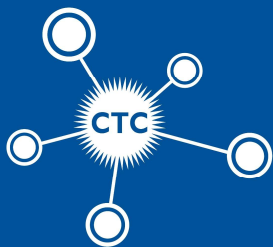


Common Barriers to Successfully Engaging Employers – and How to Overcome Them

HITEC July 2021



NATIONAL
CONVERGENCE
TECHNOLOGY CENTER



AGENDA

TODAY'S TOPICS

Introduction and background

The BILT Model explanation

Common implementation challenges

Next steps for you

WHO WE ARE

NATIONAL CONVERGENCE TECHNOLOGY CENTER

Background

Collin College – Frisco TX

Funded by a grant from the
National Science Foundation

Regional ATE Center starting fall
2004

National ATE Center starting fall
2012

Mission

Support IT infrastructure/
cybersecurity programs across the
country and align curriculum with
employer need

Community of practice – 82
colleges

All work is co-led by IT business
leaders

Free professional development for
IT faculty (20th year)

MAJOR GOAL FOR ALL TECHNICAL PROGRAMS



STUDENTS completing certificates and degrees and well-qualified for ready employment



BUSINESSES highly engaged

WHAT IS A BILT?



Business and Industry Leadership Team

A BILT is a business advisory council “on steroids” whereby employers co-lead the program.

DIFFERENT FLAVORS

BUSINESS AND INDUSTRY LEADERSHIP TEAM

- Local BILT advising a single college or district
- Regional BILT advising multiple colleges
- National BILT advising colleges coast to coast
- Project-specific BILT advising a particular initiative like a grant

The BILT model works with any technical program at any size college.



BENEFITS

WIN-WIN FOR EVERYONE



Employers connect with a pipeline of “workforce ready” candidates.



Faculty have assurance they're teaching the skills the workforce demands.



Students are first to be considered for internships and job openings.



Programs develop a pool of industry expert advisers to support all aspects of a program.

THE **BILT** MODEL ESSENTIALS

ASSEMBLE “single-discipline” BILTs rather than large multi-discipline groups

CONVENE quarterly (shorter trends meetings x3, longer KSA vote meeting x1)

SCHEDULE time during three shorter meetings for BILT to talk industry trends

INVITE faculty to attend the meetings to hear from employers first-hand

PRIORITIZE a detailed list of entry-level KSAs once a year via a vote

MAP the prioritized KSA list to current curriculum to make sure it aligns

GIVE regular feedback to the BILT regarding how their feedback was used

THE **BILT** MODEL ESSENTIALS

DIVIDE YOUR BILT

Leverage the know-how of your subject matter experts in their specific discipline.



THE BILT MODEL ESSENTIALS

DIVIDE YOUR BILT

Convene a “super-BILT” for broad program discussions and trends.

Build niche “sub-BILTs” to look at specific KSAs for a discipline area.

BILT MEETINGS EXAMPLE

SPRING
Super-BILT
trends meeting

**NETWORKING BILT
PROGRAMMING BILT
SECURITY BILT
TOGETHER**

SUMMER
Super-BILT
trends meeting

**NETWORKING BILT
PROGRAMMING BILT
SECURITY BILT
TOGETHER**

FALL
Three sub-BILT
KSA meetings

NETWORKING BILT

PROGRAMMING BILT

SECURITY BILT

THE **BILT** MODEL ESSENTIALS

CONVENE QUARTERLY

Avoid “out of sight, out of mind.”

Meetings don't always have to be in-person.

Three shorter meetings for trends, one longer meeting for KSAs.



THE **BILT** MODEL ESSENTIALS

DISCUSS TRENDS

Shorter (not focusing on KSAs) meetings allow time for BILT members to share perspectives on industry trends.

Help keep educators better understand what's coming.



THE **BILT** MODEL ESSENTIALS

INVITE FACULTY

Instructors should be in the room to hear first-hand from BILT members.

Faculty available to ask and answer questions.



THE **BILT** MODEL ESSENTIALS

CONDUCT ANNUAL VOTE

Once a year, BILT members prioritize a detailed list of entry-level KSAs (knowledge, skills, and abilities) for 12-36 months into the future.

The vote and discussion is a structured, repeatable process.



THE **BILT** MODEL ESSENTIALS

MAP THE KSAs

Faculty meets to map the prioritized KSA to identify gaps in program curriculum.

Curriculum adjustments are guided by gaps.



THE BILT MODEL ESSENTIALS

GIVE FEEDBACK

Ensures BILT members feel heard and valued.

Share how you implemented their suggestions.

If you can't do what they ask, tell them – the BILT can sometimes offer solutions.

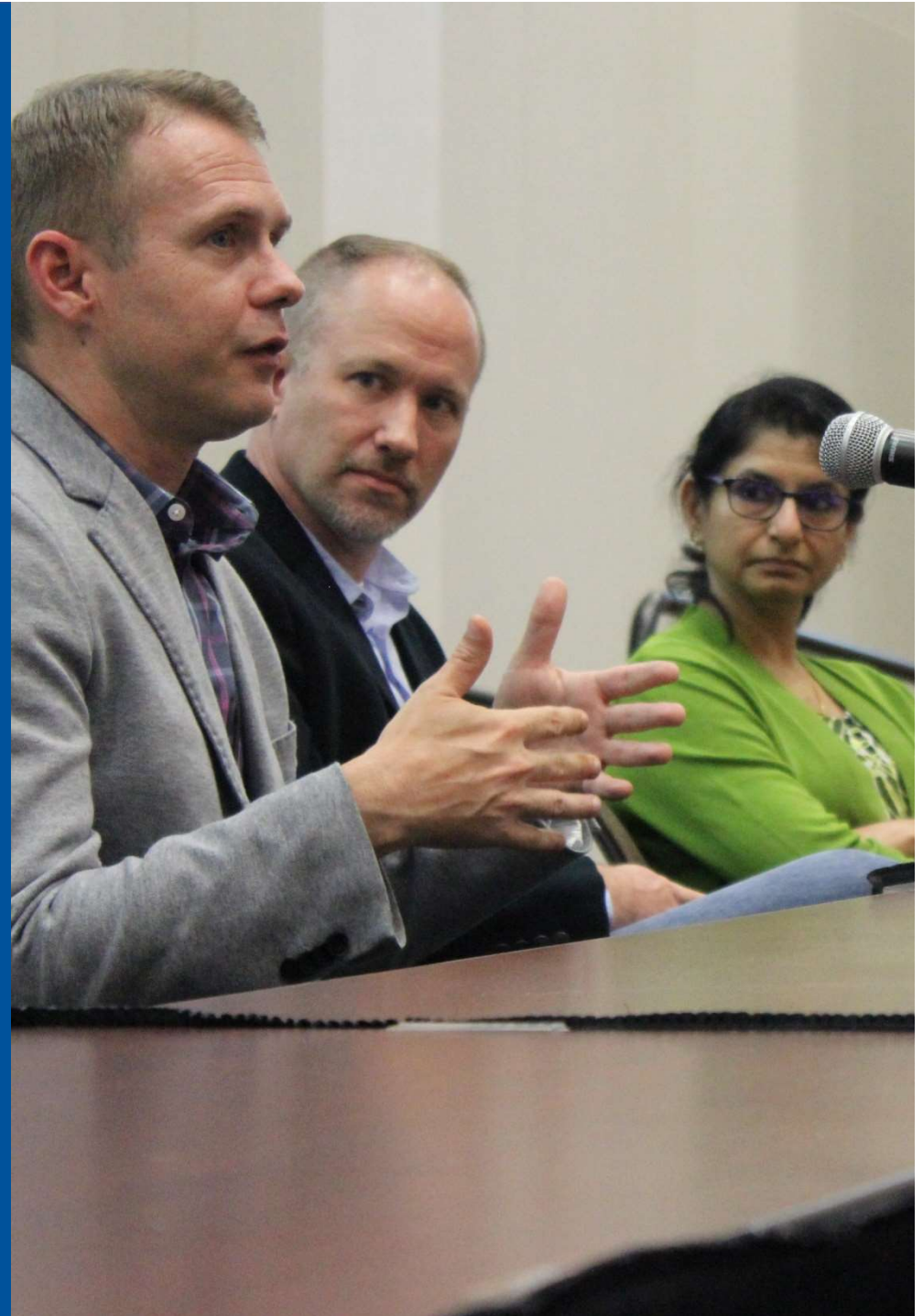


IDENTIFYING THE RIGHT BILT MEMBERS

Need to be able to predict both their specific future needs and the overall future needs of the IT/cyber industry.

- High-level technical executives
- First-line hiring managers
- Technicians

HR representatives should not be the only rep for the business.



IDENTIFYING THE RIGHT BILT MEMBERS

Work with area groups that connect with employers.

You can also create a value proposition script and cold-call appropriate local businesses.



College president and Board of Trustee members
(ask permission first)

Chambers of commerce

Economic development organizations

Discipline-specific professional associations

LOGISTICS

PLANNING THE MEETING

- 8:30am works best for the National CTC
- Feed them well, even if it's just drinks and snacks
- Use phone calls and snail mail if at all possible (send e-mail as a backup)
- Develop a “WIIFM” value proposition for BILT prospects – what’s in it for me?



LOGISTICS

MANAGING THE KSA VOTE MEETING

- KSAs = knowledge, skills, and abilities
- BILT discusses the KSAs, not the courses
- Focus on entry-level skills 12-36 months out
- Start with a pro forma list, not a blank wall – let the BILT edit, add, delete



LOGISTICS

MANAGING THE KSA VOTE MEETING

- Employers rank job skills on a scale of 1-4 (4 = most important), then discuss the results
- Vote and discuss KSAs synchronously – hybrid format works with some in the room and some on the phone
- Consensus is not the goal



LOGISTICS

REPORTING BACK TO THE BILT

- Faculty meet to consider each KSA to ensure all are being covered, and address any possible gaps
- Give feedback to the BILT regarding the KSA recommendations – what did you do, what can't you do?
- Make the BILT feel heard and valued



THE IDEAL BILT

CO-LEADS the program – more input means greater sense of ownership

IDENTIFIES entry-level KSAs and helps steer curriculum to **their** needs

SHARES sector trends and forecasts labor market demand

DEVELOPS invested relationships with colleges preparing their future employees

HELPS deliver “workforce-ready” graduates



THE IDEAL BILT

Advisory Board	Business-led BILT
May only give advice	Co-leads
Annual KSA* suggested	Annual KSA* required
May “rubber stamp” existing program	Actively helps faculty improve program
May only meet just once a year	Meets at least three times a year
If advice is ignored, commitment may be eroded	When advice is valued, commitment is boosted
May not be highly invested in success of the program	Feels ownership of the program

* Knowledge, skills, and abilities update



IMPLEMENTATION CHALLENGES

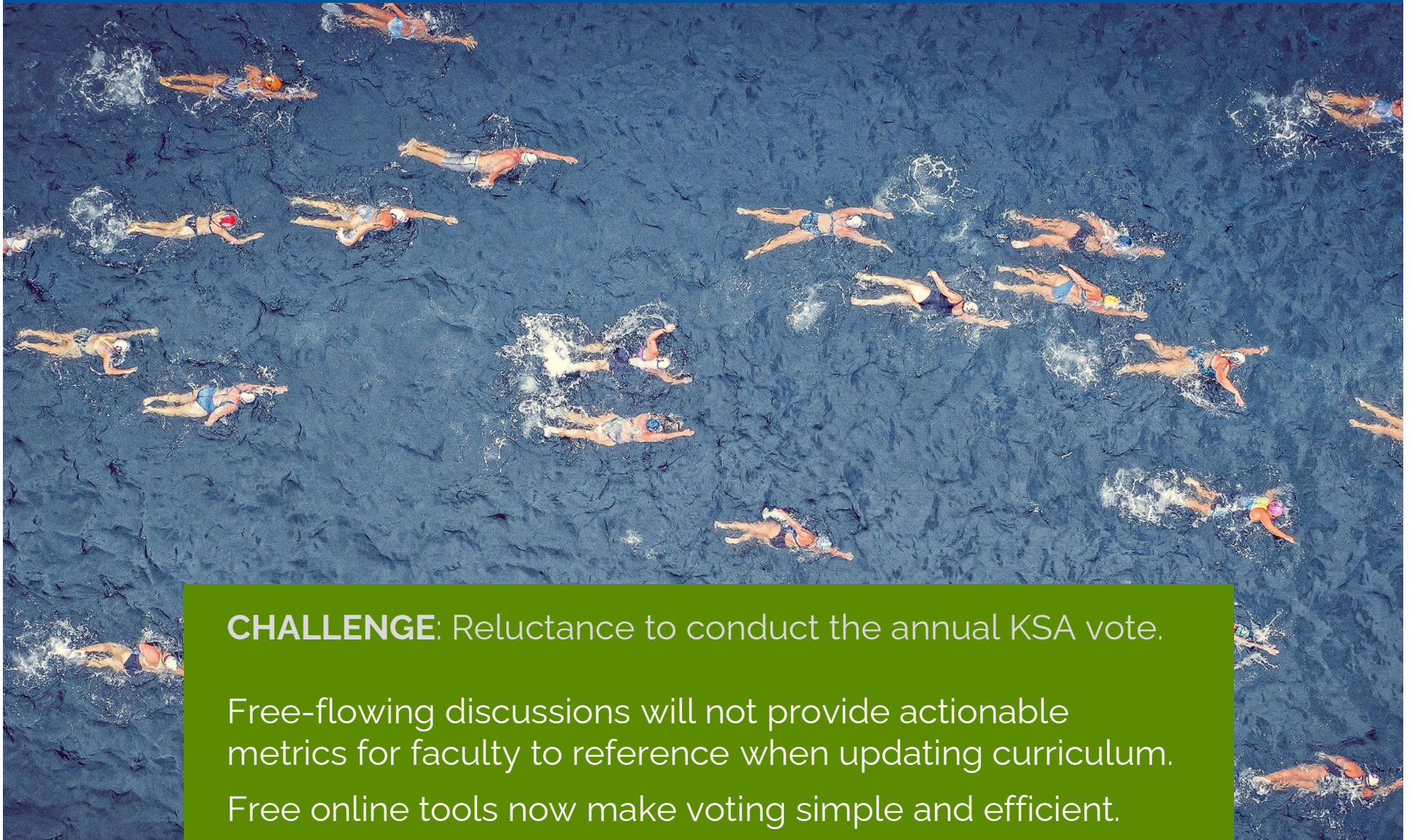


CHALLENGE: Reluctance to schedule frequent meetings.

Meetings don't have to be an elaborate in-person event – virtual meetings work.

Takes time to build relationships. Strive for quarterly.

IMPLEMENTATION CHALLENGES



CHALLENGE: Reluctance to conduct the annual KSA vote.

Free-flowing discussions will not provide actionable metrics for faculty to reference when updating curriculum.

Free online tools now make voting simple and efficient.

IMPLEMENTATION CHALLENGES



CHALLENGE: Inability to find committed employers.

Once BILT members understand their voice is heard and realize they are co-leading the program, they will commit.

Address BILT members' "WIIFM" – what's in it for me?

IMPLEMENTATION CHALLENGES



CHALLENGE: Difficulty getting institutional buy-in.

Start small to build your case for wider implementation.
The BILT model's success will inspire copycat adoption.
Recruit a faculty "influencer" that others follow.

IMPLEMENTATION CHALLENGES

A large pile of unsorted, multi-colored puzzle pieces. The pieces are in various colors including white, yellow, blue, orange, and green, and are scattered across the frame, creating a sense of chaos and complexity.

CHALLENGE: Faculty fear losing control to employers.

BILT meetings focus on the KSAs, not course content.

Educators remain the classroom experts – they decide how and when to teach the BILT's requested KSAs.

WHAT CAN YOU DO?

Be sure your BILT is sufficiently focused (one BILT per sub-discipline)

Schedule quarterly meetings

Invite faculty to attend your meetings

Allow BILT members to regularly share perspectives on future trends

Conduct annual job skills validation

Crosswalk those updated skills to curriculum and make adjustments

Report back to the BILT – ensure they feel heard and valued



RESOURCES

“BILT Basics” webinar (60m)

bit.ly/BILTbasic

“Implementing the BILT Model” PDF

bit.ly/BILT-guide

“Your Annual Job Skills Validation Vote” webinar (10m)

bit.ly/jobskillsvote

“Setting Up Google Form and Spreadsheet for KSA Voting” PDF

bit.ly/KSAgoogletoolJun21

“Seven Essentials of the BILT Model” video (4m)

bit.ly/SevenBILTEssentials

“Understanding the KSA Worksheet” webinar (7m)

bit.ly/KSAlist2020



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This material is based upon work supported by the National Science Foundation under Grant No. 1700530. Any opinions, findings and conclusions or recommendations expressed in this material are those of the author(s) and do not necessarily reflect the views of the National Science Foundation.



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