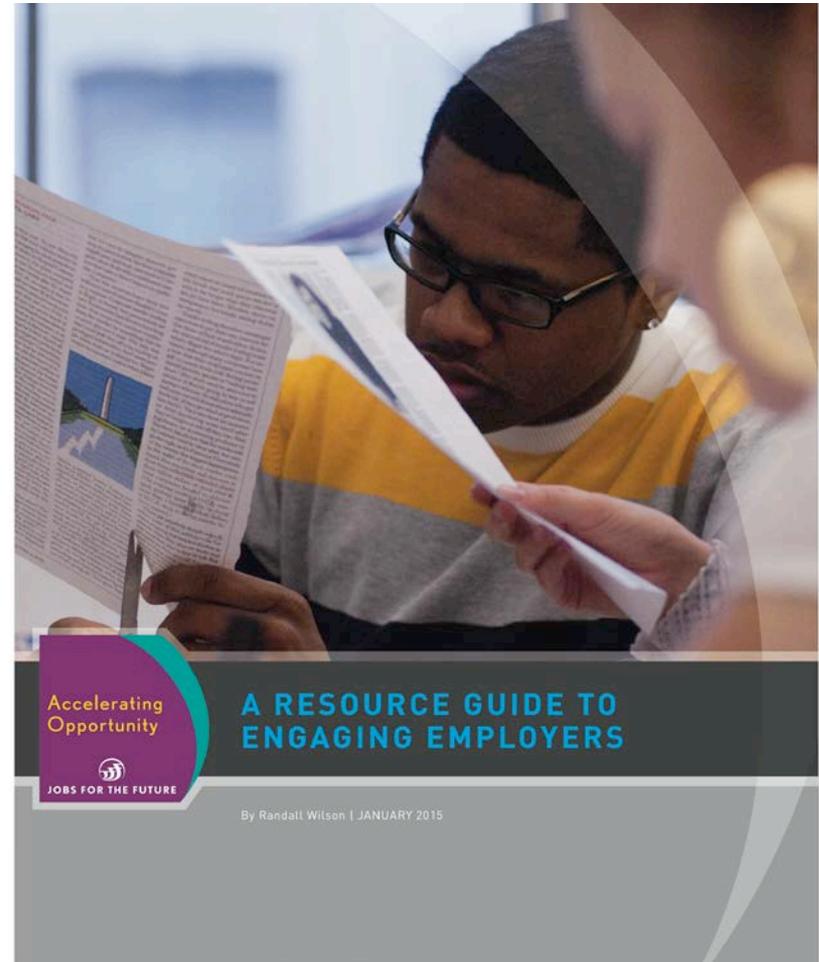


JFF: A RESOURCE GUIDE TO ENGAGING EMPLOYERS



JOBS FOR THE FUTURE

- > Responds to the need for building greater college capacity around the level of employer engagement
 - Limited number of employers engaged
 - Little engagement beyond “advisory committees”
 - Low awareness of high-impact employer engagement approaches
- > Synthesizes best of recent literature and practice





- > Effective Employer Engagement is:
 - **Continuous** vs. episodic or “one-off” (more than advisory)
 - **Strategic** vs. transactional (high-impact partnerships)
 - **Mutually Valuable:** creating value for employers as well as the college and students
 - **Wide-Ranging:** going beyond “usual suspects”
 - **Comprehensive:** engaging in a variety of roles and activities
 - **Intensive:** engaging employers in depth on skills & program needs
 - **Empowering:** employers assume leadership roles
 - **Varied:** using many channels, including employer associations



Figure 1. Ladder of Employer Engagement

	New Relationship		Working Relationship		Strategic Partnership	
	Level I	Level II	Level III	Level IV	Level V	
Key employer role	Advising	Capacity-building	Co-designing	Convening	Leading	
Stage of relationship	Initial contact / new relationship	Establishing trust and credibility	Working relationship	Trusted provider and collaborator	Full strategic partner	
Activity examples	Discuss hiring needs, skills, competencies; advise on curricula; contract training; hire graduates	Job site tours; speakers; mock interviews; internships; needs assessment; loan/donate equipment; recruiting	Curriculum and pathway development; adjunct faculty and preceptors	College-employer sectoral partnerships	Multi-employer / multi-college partnerships	
Engagement examples by level	<ul style="list-style-type: none"> > Western Technical College (Wisconsin Shifting Gears) > Monroe Community College 	<ul style="list-style-type: none"> > Bristol Community College 	<ul style="list-style-type: none"> > Owensboro Community and Technical College > Automotive Technical Education Collaborative (AMTEC) > Columbus State Community College (LogisticsART) 	<ul style="list-style-type: none"> > NorTEC > Northern Virginia Community College (NoVAHealth FORCE) > Cabrillo College / Bay Area Community College Consortium 	<ul style="list-style-type: none"> > Health Careers Collaborative of Greater Cincinnati / Cincinnati State Community and Technical College > Health Professions Pathway (H2P) 	

EMPLOYERS FIRST: TOWARDS A NEW EMPLOYER ENGAGEMENT MODEL



JOBS FOR THE FUTURE

Employers as active collaborators throughout the entire college experience

Connection

Entry

Progression

Completion

Connection to Labor Market

Employers:

- Co-design college and business data systems tracking for labor outcomes & feedback
- Provide current and forecasted job & skill needs

Colleges:

- Prior Learning Assessment and credit for prior work experience
- Use of available diagnostic assessment to capture current/transferrable workforce skills

Employers:

- Co-design student assessments
- Define job readiness skills
- Participate in student orientation
- Job shadowing before instruction to ensure right career choice

Colleges:

- Enhance advising model w/employers
- Create individual student success plan w/embedded work-based learning

Employers:

- LMI w/employer validation of pathways
- Co-develop curriculum
- Resources to support pathways (equipment/tuition);
- Example job descriptions/salary/certificates/degrees mapped

Colleges:

- Redesigned pathways with stackable certificates
- Entry/exit points for upskilling incumbent workers

Employers:

- Guest or adjunct instructors
- "Hands on" instruction at work-based sites throughout program
- Mentors
- Extensive internships & sponsored (juried) project competitions

Colleges:

- Intensive faculty training at employer facilities
- Contextualized, learner-centered instruction

Employers:

- Guaranteed interviews
- Employer Resource Networks (support for new hires at work site)
- Guaranteed feedback loop of performance/data tracking
- High-leverage policy work as regional/state advocates

Colleges:

- Redesigned job placement assistance
- Employee partner recruiting preference plan



- > Outline various ways you and your college can deepen employer engagement.



What Works In Job Training: A Synthesis of the Evidence

July 22, 2014

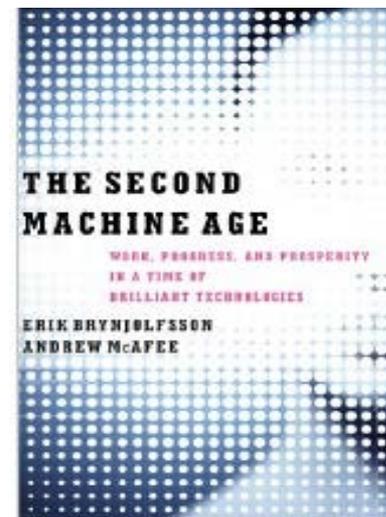
U.S. DEPARTMENT OF LABOR
U.S. DEPARTMENT OF COMMERCE
U.S. DEPARTMENT OF EDUCATION
U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES



February 25, 2014

THE 2013 LUMINA STUDY OF THE AMERICAN PUBLIC'S OPINION ON HIGHER
EDUCATION AND U.S. BUSINESS LEADERS POLL ON HIGHER EDUCATION

WHAT AMERICA NEEDS TO KNOW ABOUT HIGHER EDUCATION REDESIGN



BARBARA ENDEL, PHD
bendel@jff.org



JOBS FOR THE FUTURE

TEL 617.728.4446 FAX 617.728.4857 info@jff.org

88 Broad Street, 8th Floor, Boston, MA 02110 (HQ)

122 C Street, NW, Suite 650, Washington, DC 20001

505 14th Street, Suite 900, Oakland, CA 94612

WWW.JFF.ORG