



WNY Consortium of Higher Education

Skills Gaps: A National Crisis with Global Implications

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WNY Consortium of Higher Education





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Presentation Overview

- My Background
- Professional Readiness: Are college graduates prepared for today's job market? Brutal Facts: Global, National, and Regional
- What are the skill sets needed in today's economy?
- Skill sets required to succeed as a citizen, professional, and individual.
- The Liberal Arts Versus Professional Degrees
- The Fitness Seminar's Relationship to Education
- What Steps Need to be taken?
- Transformational Leadership & Disruptive Innovation (Change)
- Reflection



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Background Information

- Ph.D. in Educational Foundations (K-12) with Focus on Higher Education Administration, M.Ed. in Higher Education Admin., & B.S. in Business Admin.
- Executive Director of WNY Consortium of Higher Education
- Have taught for the past 20 years (UB, SUNY Buffalo State, & Daemen College)
- Still research and publish focusing on student learning outcomes and E.I.
- Entrepreneur
 - CEO: The Center for Educational and Career Advancement, Inc. - 1992
 - CEO/Co-Founder: MyCollegeMax.com, an innovative program that assists students with transitioning from high school to college and from college to career. Launch date: Spring 2015





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The Brutal Facts

Global



National



Regional





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Are College Graduates Ready? Global Perspective

- *A global study reported that nine out of ten employees felt that colleges were not adequately preparing students for a workplace situation (Tugend, A., 2013)*

Tugend, A. (2013) The New York Times. "What it Takes to Make New College Graduates Employable." Retrieved from <http://www.nytimes.com/2013/06/29/your-money/a-quest-to-make-college-graduates-employable.html?pagewanted=all&r=0> (7/29/2013)

- *Employers in the world's 10 largest economies are all struggling with the same task: finding skilled workers to fill open positions. When businesses lack the necessary skilled workers, they suffer from less effective business performance, lower quality work, lower morale and higher employee turnover. Career Builder, 2013*



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Are College Graduates Ready? National Perspective

- U.S. is fairing better than other top 10 economies Career Builder 2013
- New York Times: What It Takes to Make New College Graduates Employable, June 28, 2013
 - A four-year liberal arts education doesn't prepare kids for work and it never has." Alec R. Levenson, Senior Research Scientist, Center for Effective Organizations at USC
 - There's always been a gap between what colleges produce and what employers want...But it is widening now." Mara Swan, Executive VP of Global Strategy, Manpower Group
- *Young employees 'are very good at finding information, but not as good as putting that information into context...they're really good at technology, but not at how to take those skills and resolve specific business problems'" -Jamie S. Fall, vice president at the HR policy Association*



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Are College Graduates Ready?

WNY Perspective

- Connecting Higher Education to the Region's Growing Industries, UB Regional Institute, WNY Consortium of Higher Education
 - *"Interviewees (HR Reps) used expressions such as 'spot on' and 'directly correlate' in (stating that)... regional experience reinforces national findings with regard to skills required."*
 - *Generally, college graduates possess substantive skills. However, graduates lack skills like time management, follow-up, leadership, prior work experience, ability to write, complex reasoning, problem solving, decision making, and social perceptiveness.*
 - *Not all of the gaps are solely attributed to higher education.*



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Are College Graduates Ready? WNY Perspective (Continued)

- WNY Regional Skills Assessment, UB Regional Institute, Senior Human Resource Group (20 top employers in WNY)
- Examined Mid-Level Employees
 - *“In the past few decades, WNY’s labor force has not kept pace with the region’s economic transformation from manufacturing to a knowledge-based economy...”*
 - *“Efforts to align the existing workforce with regional employer needs, retain recent college graduates, and recruit new talent from outside of the region will become increasingly important.”*

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Why are there skills gaps?





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What does the 'typical' job require for success?

Daniel Pink, *Drive: The Surprising Truth About What Motivates Us*

Yesterday's job was sequential or algorithmic. There was a clear path to accomplishing the roles and responsibilities of the job.

Enter the Velocity of Change in the Job Market/Economy

Today's job is heuristic or organic. There is no clear path to accomplishing the roles and responsibilities of the job. Therefore, the skill sets of yesterday **ARE NOT** adequate to meet the needs of today's employer.



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What are the skills needed in today's economy?

*UB Regional Institute
Brookings Institute
Institute for the Future*





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Skills Necessary for Success

UB Regional Institute

Basic

Reading Comprehension

Active Listening

Speaking

Critical Thinking

Active Learning

Monitoring

Cross-Functional

Persuasion

Service Orientation

Complex Problem Solving

Operations Analysis

Operations Monitoring

Systems Analysis

Systems Evaluation

Judgment and Decision
Making

Time Management



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Skills Necessary for Success

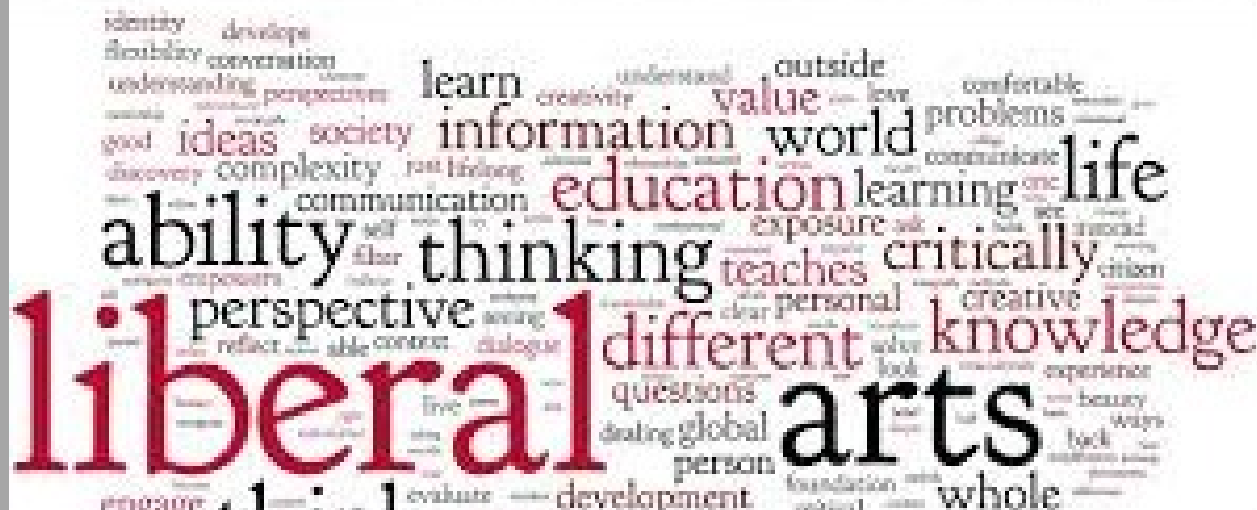
Knowledge Economy vs. Advanced Manufacturing

Brookings Institute

Knowledge Economy	Advance Manufacturing Skills
Critical Thinking	Critical Thinking
Written/Verbal Skills	Reading Comprehension
Active Learning/Listening	Active Listening
Complex Problem Solving	Speaking
Management of Personal Resources	Monitoring
Owning Results	Operation Monitoring
Negotiation	Writing
Time Management	Quality Control Analysis
Operations Analysis	Complex Problem Solving
Service Orientation	Willingness to Work
Judgment & Decision Making	Management of Personal Resources (i.e. time management, self-motivated, etc.)

What Role Does the Liberal Arts Play in Preparing Students for Professional and Personal Success?

Value of Liberal Arts Education





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The Liberal Arts Advantage

"With the liberal arts, 'you get to exercise your brain.'"

A.G. Lafley, CEO Retired, Procter & Gamble

If you are in math and science or engineering, you've got to balance it off with the humanities because you have to work in these multicultural global environments."

Samuel J. Palmisano, CEO Retired, IBM

Students majoring in liberal arts fields see "significantly higher gains in critical thinking, complex reasoning, and writing skills over time than students in other fields of study. Students majoring in business, education, social work and communications showed the smallest gains. Scott Jaschik, Inside Higher Ed, 2011, Commenting on Academically Adrift Results



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What Role Does the Professional Majors Play in Preparing Students for Professional and Personal Success?





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The Professional Major Advantage

- *Extensive Career Opportunities*
- *Limitless Growth Opportunities*
- *Respected by Business*

The Value of a Professional Major

Top 15 Valuable Majors (Measured against income)

- *Biomedical Engineering, Engineering, Computer Science, Applied Mathematics.....STEM majors.....*

<http://www.forbes.com/sites/jennagoudreau/2012/05/15/best-top-most-valuable-college-majors-degrees/>

The Problem of a Professional Major

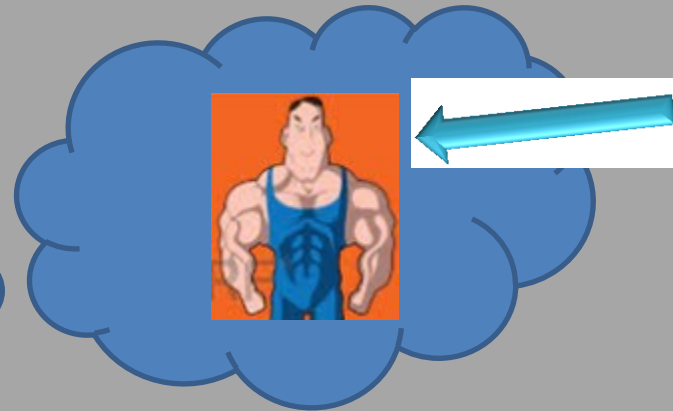
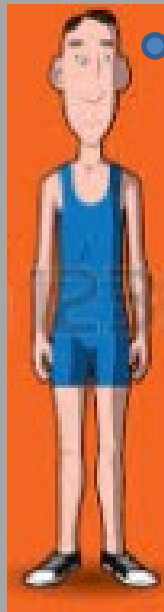
According to Academically Adrift and other research, professional majors do not prepare students for current jobs as well as liberal arts.

What needs to occur/change?



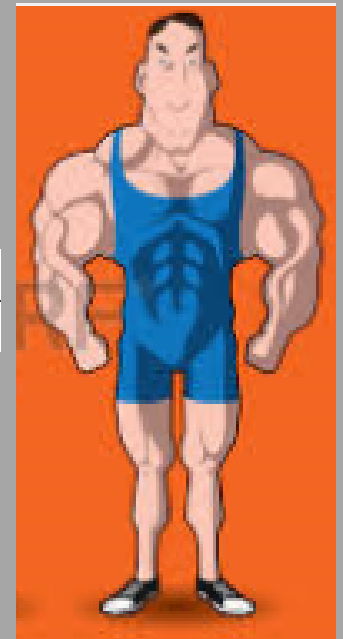
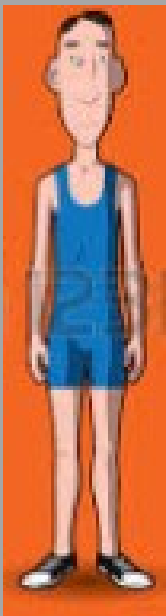
The Fitness Seminar Phenomenon

American Student

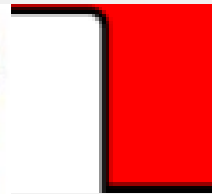
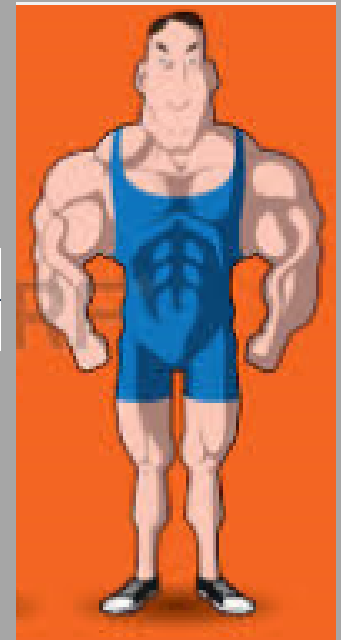
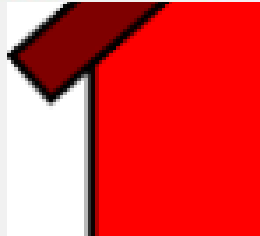
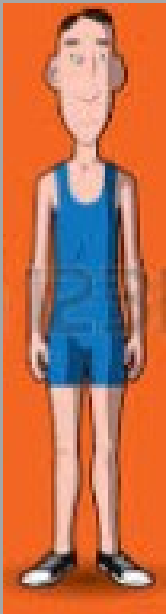


End
Goal

The Fitness Seminar.....Results?



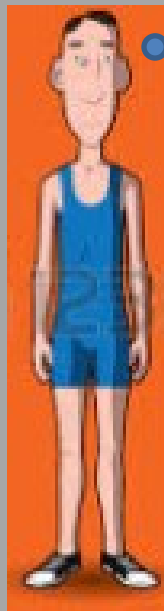
The Fitness Seminar



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The Education Phenomenon

American Student

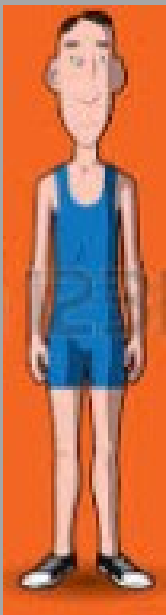


CAREER

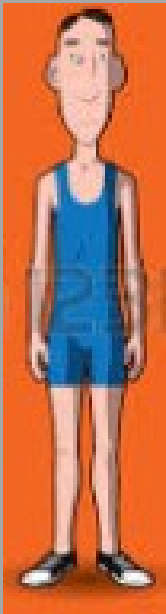


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Higher Education.....Results?



Higher Education.....Results?





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Leadership, Change, & Innovation

"Just tinkering around the edges won't be enough," Obama said. "We've got to shake up the current system." UB Address, 8-22-13



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What Steps Need to Be Taken

Chronicle of Higher Education

"Skills Gap? Employers and Colleges Point Fingers at Each Other," Sept. 12, 2012

- ***First:*** Employers need to rely less on technology to screen potential applicants and more on personal review.
- ***Second:*** Employers need to re-institute robust staff development programs.
- ***Third:*** Colleges need to do a better job preparing students for their transition to work by providing "real work experiences" like co-ops and internships where they can apply their knowledge.
- ***Fourth:*** We need to bring back the idea of apprenticeships (and other experiential learning experiences like service learning and "departmental response teams").
- ***Finally:*** At the bachelor's level, we need stronger connections between colleges and employers. Right now employers see themselves as detached customers of what colleges produce and colleges are sometimes "hostile" to the notion that they are simply training students for jobs.



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Transformational Leadership

...enhances the motivation, morale, and performance of followers through a variety of mechanisms.

Disruptive Innovation (Change)

*“Focusing on **inputs** has the effect of locking a system into a set way of doing things and inhibiting innovation; focusing on **outcomes**, on the other hand, encourages continuous improvement against a set of overall goals and, in this case, can unlock a path toward the creation of a high-quality student-centric system.”* — Clayton Christensen

SUNYCON 2014

Through Collective Impact we must focus on the outcomes our students need and work collaboratively to achieve those goals



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A Culture of Change

“However promising a particular strategy may be, college leaders recognize the truth in the assertion, generally attributed to Peter Drucker, that ‘culture eats strategy for lunch.’”

Kay McClenney, Change Magazine, July/Aug 2013



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The Art of Change

- Invite **ALL** stakeholders to the table
- **CREATE** a **SHARED VISION** focused on outcomes even when that vision is not 100% aligned with individual goals
- Create **SHARED LEADERSHIP** and **SHARED OWNERSHIP**
- Maintain high levels of **COMMUNICATION**
- Embrace the 3 P's
 - **PASSION**
 - **PURPOSE**
 - **PATIENCE**
- Focus on Outputs and Not Inputs



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Writing Exercise

1. Write your Name, Title, & School.
2. Write a once sentence goal with your left hand.
3. Write your neighbors once sentence goal, without asking, with your left hand and eyes closed.



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Writing Exercise

1. Doing what you always do is easy.
2. Change is uncomfortable and not easy.
3. Change without understanding is nearly impossible.



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“There are risks and costs to action. But they are far less than the long range risks of comfortable inaction.”



John F. Kennedy



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For more information:

www.wnycollegeconnection.com

Thank you! Questions?

