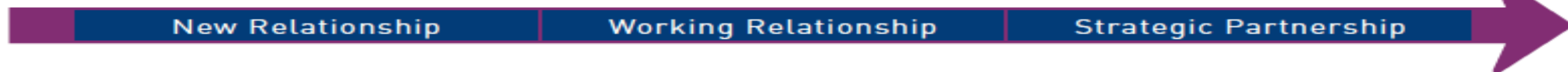
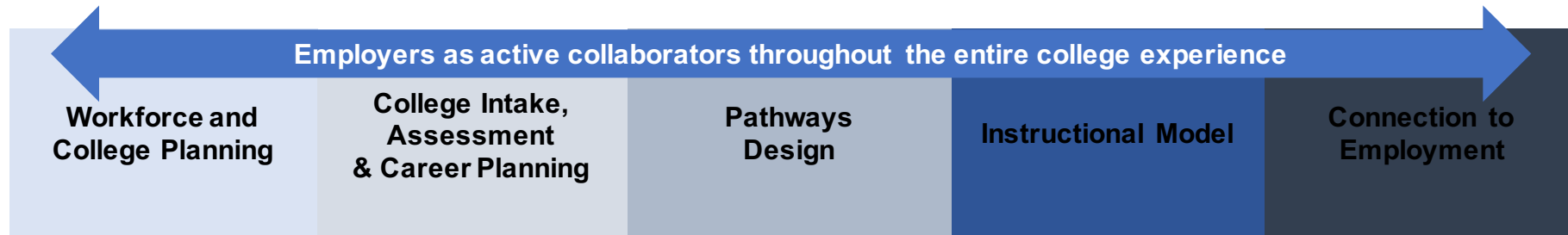


Figure 1. Ladder of Employer Engagement



| | 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) | |

Towards a new EMPLOYER ENGAGEMENT model



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 through-out 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