The skills gap

Today, nearly 11 million Americans are unemployed. Yet, at the same time, 4 million jobs sit unfilled… [demonstrating] the gulf between the skills job seekers currently have and the skills employers need.

—Jamie Dimon, JPMorgan Chase and Marlene Seltzer, Jobs for the Future (December, 2013)
Is there a skills gap? Employers say “Yes”

2013-14 Employer Surveys:
Percent saying they have difficulty finding the skills they need

Manufacturing – skills challenges

Figure 3: How severe is your shortage of qualified applicants?

Skilled Resource Shortage
- Low 21%
- Moderate 40%
- Severe 39%

Highly Skilled Resource Shortage
- Low 18%
- Moderate 22%
- Severe 60%

Source: Accenture 2014 Manufacturing Skills and Training Study
Business cycle impact

![Chart 1. Number of unemployed persons per job opening](image)


Note: Shaded area represents recession as determined by the National Bureau of Economic Research (NBER).

Education/business mismatch

96 percent of percent of college and university chief academic officers said they are extremely or somewhat confident in their institution’s ability to prepare students for success in the workforce.

just 11 percent of business leaders strongly agree today’s college graduates have the skills and competencies that their business needs.

John M. Eger, “Business and Education Executives Just Don't See Eye to Eye”, Huffington Post, 04/12/2014
### Ways employers connect and support community colleges

#### Education and Training Support
- Contract for training for incumbent workers
- Participation in curriculum advisory committees; participation in skills assessment/needs processes
- Participation in student selection or program qualification-setting processes
- Guest instruction
- Contest/capstone project judging
- Donation/loans of materials or equipment; advising on equipment purchases

#### Work Experience and Hiring
- Workplace visits for students
- Internships, summer jobs, co-ops, apprenticeship or other work experience opportunities
- Hiring graduates
- Recognizing community college credentials in hiring and promotion

#### Organization Leadership and Development
- Participation and leadership in program planning and development activities
- Taking leadership roles within college governance
- Support for policy advocacy and stakeholder outreach efforts
- Supporting processes for assessing student, firm, and industry impact for continuous improvement
- Financial Support

#### Student Support
- Participation in career fairs
- Participation in mock interviews
- Provision of career counseling
- Supporting or assisting with employment retention services for student placements
- Scholarship support

#### Faculty Support
- Support for adjunct instruction
- Faculty development activities, including work experiences or externships

#### Labor Market Information/Connections
- Employment forecasting
- Advising on career pathways
- Support for outreach to other employers

---

### Washington State Community College Centers of Excellence

- 10 centers for key economic sectors of the state economy, each based at a lead community college
- Act as lead in institutional outreach to industry
- Broker information for a wide range of partners
- Coordinate system efforts; provide coaching and mentoring to other colleges
Louisiana Workforce and Innovation for a Stronger Economy (WISE) Fund

- Re-focused community college activities on high-growth/high wage career training
- Provides $40 million in a 4-1 funding match for employer contributions to career development programs

New York State Next Generation Job Linkage Program

Rewards community colleges that partner with employers and demonstrate an ability to provide students with a path to meaningful employment

Provides $3.0M to be distributed to community colleges based upon specific weighted performance criteria that reward demonstrated success in employment, wage gain, degree and certificate completion, and student engagement in career and employment opportunities
Exploring a Solutions Architecture: Leadership

• Each successful program has
  – deeply engaged leaders who
  – act as role models and
  – continually drive the program forward
• They build support by linking programs to compelling short term and long term community, economic, and business benefits
• Impactful leaders are “in it for the long term”

Exploring a Solutions Architecture: Communities Operating as an Aligned System

• Active, engaged, and concerted leadership by all parties is a cornerstone of effective community systems
• Strong systems align on the details
• Strong systems have a strategic workforce and economic improvement plan
• Each community has unique dynamics. No one model can be scaled or duplicated at a national level
Exploring a Solutions Architecture: Community College Partnerships Are Essential

- Impactful business workforce training programs are enabled through engaged relationships with community colleges.
- Community colleges are the most flexible, adaptive and agile, post-secondary educational institution.
- Community colleges are viewed as among the more business-focused and proactive public regional institutions.